



Town of Cape Elizabeth, Maine
Capital Stewardship Plan
FY 2016-FY 2025

Fort Williams Park Arboretum
Photography By Sarah Beard Buckley

August 21, 2014

To: Chairman Sullivan and Members of the Cape Elizabeth Town Council:

Submitted herewith is the 10 year capital stewardship plan extending out to Fiscal Year 2025. While the plan covers 10 years, it focuses on five years and lays out a specific proposal for FY 2016 that will be included in the Fiscal Year 2016 budget to be reviewed next spring.

The plan is premised upon citizen approval of the library project this November. Thus, no investments are proposed for the library as it will be benefiting from its newly renovated facility. The plan continues regular investments in our roads, equipment and buildings. It is proposed that we continue to invest \$100,000 more each year in stewardship through FY 2020 and that we continue to fund needs as well through two bond issues over the next ten years and with two relatively small utilizations of assigned fund balances. The bond issues will be for less than the retiring debt so the trend in principal owed will still decline.

The plan for next year is for \$1,114,300 with \$1.0 million in the budget and \$114,300 from allocations from overlay. This compares to \$1.24 million in the current year excluding the library. The major projects proposed for FY 2016 are explained in the plan.

I would like to highlight one item in the FY 2016 plan which is \$25,000 for a study to modernize the recycling center and transfer station. The transfer station compactor building and the genesis of our current recycling program dates from 1978 so will be 38 years old in FY 2016. We were planning to replace some of the compacting equipment and hopper in FY 2016 but it is clear that the site has more challenges than just the condition of the compactor. It is proposed to undertake a study of the property and program to determine options for the future. The plan for FY 2017 envisions that over \$300,000 will be spent for a modernization. I am deliberately vague as to what would constitute the modernization as we need a community dialogue regarding expectations for the site and for our solid waste and recycling programs. One major issue we have is the age of the equipment and another quite frankly is the age of the population and the increasing problem we see many are having with backing up into the hopper area. There must be a better way.

I wish to thank all who contributed to the development of the capital stewardship plan and I look forward to reviewing it with you in the months ahead.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Andrew K. McQueen". The signature is fluid and cursive, written over a white background.

Town Manager

FY 2016 Proposed Capital Stewardship Plan

Projects	Funding	Location	Description	FY 2016 Dept Requested	FY 2016 Town Mgr. Recommended
Equipment	CIP	Townwide	Computer Upgrades	\$ 25,000	\$ 25,000
Code	CIP	Town Center Fire Station	Emergency light upgrades	\$ 15,000	\$ -
Electric	CIP	Town Center Fire Station	Fire alarm coverage upgrades	\$ 5,800	\$ -
Structures	CIP	Town Center Fire Station	Brickwork Water Proofing	\$ 10,000	\$ 10,000
Equipment	CIP	Fire Dept.	Engine 3 Bodywork	\$ 30,000	\$ 30,000
Structures	CIP	Fort Fire House	Window replacement	\$ 7,500	\$ 7,500
Structures	CIP	Fort Fire House	Brickwork waterproofing/ repointing	\$ 4,500	\$ 4,500
Equipment	CIP	Library	Self Checkout Unit (2)	\$ 40,000	\$ -
Structures	CIP	Parks	Interior wall repairs/painting	\$ 1,200	\$ -
Equipment	CIP	Police Dept	Cruiser Replacement	\$ 66,000	\$ 66,000
Equipment	CIP	Police Dept	Computers Replacement	\$ 11,000	\$ 11,000
Equipment	CIP	Police Dept	Radio Replacement	\$ 20,000	\$ 20,000
Equipment	CIP	Police Dept	Tactical Bullet Proof Vests	\$ 5,000	\$ 5,000
Structures	CIP	Police Dept.	Roof Structural assessment	\$ 8,500	\$ -
Electric	CIP	Public Works	Exterior lighting upgrades (efficiency)	\$ 12,500	\$ 12,500
Safety/Sec.	CIP	Public Works	Security upgrades/ Card access	\$ 10,200	\$ -
Infrastructure	CIP	Public Works	Roadway, Paving & Drainage Imp.	\$ 435,000	\$ 435,000
Infrastructure	CIP	Public Works	Sidewalk & Ped. Improvements	\$ 40,000	\$ 40,000
Equipment	CIP	Public Works	Pickup Truck Replacement	\$ 40,000	\$ 40,000
Equipment	CIP	Public Works	Front End Loader Replacement	\$ 180,000	\$ 180,000
Equipment	CIP	Public Works	Front End Articulation Overhaul	\$ 15,000	\$ 15,000
Equipment	CIP	Public Works	Grounds Equipment	\$ 20,000	\$ 20,000
Equipment	CIP	Public Works	Parks Trailer Replacement	\$ 4,000	\$ 4,000
Infrastructure	CIP	Public Works	HS Tennis Court Repairs	\$ 32,000	\$ 32,000
Infrastructure	CIP	Public Works	Little League Field Improvements	\$ 16,000	\$ 16,000
Code	CIP	Town Hall	Main stairwell upgrade	\$ 50,000	\$ -
Electric	CIP	Town Hall	Exterior lighting upgrades (efficiency)	\$ 7,800	\$ 7,800
Infrastructure	CIP	Town Hall	Exterior Repairs Windows replacement	\$ 28,500	\$ 28,000
Infrastructure	CIP	Town Hall	Exterior Repairs-Painting	\$ 3,200	\$ -
Electric	CIP	Town Hall	Generator pad relocation	\$ 10,000	\$ 10,000
Equipment	CIP	Town Hall	Office Furniture	\$ 4,500	\$ -
Safety/Sec.	CIP	Town Hall	Card access system	\$ 16,500	\$ -
Safety/Sec.	CIP	Town Hall	Security upgrades/ cameras	\$ 10,200	\$ -
Equipment	CIP	Public Works	Transfer Trailer Replacement	\$ 70,000	\$ 70,000
Structures	CIP	Recycling Center	Siding Repairs	\$ 10,200	
Structures	CIP	Recycling Center	Structural frame protection (painting/treating)	\$ 15,000	\$ -
Electric	CIP	Recycling Center	Exterior lighting upgrades (efficiency)	\$ 8,900	\$ -
Equipment	CIP	Recycling Center	Modernization	\$ 150,000	\$ 25,000
			CIP Total	\$ 1,439,000	\$ 1,114,300
			Funded from CIP	\$ 1,000,000	\$ 1,000,000
			Funded from Balances	\$ 439,000	\$ 114,300
			Funded from Bond		
				\$ 1,439,000	\$ 1,114,300

**Capital Stewardship Plan
FY 2016
Plan Summary**

Computer Upgrades **\$25,000**

This is for annual replacements of computers, printers and software as needed in all municipal departments. We do not identify specific needs at the beginning of the year instead replacing what breaks.

Town Center Fire Station **\$10,000**

We are continuing a phased in waterproofing of the brickwork at the Town Center Fire Station.

Engine III Bodywork **\$30,000**

This truck will be twenty years old in 2015 and it has rust and corrosion damage in the lower part of the body and some rust in the compartments. We plan on keeping this truck for 25 years and its a sound vehicle mechanically its just the body that needs repair work. The scope of the project is very similar to the work done on Engine 2 three years ago.

Fort Williams Fire House Exterior Repairs **\$12,000**

This proposed funding includes \$7,500 for replacing boarded up windows with actual windows and \$4,500 for brick repointing.

Cruiser Replacement **\$66,000**

How police cruisers are used to their maximum capacity is unique to every Police Department. Here at Cape Elizabeth Police Department we have a rotation system that we believe works very well. The whole key to maximizing a cruisers life span is to use it before it needs a major repair, such as a transmission or major engine overhaul. We have been able to do this by purchasing one vehicle one year and the next year purchasing two vehicles.

In sticking with this rotation it allows us to always have the newer vehicles patrolling the streets and the older vehicles for the routine details, such as, investigations, court, and transportation for training. I think you would agree that having the newer vehicles on patrol, responding to emergency calls, is safer for our Officers. When cruisers reach their life span they have about 100,000 miles on them. This is not really reflective on what these vehicles have been through during their time here at the Department. Engine hours and the wear of several different Officers driving them has probably made that 100,000 miles, in reality, more like 150,000 miles.

Cruisers are maintained routinely by the mechanics at Public Works. By doing this frequent maintenance major repairs are avoided. Should you wish to know more about the maintenance of the cruisers please contact the mechanics at Public Works. Therefore for FY 2016 we will be requesting the purchasing of two cruisers. Each year after that we would follow the same replacement cycles of one cruiser one year and two cruisers the next.

Police Computer Replacement **\$11,000**

Each marked cruiser on patrol has a laptop in it. The laptop allows the Officer to query information about drivers, vehicles, and pedestrians. These laptops also allow the Officer to communicate with the CAD System generated by Dispatch which shows calls for service. These laptops are not your everyday laptop because they are in a cruiser, they are made extra rugged.

It goes without saying that these computers are a very important tool for the Officer on patrol. The laptops being replaced are over five years old and their technology is quickly being outdated. In FY 2016 we would like to purchase four laptops. Three for the cruisers and one spare. In FY 2017, FY 2018, and FY 2020 we have requested monies for replacement of desk tops in the station. In FY 2019 we are requesting monies to replace the server.

Police Radio Replacement **\$20,000**

In 2003 the Department received a grant for a complete radio system upgrade. As one would expect, radios are the lifeline of our job so they must be in excellent working order. We have started to replace portable radios and mobile radios. We have been fortunate and acquired a grant which means all the mobile radios will be upgraded for no cost to the budget. Portable radios are being upgraded each year by purchasing three or four at a time.

The major part of the system and the most expensive part is the repeater system located at a local cell tower. Although we have not had issues with this part the repeater is old and should be replaced since if this part was to fail the whole radio system will go down and be off line.

We are requesting monies for the repeater in the FY 2016 budget. In FY 2017 and FY 2018 we plan to finish the replacement of the portable radios.

Tactical Bullet Proof Vests **\$5,000**

The Department has two Officers assigned to the combined Tactical Team with South Portland and Scarborough Police Departments. Each Officer on the Tactical Team must have 192 hours of training and specialized equipment.

As we all know when a Tactical Team is called in it is for a special reason and more than likely it will be a very dangerous situation. Therefore, their equipment is such that requires more protection. A normal bullet proof vest for a patrol Officer will stop most handgun rounds and protects the chest and back. The Tactical Vest is thicker and will stop some rifle rounds. It covers the chest and back of the Officer as well as the neck and arms. With that being said the tactical vests are three times more expensive then a normal patrol vest. As with all bullet proof vests there is an expiration date of five years. The Officers Tactical Vests need to be replaced in FY 2016

Public Works/Gull Crest property Exterior Lighting Upgrades \$12,500

We continue to modernize our exterior lighting throughout all municipal properties.

Roadway & Drainage Proposed Improvements \$435,000

The paving program is based recommendations contained in the Pavement Management Plan, which was completed in July of 2013. We also take into consideration any unforeseen opportunities from PACTS, deferrals from a previous year, potential utility upgrades and the number of mobilizations for the paving contractor. The plan creates a plan for improvements to our collector and local road network. Based on the plan recommendations, the following is proposed for FY 2016:

Old Ocean House Road – Shim & Overlay	\$250,000
Spurwink Avenue (East) – Shim & Overlay (Deferred from FY 2015)	80,000
Local Road Overlay Program	80,000
Misc. Drainage, Paving & Materials	<u>25,000</u>
	\$435,000

Sidewalk & Pedestrian Improvements \$40,000

This account funds preliminary design and engineering for future projects. The extension of sidewalks in the Town Center has been recommended by the Town Center Planning Committee, Other items funded by this include pedestrian control devices, such as signage, additional pavement markings and pedestrian bollards. It is proposed that any funds left over at the end of June 2015, be carry forwarded into the next fiscal year.

Pickup Truck Replacement \$40,000

The next unit proposed for replacement is a crew-cab style body, four-wheel drive unit used extensively by our Parks Division in FY 2016. Additional units are programmed in FY 2019, FY 2020, FY 2021 and FY 2022.

Front End Loader Replacement \$180,000

Since the engine was rebuilt in our 1990 Caterpillar loader this year, it is now proposed for replacement in FY 2016. It is proposed to replace it with a similar sized machine with a new plow attachment. The next loader (a 1997 Case) in sequence to be replaced is proposed in FY 2018 along with another unit proposed in FY 2025.

Front End Loader Articulation Overhaul \$15,000

In FY 2015, the center pins and bearings were replaced in our 1997 Case Loader. Unfortunately, the same overhaul needs to be done to our 2003 Case Loader. This is a complicated an expensive procedure that requires the work to be done by a heavy equipment repair facility. The machine pivots in the middle to steer and must be separated in half to perform the repairs.

Parks Equipment Trailer Replacement \$4,000

This utility trailer is used by the Parks Division to transport mowers and other grounds equipment. It was originally proposed for replacement in FY 2014, but was deferred due to budget constraints and is now proposed for FY 2016.

Grounds Maintenance Equipment \$20,000

A motorized unit specifically designed for grooming the infields of our baseball fields is proposed for FY 2016. Presently, we have to tow a series of three different drags with a tractor to accomplish what we could with just this one machine. It is a more efficient use of our staff time, which faces incredible demands during the baseball season. This machine could also be used on the Little League infields. Mowers listed in the stewardship plan are a 1998 slope mower in FY 2017. The slope mower is expensive, but required to safely mow the slopes at Fort Williams Park, on the School Campus and at the Recycling Center. A smaller “zero turn” is programmed for FY 2017, along with other units in FY 2022, FY 2023 and FY 2025. The price of the larger diesel mowers are increasing due to the new Federal emission standards that took effect on January 1, 2014.

High School Tennis Court Repairs & Coatings \$32,000

The High School tennis courts (6) are programmed for crack repairs and new coatings in FY 2016 and in FY 2021. They were last done in 2010.

Little League Fencing Replacement \$16,000

The Town has occasionally funded fencing replacement projects on the Little League fields. The fields are owned by the Town, yet capital maintenance such as infield repairs and fencing have been shared by both the Town and the Little League over the years. The backstop at Plaistead Park should be replaced, so it is proposed for funding in FY 2016.

Town Hall Exterior Lighting \$7,800

This would continue the conversion of all of the town hall exterior lighting.

Town Hall Window Replacement \$28,000

This would complete a replacement of town hall exterior windows.

Town Hall Generator Pad Relocation \$10,000

The generator at the rear of the town hall is not on the pad provided as the pad was placed too close to the building.

Transfer Trailer Replacement \$70,000

The trailer proposed to be replaced in FY 2016 was purchased in 2005. Transfer trailers by their very nature are subject to corrosion, flexing and extreme interior abrasion. Surface and sub-surface corrosion is very apparent on both the longitudinal frames and supporting cross-members. The 2005 unit is in roughly the same condition as the unit was replaced in FY 2015. There is corrosion on

the frame and it is in danger of not passing the annual State of Maine inspection. Repairs are really not feasible, given the location and extent of the rust.

Transfer Station/Recycling Center Modernization \$25,000

The transfer station compactor building and the genesis of our current recycling program dates from 1978 so will be 38 years old in FY 2016. We were planning to replace some of the compacting equipment and hopper in FY 2016 but it is clear that the site has more challenges than just the condition of the compactor. It is proposed to undertake a study of the property and program to determine options for the future.

**Capital Stewardship Plan
FY 2016-FY 2025**

Projects	Funding	Location	Description	FY 2015	FY 2016	FY 2016 Rec.	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Code	CIP	Town Hall	Emergency light upgrades				\$2,500								
Code	CIP	Town Hall	Attic space fire Code upgrades					\$6,250							
Code	CIP	Town Hall	Boiler room fire door replacement				\$6,250								
Electric	CIP	Town Hall	Exterior lighting upgrades (efficiency)	\$7,800	\$7,800	\$7,800									
Electric	CIP	Town Hall	Generator pad relocation		\$10,000	\$10,000									
Electric	CIP	Town Hall	Electrical Upgrade												
Electric	CIP	Town Hall	Fire Detection system replacement												
Electric	CIP	Town Hall	Fire alarm coverage upgrades				\$6,100								
Equipment	CIP	Town Hall	Office Furniture		\$4,500	\$0			\$5,500						
Equipment	CIP	Town Hall	restroom upgrades (stalls-water closets-lavs)												
HVAC	CIP	Town Hall	Heating plant conversion (steam to water)						\$200,000						
HVAC	CIP	Town Hall	HVAC central system						\$250,000						
HVAC	CIP	Town Hall	Energy Management replacement						\$19,850						
HVAC	CIP	Town Hall	Direct vent propane heating system- Storage Bldg.												
Roof	CIP	Town Hall	Roof replacement (shingled)	\$25,000											
Roof	CIP	Town Hall	Roof Replacement (EDPM)												
Safety/Sec.	CIP	Town Hall	Card access system	\$16,500	\$16,500	\$0				\$2,800					
Safety/Sec.	CIP	Town Hall	Security upgrades/ cameras		\$10,200	\$0									
Structures	CIP	Town Hall	Foundation Waterproofing					\$75,000							
Structures	CIP	Town Hall	Brickwork Waterproofing							\$8,750					
Structures	CIP	Town Hall	Tax Office Upgrades	\$35,000											
Structures	CIP	Town Hall	Window replacement program	\$0	\$28,500	\$28,000									
Structures	CIP	Town Hall	Carpet replacement												
Structures	CIP	Town Hall	Interior door replacement (fire rated doors)						\$5,000						
Structures	CIP	Town Hall	Exterior repairs/painting		\$3,200	\$0		\$3,800							
Structures	CIP	Town Hall	Non ADA entrance upgrades (left side)	\$10,800											
Structures	CIP	Town Hall	Council Chambers audio system upgrades					\$15,000							
Structures	CIP	Town Hall	Council Chambers lighting upgrades							\$10,200					
Structures	CIP	Transfer St.	Siding repairs		\$10,200	\$0	\$15,000								
Structures	CIP	Transfer St.	Structural frame protection (painting/treating)		\$15,000	\$0	\$15,000								
Electric	CIP	Transfer St.	Interior Lighting upgrades (efficiency)				\$13,400								
Electric	CIP	Transfer St.	Exterior lighting upgrades (efficiency)		\$8,900	\$0	\$9,000								
Electric	CIP	Transfer St.	Service upgrades												
Equipment	CIP	Transfer St.	Modernization	\$0	\$150,000	\$25,000	\$300,000								
Equipment	CIP	Transfer St.	Restroom upgrades (stalls-water closets-lavs)							\$2,800					
HVAC	CIP	Transfer St.	Direct vent propane heating system												
Roof	CIP	Transfer St.	Roof replacement (coating)				\$27,800								
Safety/Sec.	CIP	Transfer St.	Security upgrades/ cameras				\$5,000								
Infrastructure	CIP	Miscellaneous	Miscellaneous Infrastructure				\$12,900	\$3,150			\$400,000	\$500,000	\$500,000	\$500,000	\$500,000
			CIP Total	\$5,240,400	\$1,439,000	\$1,114,300	\$1,600,000	\$1,200,000	\$2,261,900	\$1,637,725	\$1,410,000	\$1,370,000	\$1,400,000	\$1,525,000	\$1,603,000
			Funded from CIP	\$900,000	\$1,000,000	\$1,000,000	\$1,100,000	\$1,200,000	\$1,300,000	\$1,400,000	\$1,410,000	\$1,370,000	\$1,400,000	\$1,525,000	\$1,603,000
			Funded from Balances	\$340,400	\$439,000	\$114,300				\$237,725					
			Funded from Bond	\$4,000,000			\$500,000		\$961,900						
				\$5,240,400	\$1,439,000	\$1,114,300	\$1,600,000	\$1,200,000	\$2,261,900	\$1,637,725	\$1,410,000	\$1,370,000	\$1,400,000	\$1,525,000	\$1,603,000