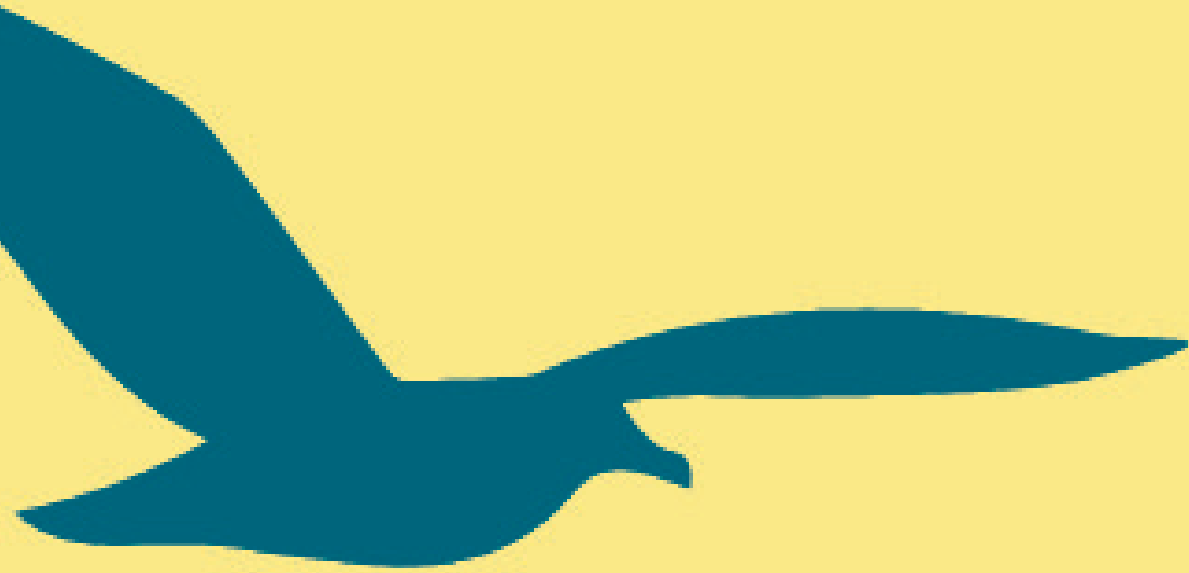


SCARBOROUGH COMMUNITY SERVICES FY 2019

# ANNUAL REPORT



# LETTER FROM THE DIRECTOR



On behalf of our department, I am pleased to share our 2019 Community Services Annual Report highlighting many of our accomplishments during the past year. Highlights such as department re-branding, mission and vision statement development, and operational improvements to our Ferry Beach parking lot. Also included in this year's report are some of the challenges we faced as a department, as well as plans in motion to meet those challenges and improve our overall level of service. Challenges such as growing programs with limited daytime programming space, most notably within our child care and summer camp programs. While looking to improve, we have identified certain facilities beginning to show their age. To help plan for this we will be conducting a facility inventory assessment to ensure we are protecting our assets and planning for their replacement or renovation in a timely manner.

Whether you choose to explore the beautiful outdoors offerings of Scarborough by visiting a beach, park, or hiking trail, or you have an active family participating in one of our programs, or you join us on one of numerous 55+ programs or outings, we are ready to serve you. We are committed to provide a balanced and sustainable system of outdoor assets and programs to meet the needs of our growing community. The programs, special events, projects, and facility upgrades offered are the result of our dedicated staff, strong partnerships with fellow municipal departments, youth organizations, non-profit groups, and local businesses. Without these partnerships we would not be able to offer all that we do.

Here's to another productive year supporting our core values:

**Stewardship, Inclusivity, Character, Innovation and Health & Wellness**

Respectfully Submitted,



**Todd Souza, C.P.R.P**  
**Director of Community Services**  
[tsouza@scarboroughmaine.org](mailto:tsouza@scarboroughmaine.org)

## OUR MISSION

Scarborough Community Services aims to enhance the quality of life for all residents by promoting a community-centered environment through properly maintained public spaces and engaging recreational opportunities.

## OUR VISION

Evolve and develop with a growing community to meet the needs of our residents, while maintaining and developing facilities and programming in a fiscally responsible manner.

## CORE VALUES

- Stewardship
- Inclusivity
- Character
- Innovation
- Health & Wellness

Todd Souza, Director  
Audra Keenan, Intergenerational Programs Manager  
Bill Reichl, Parks & Recreation Manager  
Nicole Hall, Operations & Facility Manager  
Andrea Zglobicki, Program Coordinator  
Steve Kramer, Program Coordinator  
Cindy DiBiase, Seniors Program Coordinator

**YOUR  
COMMUNITY  
SERVICES  
TEAM**



Ryan Colpitts, Program Coordinator  
Brandi Bradley, Facilities Scheduler  
Jill Deering, Administrative Receptionist  
Wayne Judkins, Parks Supervisor  
Tony Fortin, Senior Grounds Maintenance Worker  
Bob Peary, Grounds Maintenance Worker  
Ken Kennedy, Building Maintenance Technician  
Ed Dube, Building Service Worker  
Ian Weidner, Senior Services Bus Driver  
Michael Hofheimer, Cable TV Program Manager

**Boards and Committees** serve in an advisory capacity to the Community Services Department and Town Council. They provide input on the primary policy topics critical to the operation of Town of Scarborough government. Members are appointed by Town Council based on their personal and professional backgrounds relevant to the policy topic. Their structure provides an excellent opportunity for community participation in policy-making at the Town of Scarborough.

### Recreation Advisory Committee

Art Dillon, Chair - 2019  
Leroy Crockett - 2020  
Richard Murphy, Jr. - 2021  
Roger Chabot - 2019  
Liam Somers - 2019  
Tim Lindsay, 1<sup>st</sup> Alternate - 2020  
Patricia Brigham, 2<sup>nd</sup> Alternate - 2021  
Todd Souza, Staff Liaison  
Bill Reichl, Staff Liaison  
Peter Hayes, Council Liaison

### Seniors Program Advisory Board

Philip Christy, Chair - 2019  
Carol Rancourt - 2019  
Erica Jordan - 2021  
Carol Spencer - 2021  
Anne Marie Bailey - 2020  
Kenneth Simons - 2020  
Jane Palmer - 2019  
Cynthia DiBiase, Staff Liaison  
Jean-Marie Caterina, Council Liaison

### Cable Television Committee

Benjamin Howard, Chair - 2020  
Art Dillon - 2021  
Douglas Foerster - 2020  
Richard Loisel - 2020  
Mark Maroon - 2020  
Todd Souza, Staff Liaison  
Michael Hofheimer, Staff Liaison  
Katy Foley, Council Liaison

### Pest Management Advisory Committee

Rita Breton, Co-Chair - 2021  
Marla Zando, Co-Chair - 2020  
Terri Eddy - 2019  
Leroy Crockett - 2020  
Richard Sullivan - 2020  
Suzan Nixon - 2019  
Todd Jepsen, School Department  
Thomas Hall, Staff Liaison  
Todd Souza, Staff Liaison  
William Donovan, Council Liaison

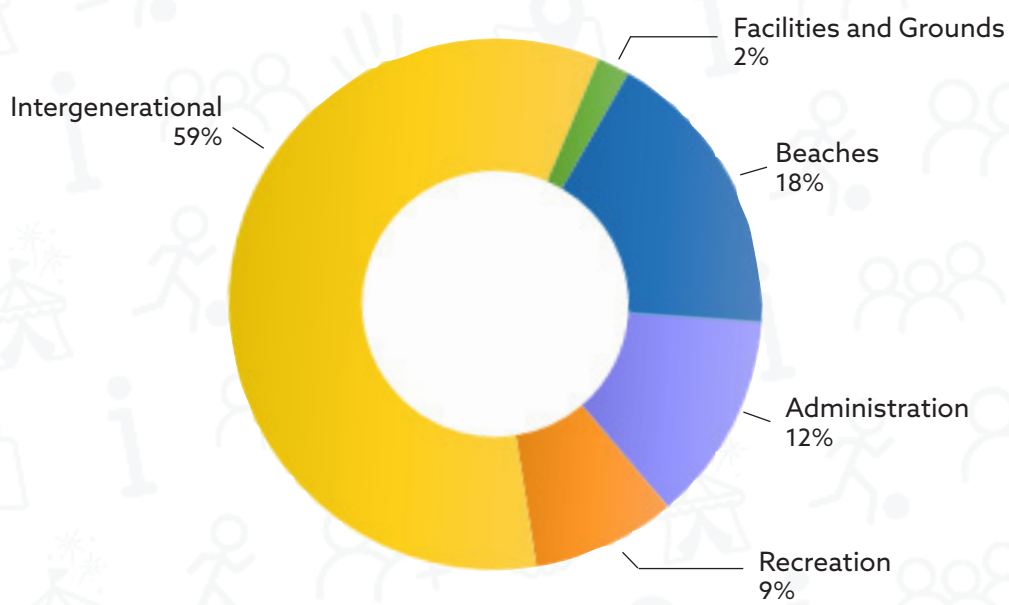


# FINANCIAL SUMMARY

## FISCAL YEAR 2019

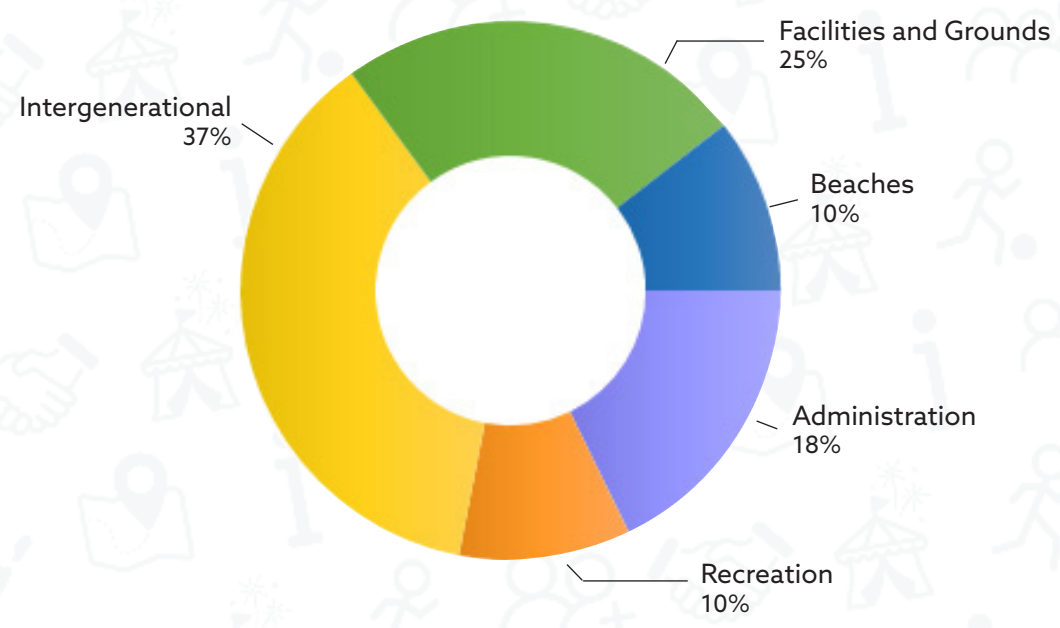
### WHERE DOES THE MONEY COME FROM?

FY19 Budgeted Revenues: \$2,192,284.00



### WHERE DOES THE MONEY GO TO?

FY19 Budgeted Expenditures: \$2,470,411.00



Community Services oversees the maintenance and operations of 11 parks and beaches, as well as over 130 acres of trails and open space.

In fiscal year 2019, our department accepted 648 U.S. passport applications. That is roughly **THREE** passports accepted every day.

Last year there was a total of 283 senior programs, with 254 unique participants and 3,136 total enrollments.

With 93 youth programs offered last year, there was a total of 1,231 unique participants and 2,432 total enrollments.

The Community Services department processed a total of 15,385 school and town facility and field requests and reservations in 2019.

Intergenerational Programs offered a total of 1,240 service hours through year-round child care programming  
*(Before/after care, vacation camps, and summer day camps)*

**DID YOU KNOW?**





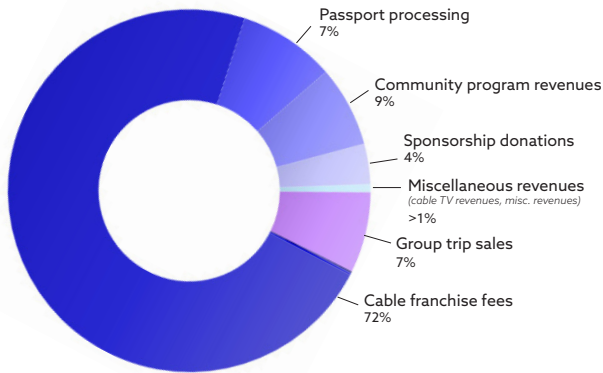
RESPONSIBILITIES

Scarborough Community Services’ administration team oversees many tasks, projects, and events that encompass all five divisions of the department, including recreation, intergenerational, grounds and facilities, and beach management. Oftentimes, the administrative staff are the first faces the public sees or interacts with, as many of this team’s functions revolve around registrations, payments, and general questions.

- Front line for communications
- Program registrations and payments
- Brochure design, distribution, and general marketing
- Website and social media content management
- Facility and field reservations and requests
- U.S. passport acceptance
- Community sponsorship coordination
- Scarborough Community Television station operations
- Special event coordination
- Scholarship and financial assistance program administration

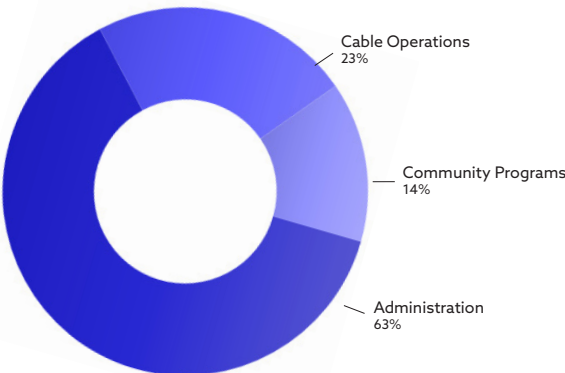
WHERE DOES THE MONEY COME FROM?

FY19 Budgeted Revenues: \$277,884.00



WHERE DOES THE MONEY GO TO?

FY19 Budgeted Expenditures: \$438,916.00



THANK YOU TO ALL OF OUR SPONSORS WHO DONATED IN FY2019 TOWARDS OUR SPECIAL EVENTS AND PROGRAMMING!



ACCOMPLISHMENTS

- **Mission Statement, Vision Statement, and Core Values Development:** Staff collaborated on recreating the department’s mission statement, one that rang true to what we do day in and day out. Along with the mission statement, a vision statement and core values were developed. These will continue to help guide decision making as we develop for today as well as for tomorrow. The mission, vision, and core values were the first step in the process of applying for the National Gold Medal Award through the National Recreation and Park Association (NRPA).
- **Department Re-Branding:** In conjunction with developing the core values and the vision of the department, we decided it was time to redesign the department logo. Thanks to our in-house graphic design expert, a new logo was introduced in Fall 2018 that retained some of the “salt marsh charm” of the original logo while updating the overall shape, flow, and colors for a more modern and appealing look.
- **Introduction of Quiet Riot/Inclusive Programming:** We are always striving to add new programs and fun events to the yearly offerings. For a while now, we have also wanted to provide more opportunities for those with mobility or sensory processing difficulties. Our first foray into inclusive programming was in the form of a family-friendly, sensory-sensitive Halloween dance. Participants were provided headphones that allowed them to set the level of sound for the dance music or the movies that were playing. For a first-year event, it was well received with over 100 people in attendance.
- **Reworked Sponsorship Program:** Each year, Community Services relies on local business and organizations to assist in funding no-cost or low-cost family events for the community. These events include Summerfest, Winterfest, the Annual 55+ BBQ, Santa in the Park, Easter Egg Hunts, and Quiet Riot Halloween Dance. As the traditional sponsorship program waned, it was time to revisit the program structure. Introduced in the Fall of 2018, the new “50 for \$500 ” campaign sought out 50 local business who would like to partner with the town. All sponsors would come in at the same level and would be recognized the same way. In FY2019, we were able to secure 20 sponsors. While we had some of our tried-and-true donors once again, there were many new businesses who came forward to support our mission.
- **Passport Acceptance Facility Oversight Achievement:** As a passport acceptance facility, we are subject to oversight visits from the U.S. Department of State. During these biennial visits, an auditor reviews all documentation, records, and departmental processes as they pertain to the acceptance of U.S. passport applications. Acceptance agents are also asked a series of questions to show knowledge of the intricate ins-and-outs of passport acceptance. For a second time in a row, our department achieved a perfect score and required no further improvements.

CHALLENGES

- **Division of Space and Staff:** One of the biggest hurdles as a department is the fact that we are all spread out. We have the administrative office at Town Hall, the Intergenerational Office at Wentworth, the Maintenance Building by the ice rink, plus satellite child care sites at five separate schools in town. During summer season, we have the addition of three beach parking lots where staff are dispersed. Our maintenance staff can also be spread out all over town, depending on field or park locations, and our senior programming staff are on the road with trips and pick-ups or at Martin’s Point Community Room. With this spread of personnel, it can sometimes be difficult to all stay on the same page, so communication is key.
- **Meeting Customer Expectations and Needs:** It is always our goal to be able to answer customers questions fully and in a timely manner, to be able to process transactions efficiently and correctly, and to convey all information as clearly and explicitly as possible through all avenues, such as in print, online, and social media. The planning and implementation process is completely cyclical so many times we are planning multiple programs and events all at once, all while staying up to the demand of day-to-day office operations. These include program and trip registrations, cancellations, and changes; daily deposits; passport application acceptance appointments; answering of phones and emails; running reports and rosters; updating website and social media accounts, etc. Since staff is so spread out and in charge of many departmental functions, the administrative team is very often down to two staff members. This requires a constant reprioritization of tasks, sometimes on a daily basis.
- **Troubleshooting Cable Room Improvements:** In FY2018, the cable room underwent a long-overdue upgrade. Since then, there have been multiple training sessions, several visits from the contractor to fix sound issues, and additional equipment added to tackle problems with building power cycles. Staff worked through the kinks of the new system but are still grappling with inconsistencies, especially with sound and live broadcast settings. Cable staff continues to inform management so that we can work through issues in a timely manner with the contractor and as a team.

PLANS IN MOTION

- **Updated and Streamlined Website:** The Town’s website revamp is already underway for the FY2020 implementation. Our goal for the website is to make it easier to navigate and to better reach the public with important information in a visually-appealing format. We hope to make the transition from the website to the online registration portal as seamless as possible. We also plan to make our mission statement, vision statement, and core values more prominent online.
- **Promote Brand Across Digital Platforms:** One goal moving forward is the consistent use of social media platforms, including Facebook, Instagram, and Twitter, to inform the public of program changes and additions, special events news, and to promote activities and ideas that bring the community together and highlight all that parks and recreation is about, whether it be directly related to our department, extends out to our neighboring communities, or through NRPA.
- **Seek Out Additional Sponsors:** With the new “50 for \$500” campaign, the ultimate goal is to raise \$25,000 to fully support the annual special events we organize and present to the community. In FY2019, we were able to raise \$11,100, which was fantastic for a first-year campaign. In FY2020, we will continue to seek out businesses and local organizations who would like to partner with us on these special events.





RESPONSIBILITIES

Due to the department’s title of “Community Services,” it can be easy to forget that a large portion of the work is recreation-based. We are a Parks and Recreation department but so much more! Throughout the year, our program coordinators help to organize and run a variety of programs that keep youth, adults, and senior citizens busy and moving all year long. With the assistance of volunteers, we are able to keep many of our popular recreation programs, such as fall soccer, at the same price as previous years. And with new partnerships with local businesses we are able to offer programming that would otherwise not be possible in the limited indoor space available to us.

YOUTH PROGRAMS

- **Art:** Clay camps; Art labs; Theater camps and vacation programs
- **Baseball/Softball:** Mini Hits; Softball pitching clinics; Big Hits softball camp; Edge baseball camp
- **Basketball:** Winter basketball; Dribblettes; Red Storm basketball camps
- **Dance Classes:** Hip-hop; Ballet and jazz; Creative movement
- **Lacrosse:** Learn to Lax spring clinic; Red Storm lacrosse camps
- **Lessons:** Horseback riding; Swim; Tennis
- **Running/Track:** Fall and spring cross country, summer track and field
- **Soccer:** Fall soccer; Mini Kicks; Indoor soccer; GPS, Seacoast, and Challenger camps
- **Snow Sports:** Shawnee Peak ski program
- **STEM:** Scratch camp; Engineering challenge camp; LEGO Robotics camps

ADULT PROGRAMS

- **Sports Leagues:** Basketball; Soccer
- **Tennis Lessons**
- **Fitness Classes:** Healthline; Mix-It-Up Mondays; POUND Rockout Fitness; Back to Basics

ACCOMPLISHMENTS

- **Restructured After-School Ski Program:** One of the more popular youth programs is the Shawnee Peak snow sports program. Offered each year for Grades 4-8 students, Community Services shuttles over 90 kids, their gear, and parent volunteers to the mountain on Tuesday evenings for skiing and snowboarding fun. Participants have the option of registering for open skiing or may add rentals and/or lessons to their package. Year after year, this program fills to capacity. This past year, program coordinators took a different approach to streamline the program. In previous years, participants were required to pass in a paper voucher each and every time they entered the mountain. With a group this large, it took up valuable time that the kids could have been skiing and snowboarding. This past year the program moved to a card system so that skiers could scan in once and be done.
- **Increased Offerings in Adult Fitness:** One sector always in need of expansion is in adult programming. In reviewing the number of programs offered in fiscal year 2019, only 4% were aimed towards ages 18-54. This year, we increased adult programming with the addition of several new fitness classes. Local instructor Kristi O'Donnell, an ACE certified personal trainer and certified POUND professional, offered a variety of classes for all abilities throughout the winter and spring months. Classes included Back to Basics Bootcamp (focused on using bodyweight for resistance and muscular strengthening), POUND Fitness (full-body workout to music using weighted drumsticks) and Mix-It-Up Mondays (combination of bootcamp and POUND). Classes were offered in the evening hours in the Middle School cafeteria.
- **Under the Lights Soccer Event Expanded:** Traditionally, the fall soccer season for Grades 3-4 and 5-8 has been capped off with a fun evening soccer tournament under the lights on the turf field. For many participants, this is their first time playing on the big field under lights, so it is exciting and makes for a memorable end to the season. This past year, this special event was also offered to Grades 1-2 soccer divisions and they had a blast!

CHALLENGES

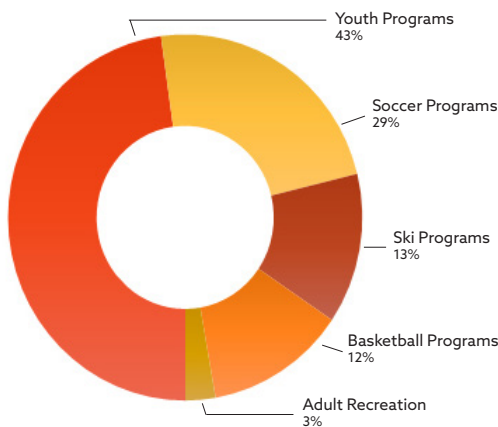
- **Limited Programming Space:** While Community Services reserves all town and school facilities and fields, there are very few spaces that we can schedule out all hours of the day for programming. Fields are bit easier to schedule, as we generally just have to work around the school athletics schedules before plugging in our own programs. Indoor space, such as gyms, cafeterias, and multipurpose rooms, are at a premium across the board. We usually can only get into indoor school space in the evenings for weekday practices and very often have to work around other school events.
- **Recruitment of Volunteers:** Many of our most popular programs, such as fall soccer, indoor soccer, and basketball, rely on the generosity of volunteers to assist in the coaching. The benefits to coaching a team are that the volunteer gets to set the practice schedule so that it works for them. We also try our best to make accommodations with game schedules. At the end of the season, head coaches are given a refund for their child’s enrollment as a thank you. Many times, as we are putting teams together and getting closer to the program start dates, we are left with plenty of kids for teams and no volunteers to coach. We can usually drum up more volunteers by sending out email messages to families enrolled but we have had to recruit High School soccer players as coaches, as well. People don’t always know what opportunities exist. They may also think they don’t have the particular skill set that is needed, or that they are not able to commit to the responsibility because they are already busy.
- **Competing with Outside Youth Organizations:** When it comes to sport program providers in the Town of Scarborough, Community Services is not the only organization around. There are multiple soccer and basketball groups in town or nearby who offer programs as well, although others usually operate at the travel/premier/elite levels. Community Services programs are run recreationally, meaning they are focused on the development of skills in a fun and safe atmosphere. Everyone is welcomed to join and everyone who is registered participates. Most of our sport programs practice once a week with one game a week, and all games are held locally. Prices are kept lower and scholarships are available so that anyone who wishes to play has the chance to play. Even with all of those benefits, once players get to a certain age or have progressed to a certain level in a sport, many of them transition to the travel or premier programs. The trend for the past several years has been lower enrollment numbers for Grades 3-4 but especially Grades 5-8, to the point that we have had to cancel programs.

PLANS IN MOTION

- **Evaluating Partnerships with Neighboring Communities:** We recognize that there is still a need for recreation-based programs for older youth in Scarborough. We also know that we might not generate the numbers for enough teams. It is time to look at other options for this age level. This may involve working in partnerships with surrounding communities to corral efforts, resources, and registrations into multi-community-based programs. These programs would remain rec-based but would require a small amount of travel between towns for games and/or practices.
- **Opportunities for Additional Programming:** Community Services is always looking for new ideas for programs, trips, events, and more. Due to limited programming space and, more specifically, not having space during key time blocks each day, it has limited the department’s ability to expand programming. The age sectors that have been most limited in programming have been for teens (ages 13-18) and adults (ages 18-54), but the best times to offer programming for these age groups happens to be when school, athletics, child care, or outside groups have reserved the spaces we can access, such as gyms and cafeterias. In order to expand these offerings, we will be looking for all opportunities, whether that is through partnerships with businesses that have their own dedicated space, working with neighboring communities who have community rooms, or working with the School Department to find any extra space that might be available to use.
- **Formulate Volunteer Program and Procedures:** Many programs, trips, and events have opportunities for volunteer assistance. While some programs already accept volunteers, such as fall soccer and basketball with coaches, there is not yet a clear-cut way that we accept volunteers across the board. In the coming months, and hopefully in conjunction with an updated website, our staff will work towards a common procedure on advertising for volunteer positions, accepting volunteers, providing the necessary training and supervision, and recognizing all volunteer contributions annually.

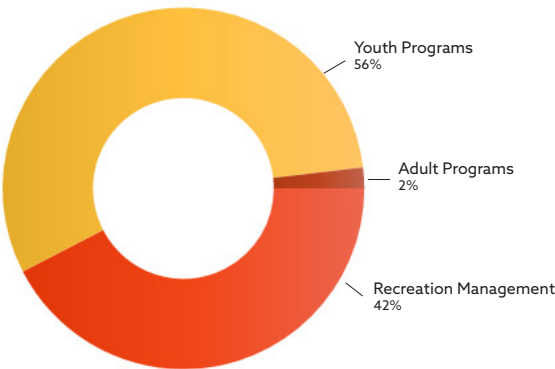
WHERE DOES THE MONEY COME FROM?

FY19 Budgeted Revenues: \$192,000.00



WHERE DOES THE MONEY GO TO?

FY19 Budgeted Expenditures: \$254,514.00







## RESPONSIBILITIES

A true span of ages and abilities are encompassed under the Intergenerational Programs umbrella. Our child care programs begin at Grade K and go up through Grade 8 and are offered year round through before/after school programs and summer day camp programs. Our goal is to promote the physical, mental, social, and emotional development of each child. Programs include a nutritious snack every day, outside play or indoor physical activity, crafts, special projects, and quiet times. We view the home, school, community, and child care settings as complementary and interrelated domains that affect children's growth and development. This office also oversees the planning, development, and implementation of programs, activities, and recreational trips aimed to enrich the quality of life for individuals age 55 and older in our community. The mission of the 55+ Programs is to give all seniors an opportunity to maintain dignity, enrich their quality of life, and actively promote participation in all aspects of community life.

### CHILD CARE PROGRAMS

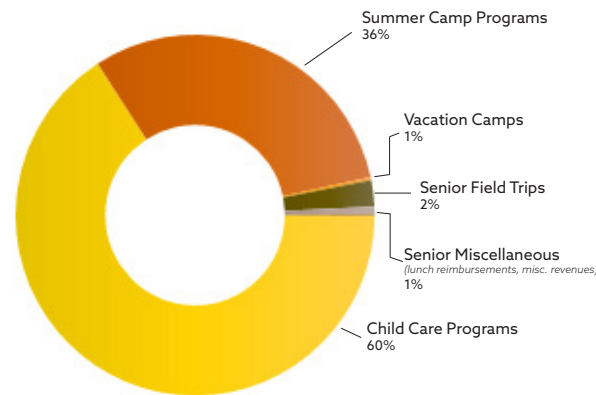
- Before-School Care
- After-School Care
- No-School Days
- School Vacation Weeks
- Late Start Days
- Date Nights
- Summer Day Camps

### SENIOR PROGRAMS

- Weekly Wednesday Meals
- Bi-Weekly Activity Centers
- Weekly BINGO
- iPad Classes
- Out-To-Lunch Bunch Trips
- Theater Trips
- Seasonal Events
- Trips Offered Year-Round Throughout Maine and New England

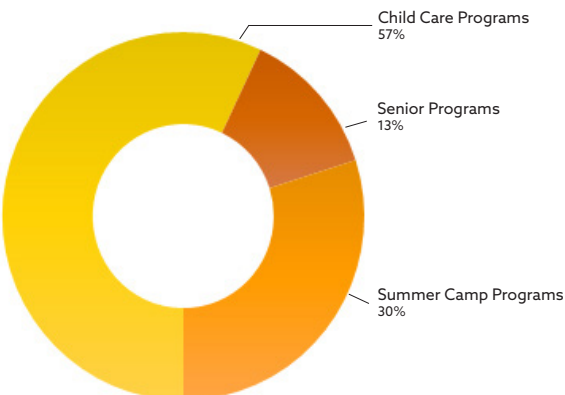
### WHERE DOES THE MONEY COME FROM?

FY19 Budgeted Revenues: \$1,289,000.00



### WHERE DOES THE MONEY GO TO?

FY19 Budgeted Expenditures: \$911,108.00



## ACCOMPLISHMENTS

- **100% Capacity at All Sites:** While this particular achievement might also get filed under challenges, it is a true testament to the quality and value of the child care programs provided by Scarborough Community Services. Not only did each school-year child care site fill up to capacity but the summer day camp programs also maxed out within the first seven days of registration.
- **Return of Popular Child Care Events:** Two popular past events were brought back to life in FY2019: Date Night and the End-Of-Year Carnival. At Date Night, which was given a “Pizza and Pajamas” theme, kids were able to hang out in their pajamas, enjoy a pizza dinner, decorate (and eat) gingerbread cookies, watch a movie, and play games in the gym. The End-of-Year Carnival, while exhausting to plan and execute, was brought back by popular demand. All child care sites were bused to Wentworth for an afternoon of carnival activities followed by a potluck BBQ.
- **55+ Programs Improvements and Expansion:** Starting in Spring 2019, the 55+ membership program was phased out and transitioned to a residency-based registration process. Programs and trips remained open to everyone, with Scarborough residents receiving early registration priority. Some fees on trips and programs were also restructured based on residency. Making the change to eliminate membership provided a benefit to Scarborough residents and made registration in the office run more efficiently.
- **Age Friendly Scarborough:** The Town of Scarborough became the 314<sup>th</sup> community to enroll in the AARP *Network of Age Friendly Communities*. The AARP Network of Age-Friendly States and Communities encourages states, cities, towns, and counties to prepare for the rapid aging of the U.S. population. By doing so, these communities are better equipped to become great places, and lifelong homes, for people of all ages. Age Friendly Scarborough aims to promote active, healthy, and engaged living by residents of all ages, but especially older adults. We will work with the network to address eight aspects of community life, including outdoor spaces and buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, and communication and information and community. As part of the Network of Age Friendly Communities, we will have access to a structured process to guide community change, as well as resources and grants to help along the way. We will also have the opportunity to collaborate with our neighboring Age Friendly Communities and will have access to national and global research, planning models, and best practices.

## CHALLENGES

- **Growing Programs and Limited Space:** Across the board, whether it be a child care-based program or a 55+ program, we ran into programs reaching their limits and having to maintain lengthy wait lists. We are provided space in each school for our child care programs and in the Martin's Point Community Room for the 55+ programs, but even these spaces had maximum headcounts that could not be superseded, whether it was due to fire and safety codes, facility administration specifications, or State licensing requirements. Aside from space, we also found that many of our 55+ trips and programs filled up quickly. Trips are oftentimes limited not only by our bus capacities but also by the venues we are visiting.
- **Increasing Costs and Offering Affordable Programming:** Costs for travel, tickets, and attractions continue to rise each year, as do the wages for part-time staff. Year to year, we evaluate child care and summer camp pricing to make sure we are in line with neighboring providers and we look at admission, programming, transportation, and staffing costs for summer camp when planning the eight-week schedule. For the 55+ programs, we have found that increasing costs are often barriers to participation. It becomes a challenge for us to offer inclusive programming that is affordable for older adults who are often on fixed incomes.
- **Difficulty Finding and Retaining Qualified Seasonal Staff:** One of the biggest challenges we face each year is being able to secure enough qualified staff for the summer camp season, as well as for the school year. While summer camp positions provide a consistent schedule for counselors, the program runs for eight weeks. Many of our seasonal staff members are college students, so as the summer progresses, the total staff headcount diminishes as students head back to school. And while we do have part-time positions open during the school year, the schedules are split, with morning care running 7:00 to 8:30 am (9:55 am for late start days), and afternoon care running 3:00 to 6:00 pm.



## PLANS IN MOTION

- **Age Friendly Scarborough Survey and Action Plan:** In FY2020, we will be distributing an Age Friendly Scarborough survey to residents. The survey will focus on aspects of our community that are important for the health and well-being of older residents. The whole community will benefit since things that are helpful for older citizens benefit all ages. It will also explore what might help older residents age in place or age in the community. The survey results will be analyzed and from there, we will work together to develop action steps to address the community needs.
- **Revisiting Registration Process for Child Care and Summer Camp:** In this next fiscal year, Community Services staff plans to sit down to discuss the summer camp and child care registration processes going forward. With registration process changed last-minute in FY2019 and it was less than ideal for all involved. The issue of limited space and an increase in interested users is not going away. We will need to seek out any feasible alternate spaces if we want to accommodate more children. Once we have a better idea of what may be possible, we will meet to formulate a registration process for next year's enrollments.
- **Possibility of Reorganizing Summer Camp Options:** Enrollment into the summer day camp programs, specifically camp for Grades K-5 students, has been maxed out for the last two years. This was the first year in which the program filled up within a week of registration opening, leaving many parents, and longtime program users, confused and searching for alternate care options this summer. When we sit down to discuss child care plans for next year, we will also be revisiting the summer camp programs. We will look into reorganizing the structure of camp. This might involve finding a third site/school and dividing camp into three camps instead of two. This might also require only offering the five-day option at all camps going forward.



## RESPONSIBILITIES

Community Services oversees the maintenance and construction of many parks and fields in Scarborough. Grounds staff are responsible for the repair and maintenance of all Municipal facilities, including all town parks and their accompanying fields, trails, buildings, playgrounds, and amenities. Seasonal staff members are hired and trained annually and integrated into the year-round crew, and are generally hired in the spring and summer, as these seasons warrant more help for the mowing and weed maintenance. Staff maintains and schedules all outdoor athletic facilities for Scarborough High School and Scarborough Middle School competitions and practices, leading to an open line of communication between our department and school athletic staff, as well as with youth athletic groups.

### PARKS/FIELDS/TRAILS

- Blue Point Park
- Black Point Park
- Memorial Park
- Scarborough River Wildlife Sanctuary
- SEDCO Field
- Eastern Trail

### SPORTS COMPLEXES

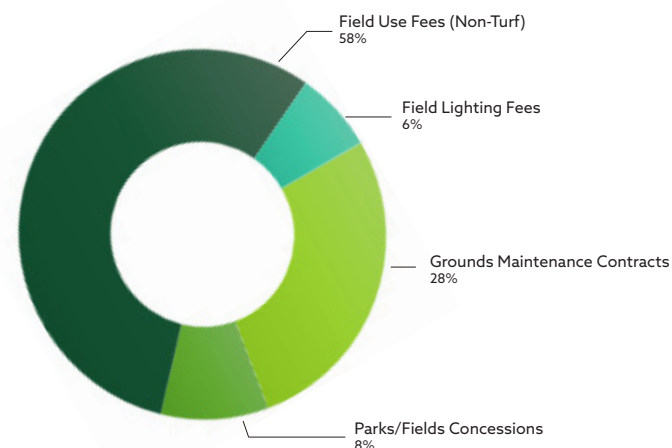
- Peterson Sports Complex
- Springbrook Sports Complex
- Willey Sports Complex
- Scarborough Middle School Sports Complex
- Scarborough High School Sports Complex
- Wentworth Field

### AMENITIES

- Tennis courts
- Basketball courts
- Pickleball courts
- Outdoor gaming area
- Outdoor ice rink
- Skate park
- Concession stands
- Playgrounds

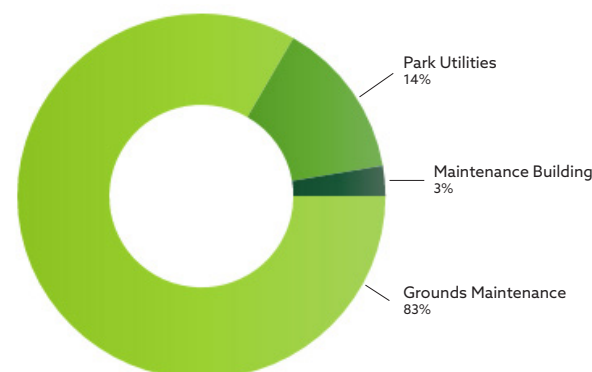
### WHERE DOES THE MONEY COME FROM?

FY19 Budgeted Revenues: \$42,900.00



### WHERE DOES THE MONEY GO TO?

FY19 Budgeted Expenditures: \$606,158.00



## ACCOMPLISHMENTS

- **Continued Investment in Equipment:** A big component to a successful turf management program is aeration and slice seeding, especially as it pertains to playing fields that are treated organically. Over time, soil and thatch become compacted from overuse, halting the ground's ability to breathe. This means the grass roots can't absorb the nutrients or water from the soil, making it weak and susceptible to weeds. This leaves the Town with the option to treat organically or by manual means. One of the easiest ways to combat compaction and weed issues is to aerate and slice seed several times each year. Prior to FY2019, Community Services had to contract out those services. Since only a certain amount was budgeted per year, the aeration and slice seeding services were limited. It became clear that with a few pieces of equipment and some training, our own staff could handle those services in-house; therefore, Community Services invested in the necessary equipment in fiscal year 2019, including an aerator, slice seeder, and tow-behind turf blower.

## CHALLENGES

- **Aging Infrastructure:** Throughout the Town of Scarborough, there are multiple parks, fields, playgrounds, and other recreational facilities that fall under the management of Community Services. The parks and amenities vary in shape and size, as well as envisioned use, but are an important asset to the town and its citizens. What they all require is routine maintenance and upkeep, which in turn requires manpower and ultimately funding. While staff continues to conduct annual inspections to playgrounds and make necessary repairs and continues to survey all parks and amenities for required fixes throughout the year, they have been working on a case-by-case basis with no major renovations planned for the future.
- **Evolution of Organic Lawn Care Products and Practices:** Scarborough was at the forefront of organic turf management practices in Maine when the Town Council adopted the Pest Management Policy in September of 2011, and the field of organics just keeps growing. New companies with new organic products are emerging each year and past product formulas are being adjusted after years of use and observation. As the products evolve and improve, our staff has to be ready to try new things, invest time into researching all options, and increase the cultural practice from the top down.
- **Need for Additional Parks and Field Space:** As the "booking agent" for all town and school fields and facilities, we are front and center to witness the growth of Scarborough, and with it the addition of new sports and activity groups. This past year, Community Services staff processed a total of 15,385 field and facility requests and reservations from over a total of 143 unique outside groups, not including the vast sports schedules of the High School and Middle School teams and extracurricular activities and clubs. Outside groups included sixteen booster groups, eight dance companies, four baseball/softball groups, six basketball groups, six scout troops, six soccer clubs, three churches, three neighborhood/condo associations, seven school-support groups, and many more. With new organizations requesting space in Scarborough each year, the need for more indoor and outdoor space grows.



## PLANS IN MOTION

- **Asset Assessment and Facility Investing:** The first step towards solving the aging infrastructure issue is to take inventory of all assets. Staff must figure out what the department already has and what the department eventually needs. More importantly, this assessment needs to pinpoint the items that need attention and strategically delineate a time line of when items should to get renovated or replaced. This will ultimately tie into the Facility Master Plan.
- **Develop Department Master Plan:** As a department, Community Services has never had a standalone master plan. In our need to expand facilities and amenities for the growing community, having a developed master plan will give the department direction for future budgetary considerations. We will need to look at the assets we have (land, facilities, structures, equipment, etc.) and make plans for how we will maintain, replace, or expand them. We will need to assess what we are missing and what will bring the most value to the department, the town, and the community.
- **Continue Staff Development:** Now that the department has acquired an aerator, slice seeder, and blower, the goal is to train more staff on how to use the equipment in conjunction with mowing and field operational practices within the structure of the pest management policy. Getting all grounds staff on the same page in terms of knowledge and skills will help to spread the wealth of tasks and hopefully further reduce the need to hire outside contractors to complete projects.





RESPONSIBILITIES

Although Maine’s coast is primarily a rocky coastline, Scarborough is home to several sandy beaches, including three beaches that are maintained and operated by the Town of Scarborough. Community Services supervises the day-to-day operations of the beach parking lots and facilities, as well as the boat launches for the town. Operations include parking lot management and fee collection, with parking lots open daily sunrise to sunset from Memorial Day through Labor Day. Other duties include custodial services, maintaining facility appearance, and trash removal from the beaches and the Pine Point Co-op. Management oversees the hiring and training of seasonal staff and the management of supply stock levels for staff at beaches.

BEACHES

- Ferry Beach
- Pine Point Beach (Hurd Park)
- Higgins Beach

PARKING LOTS

- Ferry Beach  
*86 parking spots*
- Pine Point Beach (Hurd Park)  
*346 parking spots*
- Higgins Beach  
*84 parking spots*

BEACH AMENITIES

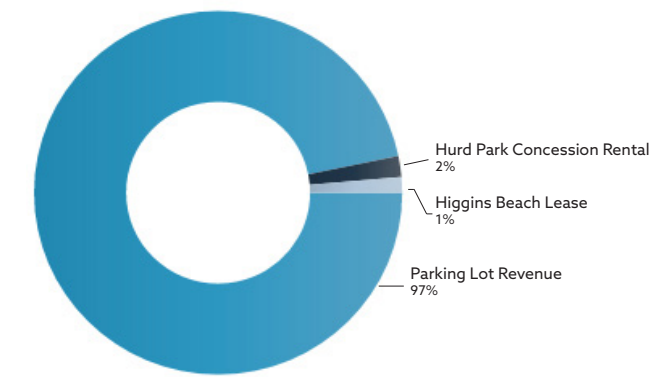
- Bike Racks
- Kayak Racks
- Portable Toilets (out-of-season)

BEACH FACILITIES

- Higgins Beach Bathhouse
- Ferry Beach Bathrooms
- Pine Point Bathrooms
- Pine Point Concession

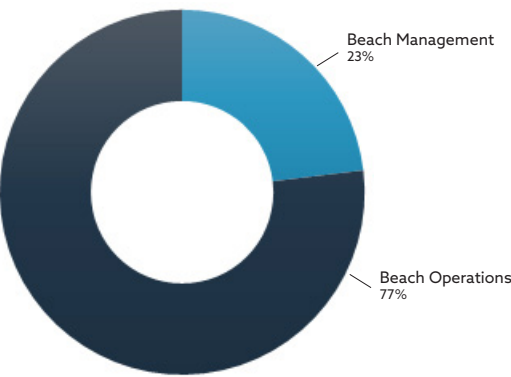
WHERE DOES THE MONEY COME FROM?

*FY19 Budgeted Revenues: \$390,500.00*



WHERE DOES THE MONEY GO TO?

*FY19 Budgeted Expenditures: \$259,715.00*



ACCOMPLISHMENTS

- **New Ticket Booth at Ferry Beach:** For years, the ticket booth at Ferry Beach was situated to the left side of the parking lot, which required collections staff to cross exiting traffic to assist cars entering the lot. This year a new ticket booth was installed in the middle of the entrance to the lot. This new layout not only kept staff safer while working but assisted in the flow of incoming and outgoing traffic.
- **Automated Pay Machine at Higgins Beach:** A new automated machine was installed and operational for use during the summer season at Higgins Beach. This machine allowed the collection of parking fees within the extended hours approved by Town Council and also collected fees when the lot could not be staffed. Payments with a debit or credit card were made possible thanks to the new machine, which was not an option at the other beach locations. Season ticket holders were still able to utilize the lot by checking in the attendants upon entering.
- **Corrected Drainage Issue at Ferry Beach:** The parking lot at Ferry Beach had an issue with pooling water. Scarborough Public Works renovated a section of the lot this past year and improved the drainage to resolve the issue.

CHALLENGES

- **Securing Seasonal Staff:** One of the ongoing challenges at the beaches is being able to secure enough qualified staff for the summer season. Many of our seasonal staff members are college students, so as the summer marched on, the total staff numbers dwindled as students went back to school or found full-time jobs. These are perfect positions for retirees, college students who are staying local, or even older high school students.
- **Enforcement of Rules:** When it comes to beaches, there are many rules that have to be remembered, repeated, and reinforced. There are town ordinances that govern the use of beaches and the permitting of special events, such as wedding ceremonies. There are ordinances about surfing, dogs and horses on the beaches, fireworks use, and the protection of piper plovers. There are also Natural Resource Protection rules that pertain to the protection of coastal dunes and wetlands, as well as significant wildlife habitats. While beach staff does their best to inform all visitors of the rules, it can be a lot to deliver in such a short interaction, and once people get onto the beaches, it is even more difficult to enforce the rules.

PLANS IN MOTION

- **Pine Point Parking Lot Redesign:** Due to ongoing issues with traffic flow, drainage, and restroom facilities at Pine Point Beach, Community Services started the process of looking at ways to redesign the lot and overall park. Atlantic Resource Consultants have been contracted to analyze traffic flow, parking patterns, and drainage to see how we can improve these issues within the existing footprint. They also brought forward ways to improve the restroom facilities and the potential of adding a park/picnic area within the same footprint. This evaluation process will continue through the winter and into the spring.
- **Improve Educational Signage:** To ensure that beach goers are aware of the rules and regulations surrounding the beach and its resources, Community Services will be reviewing the existing signage and possibly refreshing the design to draw the eye, changing the verbiage to make rules and regulations more clear and consistent, and looking at the location of signs so that they are placed appropriately in relation to the specific rules they are displaying.



