

1 PUBLIC FACILITIES

2
3
4 KEY FINDINGS

- 5
- 6 • School enrollment has decreased by about 200 students from 2006 to 2016.
- 7 Total school enrollment was 1800 in 2006 and has dropped to 1600 in 2017, and
- 8 the decrease in enrollment is expected to continue.
- 9
- 10 • The number of home sales in 2016 was higher than the number of home sales in
- 11 2005, but the increase in children attending school as a result of the home sale has
- 12 decreased from 116 in 2005 to 20 in 2016.
- 13
- 14 • Recycling rates of municipal solid waste have remained flat from 2010-2016.
- 15
- 16 • The number of volunteer firefighters has dropped 50% and the average age of
- 17 the volunteers has increased.
- 18
- 19 • Significant municipal buildings such as the public works garage, police station,
- 20 and school buildings are now reaching 20 years old and will require more
- 21 substantial maintenance and upgrades.
- 22
- 23 • Predation by the winter moth will significantly alter the community forest,
- 24 which is made up primarily of oak trees.
- 25
- 26 • The wireless communication infrastructure does not provide service to all areas
- 27 of town.

28
29
30 The comprehensive plan telephone survey of July, 2017 indicates that
31 residents are generally satisfied with the public services provided. Since the 2007
32 Comprehensive Plan was adopted, the town has renovated and expanded
33 Thomas Memorial Library, upgraded the Recycling Center, repaired the
34 Spurwink Church, renovated the pool locker rooms and replaced heating
35 equipment, replaced the high school boiler, and renovated portions of the town
36 hall, including the Town Council Chambers, Lower Level Conference Room and
37 school superintendent's office. The town owns several buildings that will
38 continue to require maintenance and upgrades.

39
40 Town Hall

41
42 The town hall is located in the center of town and was originally built in 1905
43 as a combination school and town hall. The building currently houses town

1 | and sSchool administrative offices (21 employees total) and is the central meeting
2 | place for public meetings. In 2012, the town manager's office was moved to the
3 | second floor and the school superintendent's office was renovated. The tTown
4 | cClerk's space was expanded, primarily to expand the space available to manage
5 | elections. The Town Council Chambers were renovated in 2013 to improve
6 | Placeholder for Public Facilities Map

1 acoustics and utilization with the principal change to remove the dais where the
 2 town council and committees sat in favor of movable tables more in keeping with
 3 the newly adopted tTown cCouncil cCommunication sStrategy. Due to the age of
 4 the tTown hHall, heating and ventilation is continuously evaluated, but the
 5 building is adequate for current and future administration needs.

6 Schools

9 The school campus, which includes the Pond Cove Elementary School, Cape
 10 Elizabeth Middle School and Cape Elizabeth High School, is located in the center
 11 of tTown on a meandering parcel of land totaling 101 acres. The campus also
 12 includes several athletic fields, and the Richards Community Pool. The campus
 13 abuts commercially zoned land, a compact residential neighborhood and the
 14 Spurwink Marsh and associated wetlands. Transportation for the students is
 15 provided by a fleet of 9 school buses and 3 vans. All vehicles are serviced and
 16 inspected by the pPublic wWorks dDepartment at the pPublic wWorks
 17 dDepartment.

18 *Buildings*

21 The Pond Cove Elementary School is located on the Scott Dyer Rd end of the
 22 school campus and is connected to the middle school by a hallway and
 23 cafetorium. In 2004, a one-story kindergarten wing was completed. Full-day
 24 kKindergarten was offered for the first time in 2014, and has proven to be
 25 beneficial to the social and academic development of our youngest students. In
 26 the summer of 2017, half of the playground was renovated due to the aesthetics
 27 of the grounds and safety concerns with some of the equipment. During this
 28 same time, the 4th grade also received new lockers. At some point we may want
 29 to consider offering a pre-K program, but not in the foreseeable future. The
 30 Middle School is located next to the elementary school in a building built as a
 31 hHigh sSchool in 1933 and all portions of the building were last renovated in the
 32 late 1990's. The locker rooms were extensively renovated in 2016. The cafetorium
 33 also continues to be a challenging space, due to the multiple levels and railings.
 34 There is also a large need to improve the telephone, electrical, and internet
 35 wiring in the middle school. h In the future, both the middle and elementary
 36 schools will need a centralized generator that would allow the elevators to keep
 37 running and ADA compliant during an outage.

39 The Cape Elizabeth High School, with access from Ocean House Rd, was
 40 completely renovated in 2004-2006. This renovation included the reclamation of
 41 kindergarten classroom space into high school classroom space when the
 42 kindergarten was relocated into the new pPond cCove wing. In 2014, the original
 43 heating system for the high school was replaced with 3 high efficiency boilers.

1 The roofs for the high school were replaced in 2015 and 2016 as well as an
2 upgrade to the electrical system in 2015. The school still struggles with space
3 needs and a worn and tattered look in the area of the gym lobby, locker rooms
4 and weight room locations. No expansion of classroom space is planned at this
5 time to accommodate projected school enrollment.

6
7 In 2017 the Cape Elizabeth school department hired an engineering and
8 architectural firm to start a fFacilities sStudy on the existing property. This study
9 will be looking at design improvements, code compliance's and both electrical
10 and mechanical upgrades. Currently, this project is not fully funded and will
11 need additional backing to be completed.

12
13 *Personnel*

14
15 The Cape Elizabeth sSchool dDepartment employed 263 regular staff in FY 2017.
16 This does not include any substitutes.

17
18 The bulk of school department personnel consists of teachers and education
19 technicians that work in rRegular eEducation (49%). The next largest area is
20 sSpecial eEducation which consists of teachers, education technicians, and
21 specialists such as occupational and physical therapists (18%). The fFacilities
22 dDepartment (8% of school personnel) supports the Town of Cape Elizabeth
23 along with pPayroll and aAccounts pPayable which is included in sSystem
24 aAdministration (3%) and the IT Department which is included in sStudent &
25 sStaff sSupport. The sStudent and sStaff sSupport category also includes
26 positions such as librarians, nurses, and the director of teaching and learning
27 (7%). The rest of the school department personnel are divided between school
28 administration (principals, assistant principals, and school secretaries -6%), food
29 service (5%) and transportation (4%).

30
31 *School Enrollment*

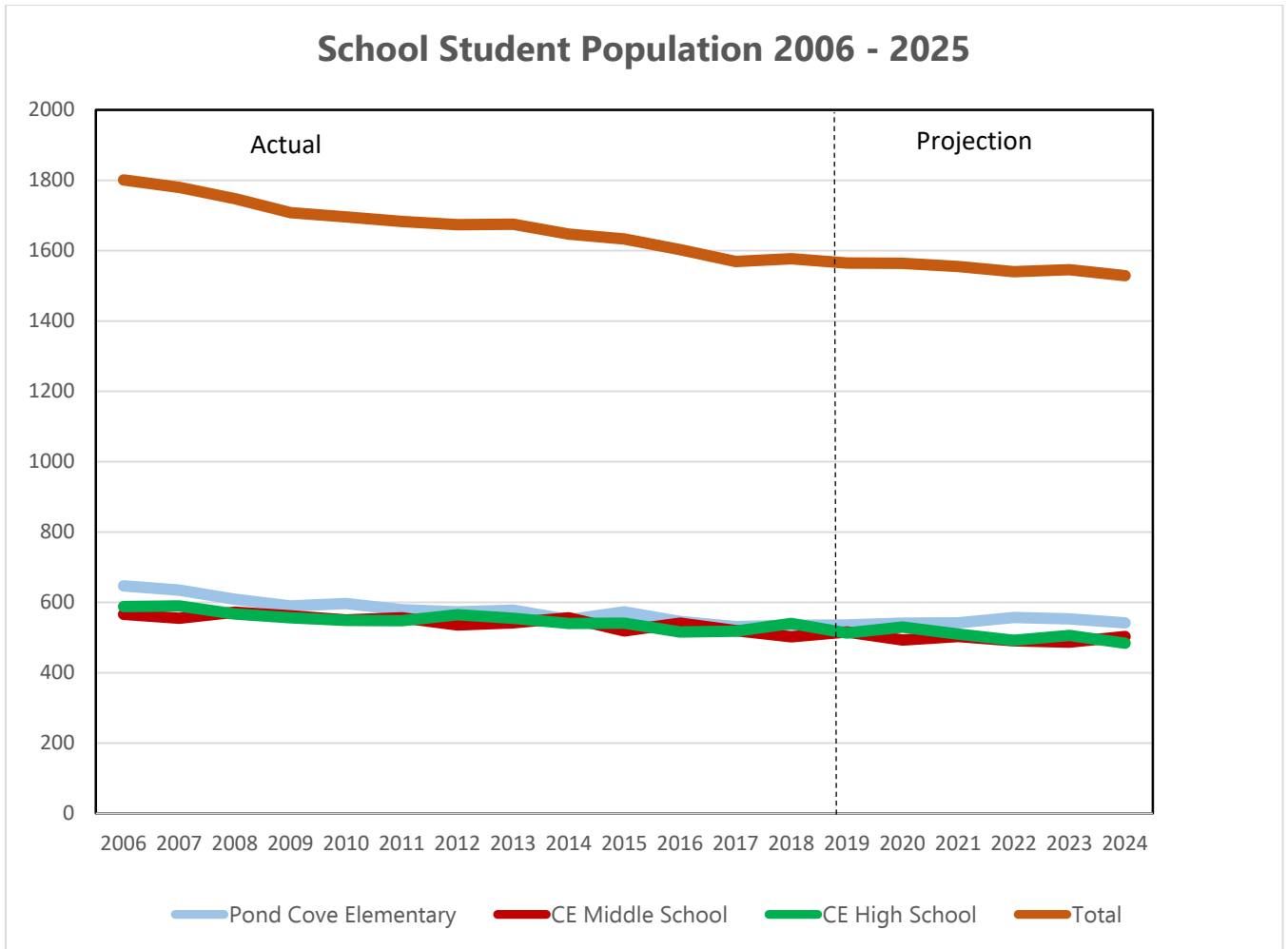
32
33 The sSchool dDepartment contracted with Planning Decisions, Inc. in 2015 to
34 prepare school enrollment projections. Actual school enrollment through
35 September 2016, supplemented with projections through 2024 are shown below.
36 The school enrollment projections are based on the 2015 Planning Decisions
37 projections using the "20 New Homes Added Annually" model.

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**Town of Cape Elizabeth School Department Enrollments 2006-2017
Projections 2018-2024**

School Year	Pond Cove Elementary	CE Middle School	CE High School	Total
2006	647	566	588	1801
2007	635	555	590	1780
2008	609	572	567	1748
2009	590	562	556	1708
2010	597	550	549	1696
2011	579	556	548	1683
2012	573	536	565	1674
2013	578	542	555	1675
2014	551	556	540	1647
2015	573	519	541	1633
2016	546	541	516	1603
2017	538	551	516	1605
2018	535	502	540	1577
2019	536	516	513	1565
2020	541	493	530	1564
2021	542	503	510	1555
2022	557	491	492	1540
2023	553	487	506	1546
2024	542	503	484	1529

5



Source: Planning Decisions 2015 and Cape Elizabeth School Department

School enrollment has declined by about 200 ~~students~~ students (11%) from 2006 to 2016. Enrollment tends to increase from 6% to 18% from Kindergarten to grade 1. Class size then remains stable beyond first grade. The overall and the decreasing enrollment trend is expected to continue, but at a more moderate rate than predicted in the 2015 study.

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Enrollment by Grade 2008-2017 (October 1st)

	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
K	107	103	91	107	88	101	100	96	101	81
1	107	122	116	105	123	102	105	106	102	107
2	137	115	125	120	105	128	101	114	113	100
3	115	138	120	127	124	113	133	115	113	126
4	143	112	145	120	133	134	112	142	117	124
total	609	590	597	579	573	578	551	573	546	538
5	155	134	119	145	125	137	138	117	149	122
6	144	152	138	119	147	132	137	141	121	153
7	132	143	151	142	123	149	130	132	143	127
8	141	133	142	150	141	124	151	129	128	149
total	572	562	550	556	536	542	556	519	541	551
9	135	138	128	136	155	131	116	149	127	134
10	147	135	136	136	143	160	131	111	143	125
11	135	151	136	139	130	138	152	128	114	145
12	150	132	149	137	137	126	141	153	132	112
total	567	556	549	548	565	555	540	541	516	516
TOTAL	1748	1708	1696	1683	1674	1675	1647	1633	1603	1605

5
6
7 *Source: Cape Elizabeth School Department, 2018.*

8
9
10 Planning Decisions Inc. has speculated that the turnover of existing housing may
11 have a greater impact on school enrollment than new home construction. To
12 examine this further, home sales data from September 2015 to August 2016 was
13 collected. 230 qualified sales (including 29 condominiums) occurred during this
14 period. Prior to the sale, there were 9 children enrolled in the school system from
15 these homes. After the sale, there were 20 children enrolled in the school system.
16 This data suggests that home sales tend to be by empty-nesters and likely buyers
17 are families with children. Compared with a similar analysis in 2005, however,
18 the data also suggests that in-migration of families with children is declining.

19
20 **Home Sales/Enrollment Comparison, 2005 and 2016**

21

Analysis year	Number of sales	School enrollment before sale	School enrollment after sale	Percentage increase in enrollment
2005	158	30	116	387%
2016	230	9	20	220%

22
23

1 | Source: Town of Cape Elizabeth Assessing Department, School Department
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6 | Public Works

7
 8 | *Buildings and Facilities*
 9

10 | The pPublic wWorks fFacility is located on Cooper Drive and is located on the
 11 | gGull cCrest property. It is located adjacent to the rRecycling cCenter and is part
 12 | of a larger parcel of municipal acreage for multiple uses. The building and
 13 | associated site improvements were part of the Facilities 2000 initiative, which
 14 | also included renovations to the former pPublic wWorks gGarage to create a new
 15 | fFire sStation and the construction of a new pPolice sStation in the tTown
 16 | cCenter.
 17

18 | The pPublic wWorks fFacility was completed in December 2000. The building
 19 | was designed in conjunction with a citizen committee appointed by the tTown
 20 | cCouncil. The building is a 19,700 sq. ft. masonry building that is on public sewer
 21 | and water. It provides administrative offices, vehicle storage, service repair and
 22 | fleet fueling facilities for all municipal and school department equipment. It can
 23 | be operated by auxiliary power in the event of a power failure and would be the
 24 | command center of any winter and/or summer road emergencies or natural
 25 | disasters. The site also provides for storage of aggregate materials utilized in
 26 | public works operations, a structure to store granular sodium chloride (salt) and
 27 | an area for winter sand utilized in our winter road maintenance operations.
 28

29 | The pPublic wWorks fFacility was designed and built to accommodate existing
 30 | and future needs of the entire public works operation. It has the capabilities of
 31 | being expanded to accommodate additional personnel and the storage of
 32 | equipment as may be needed in the future. The building was constructed of brick
 33 | and mortar to mitigate building maintenance costs in the future and to provide
 34 | an aesthetically pleasing structure that the citizens would ultimately be proud of.
 35 | It is considered to be one of finest public works facilities in Maine.
 36

37 | The building is now 17 years old and like any structure, requires regular
 38 | maintenance in the future to preserve its integrity and address normal wear and
 39 | tear. This is just a sampling of the major maintenance that will need to be
 40 | addressed:

- 41
- 42 | • There is a structural masonry failure in the administrative section of the
- 43 | building. Funds have been budgeted in FY 2018 to address the issue.

- 1
- 2 • The HVAC system in the facility is an integral and complicated part of
- 3 the building's infrastructure. Modifications were done in 2005 to the
- 4 system, but it does require annual maintenance and adjustment. The
- 5 building is climate controlled and often requires contracted services to
- 6 service the control systems that operate the heating and/or cooling
- 7 functions. There has been a recent pattern of leaks in the network of
- 8 pipes related to the heating system in certain areas of the building. This
- 9 will need to be addressed as it seems to be occurring more frequently.
- 10
- 11 • It is assumed that the air handling system may need an overhaul in the
- 12 next ten years and should be included in the cCapital sStewardship
- 13 pPlan.
- 14
- 15 • The roof is a double membrane system. These roofs normally have a 20-
- 16 25 year useful life. A new roof should be included in the cCapital
- 17 sStewardship pPlan.
- 18
- 19 • The facility provides underground fuel storage and computerized
- 20 dispensing equipment for all municipal and school equipment. The
- 21 computer software and controller pedestal that operates the fuel
- 22 management system was replaced in June of 2017. These upgrades
- 23 should have a 10-12 year service life.
- 24
- 25 • The brick masonry may need to be re-pointed and sealed in the next 10
- 26 years. The fFacilities mManager should make an assessment and plan
- 27 for it in the cCapital sStewardship pPlan.
- 28
- 29 • All of the overhead doors are operated by electric motors that get
- 30 tremendous wear. Some of the motors are original equipment will need
- 31 to be replaced as they fail.
- 32

33 *Personnel*

34

35 | The pPublic wWorks dDepartment has 16 full time personnel, who are

36 | supplemented with part-time and as-needed personnel for tasks such as

37 | supplying pPark rRangers for Fort Williams Park and plowing roads during

38 | snowstorms. The pPublic wWorks dDepartment also contracts out a variety of

39 | services ranging from pavement markings to greenbelt trail maintenance.

40

41 | In-2018October-2017, the tTown cCouncil decided to merge responsibilities to

42 | manage Fort Williams Park with the community services director.-create a Fort

Williams Park Director position, who will report to the Town Manager. This will relieve the Public Works Director from day-to-day management of the park.

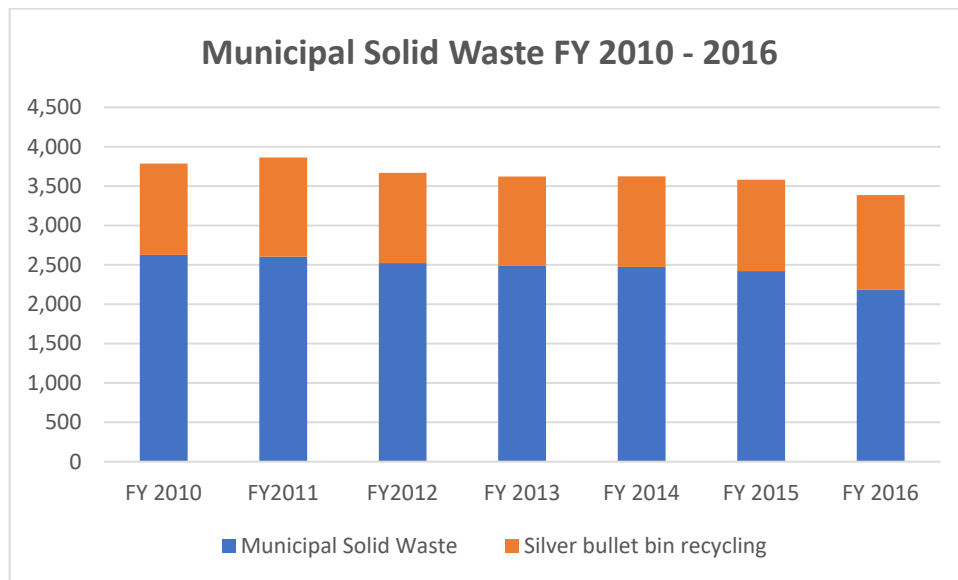
Refuse Disposal & Recycling

The Town has a drop-off program for the disposal of solid waste and recyclables which are generated within the Town of Cape Elizabeth. Residents enjoy the flexibility of the operating hours and the fact that they can drop off a variety of different materials. The “Swap Shop” is popular with citizens, as they can drop off usable items, such as household items, sporting equipment and books for others to utilize.

Municipal Solid Waste and Recycling FY 2010 -2015

	FY 2010	FY2011	FY2012	FY 2013	FY 2014	FY 2015	FY 2016
Municipal Solid Waste	2,626	2,603	2,523	2,493	2,473	2,422	2,188
Silver bullet bin recycling	1,160	1,262	1,147	1,130	1,152	1,159	1,198

Source: Town of Cape Elizabeth, Maine Annual Report 2016



Significant upgrades were undertaken at the Recycling Center in the summer of 2017. This came as a result of a recommendation by the Solid Waste &

1 | ~~r~~Recycling ~~I~~ong ~~r~~ange ~~p~~lanning ~~c~~ommittee to the ~~t~~own ~~c~~ouncil in 2016.
 2 | A new traffic pattern was created for users to access stationary compactors
 3 | installed for the collection of recyclables and solid waste. Two compactors are
 4 | designated for single-stream recyclables (including cardboard) and three are for
 5 | household trash. The cost of the project (including consulting and engineering
 6 | expenses) was 1.4 million.

7 |
 8 | The ~~t~~own ~~of Cape Elizabeth~~ brought approximately 2,200 tons of solid waste to
 9 | the ecomaine waste-to-energy facility during FY 2016 and FY 2017. That tonnage
 10 | has dropped from ten years ago, when the annual tonnage was approximately
 11 | 3,700 tons. The annual amount of single-stream recycling tonnage is
 12 | approximately 1,100 tons/year.

13 |
 14 | Some ~~g~~reater ~~p~~ortland communities have gone to a “~~p~~ay-~~p~~er-~~b~~ag”
 15 | system, where residents pay for each bag of waste they generate. Portland,
 16 | Gorham and Falmouth have had these programs in place for over a decade and
 17 | have dramatically increased both their recycling rates and decreased their waste
 18 | disposal costs. The ~~t~~own ~~c~~ouncil may have to consider such a program to
 19 | increase the ~~t~~own's recycling rate. Previous surveys of residents have
 20 | demonstrated less than majority support for a "pay per bag" system.

21 |
 22 | In addition to refuse, the ~~t~~own accepts recyclables, bulky waste, appliances,
 23 | used oil, batteries, construction/ demolition debris, brush, yard waste and metal
 24 | at the ~~r~~ecycling ~~c~~enter. All of this material is then reduced in volume and
 25 | transported off site to be further recycled and/or marketed. The ~~t~~own is
 26 | currently recycling approximately 60% of the refuse generated by the town,
 27 | which is a high recycling rate for a volunteer program. (Sixty percent is based on
 28 | typical ~~eco~~ECO Maine household waste recycling *plus* other recycled materials
 29 | such as demolition debris, yard waste, cardboard, white goods and asphalt
 30 | shingles.) In November, 2017, the ~~t~~own ~~c~~ouncil adopted a 5 cent per bag
 31 | charge for single use bags at food retail stores and a ban on the use of
 32 | polystyrene foam.

33 | Police

34 | *Buildings and Equipment*

35 |
 36 |
 37 |
 38 | On May 17, 2002, the Cape Elizabeth Police Department moved into their new
 39 | 9,300 square foot building. The building allows for enough office space where
 40 | individual specialty positions have their own office as well as the ~~c~~aptain and
 41 | ~~c~~hief of the ~~d~~epartment. Should the ~~d~~epartment expand in personnel on the
 42 | patrol side, the station would handle the increase well. An exercise room with
 43 | top of the line equipment is included in the building to incentivize officers to

1 maintain top physical condition needed to perform their duties. Also provided
 2 are men and women's locker rooms with all the amenities needed. The meeting
 3 rooms and conference rooms are utilized by many of the citizen groups from the
 4 community.

5
 6 It has been fifteen years since the new pPolice dDepartment was opened and
 7 timely to evaluate the building for replacement of worn areas, such as but not
 8 limited to carpet, flooring, lighting, painting, gym equipment and locker rooms.
 9 An upgrade to the security camera system is also needed. The pPolice
 10 dDepartment is empty during most of the evening and early morning hours
 11 when units are on patrol. The cameras in place produce blurry images in
 12 comparison to modern imaging and do not produce usable distance images.

13
 14 The area previously occupied by dDispatch is currently utilized by the
 15 hHistorical sSociety. There is a parking shortage for users of the pPolice
 16 Department on the days the hHistorical sSociety is open, usually Thursdays. If
 17 the hHistorical sSociety relocates, any reuse of the space should be compatible
 18 with the pPolice dDepartment functions.

19
 20 A possible new user of the space is the tTechnology dDepartment, which
 21 currently is housed on the second floor, tTown hHall. The tTechnology
 22 dDepartment is certified by the sState to work on the pPolice dDepartment
 23 secured computers. The security of the pPolice dDepartment facility would be
 24 an advantageous location to house the municipal computer servers.

25
 26 Average response time for emergency calls is 3-4 minutes.

27
 28 ~~Another possible use for the space is restore a shared dispatch. Talks are ongoing~~
 29 ~~at this time with at least South Portland on exploring the idea of one~~
 30 ~~consolidated Dispatch Center. The Cape Elizabeth Police Department has the~~
 31 ~~space to accommodate a consolidated Dispatch Center without adding onto the~~
 32 ~~building externally, although some interior remodeling will be needed. Cost of~~
 33 ~~this possible future project is unknown at this time, but it would be a shared cost~~
 34 ~~with the City of South Portland.~~

35
 36 *Personnel*

37
 38 The pPolice dDepartment has 17 full-time positions, and provides 24/7 coverage.
 39 All police officers are eEmergency mMedical tTechnician (EMT) certified and are
 40 the first responders in medical emergencies. The pPolice dDepartment currently
 41 shares an aAnimal cControl oOfficer with the South Portland pPolice
 42 dDepartment. In the next five years, the dDepartment will need to explore
 43 adding a full time dDetective position.

1
2 | In July 2009, the ~~t~~Fown ~~c~~Council decided to join a consolidated dispatch system
3 with the cities of Portland and South Portland. Dispatching services are now
4 | located in the Portland ~~p~~Police ~~d~~Department and combined with Portland and
5 | South Portland ~~e~~Emergency ~~s~~Services. All E-911 calls go to Portland and are
6 dispatched from their dispatch center. Non- Emergency calls and walk in
7 customers are handled by a clerk at Cape Elizabeth Police Department between
8 the hours of 8 am and 4 pm seven days a week. During the other hours of
9 operation, the non-emergency calls are handled by Portland dispatch and walk
10 in customers must use a telephone in the lobby for service.

11
12 The Cape Elizabeth Police Department is one of two in Cumberland County that
13 | does not have a full time ~~s~~School ~~r~~Resource ~~o~~Officer. When the ~~d~~Department has
14 | availability, the ~~c~~Community ~~l~~Liaison ~~o~~Officer will walk through the schools,
15 | mostly the ~~m~~Middle and ~~e~~Elementary ~~s~~Schools, making contact with
16 administration and students. With the nationwide increase in school violence,
17 investing in a police officer for the schools creates an opportunity to proactively
18 avoid or minimize potential incidents.

19
20 Lastly, in the next 2 years, staffing turnover in the department will begin as
21 | many officers are reaching retirement age. This ~~d~~Department should plan to be
22 competitive in seeking the best people to come and work here. Starting wages
23 will need to be competitive with the surrounding area. The facility should be
24 modern and attractive, equipment should also modern and in top condition, and
25 leaders should make clear that the department's 24/7 service is valued and
26 supported.

27
28 Fire

29
30 *Buildings and Equipment*

31
32 The department operates out of two stations. The main station is the Town
33 | Center Fire Station, is located on Ocean House Rd and is where ~~e~~Engine ~~t~~Two,
34 | the ~~wet~~WETeam and the ambulances are housed. The Town Center Fire Station
35 was converted from a public works facility in 2002. Bedroom facilities were
36 added for ambulance personnel in 2015. The building is adequate for current
37 needs, but additional bedrooms will need to be added if 24 hour staffing is
38 expanded.

39
40 The Cape Cottage Fire Station is located on Shore Rd near the South Portland
41 municipal boundary. The station garage area was built in the 1930's and is a
42 cramped area housing today's fire trucks. An office area was added in the 1950's.
43 This building, although located in the most densely populated area of the town,

probably cannot meet the future needs of the department. The town has had ongoing discussions with the City of South Portland to possible construct an addition to the City of South Portland Willard Fire Station located less than 1 mile away in order to house the Cape Cottage Fire Station trucks.

The fire companies operate three pumper trucks, one ladder truck and a forestry truck. The rescue operates two ambulances. The wetWETeam operates a van (2005) to carry wetWETeam equipment and a boat and truck to tow the boat. All of these vehicles are on a replacement schedule, but may need to be replaced sooner due to increased use. Our newest truck is a 2004 and our oldest is a 1993 model. Fire trucks have grown more complex and expensive.

Fire Department Equipment Schedule FY 2018*

<u>Equipment</u>	<u>Age</u>	<u>Cost</u>	<u>Replacement Year</u>
<u>Ladder truck*</u>	<u>25</u>	<u>1,250,000</u>	<u>2019</u>
<u>Ambulance</u>	<u>15</u>	<u>250,000</u>	<u>2019</u>
<u>Automatic Stretcher lift</u>	<u>-</u>	<u>25,000</u>	<u>2020</u>
<u>SCBA Cylinders</u>	<u>10</u>	<u>30,000</u>	<u>2022</u>
<u>Engine 2</u>	<u>19</u>	<u>\$625,000</u>	<u>2023</u>
<u>Engine 3 Pumper*</u>	<u>-</u>	<u>600,000</u>	<u>2020</u>
<u>*Ladder truck replacement to include pump so Engine 3 pumper will not be replaced in 2020.</u>			

*Subject to town council funding authorization

[Insert replacement schedule?]

The average response time for the ambulance from dispatch to on scene is 6 minutes. The average response time for the first fire truck is 12 minutes. The difference is due to 24/7 staffing for the ambulance.

Personnel

The fire chief is the only full time staff in the fire department, and supervises firefighters, rescue personnel and the wetWETeam, a water extrication team. The fire department consists of two paid, on-call fire companies, a paid on call water extrication team and a fire police unit. On call personnel are paid for responding to calls and for participating in training, which is mandatory. The department had 60 on-call volunteers in 2005 and 30# in 2016. The ambulance is staffed with with per-diem EMS coverage 24 hours a

1 | day. Membership in the fFire, rRescue and wetWETeam, however, is motivated
 2 | by a spirit of volunteerism and community rather than by the modest pay levels.

3 |
 4 | The increase in the number of ambulance calls, from 490 calls in 2011 to 720 calls
 5 | in 2016 created a heavy burden on volunteers and a resulting decline in the
 6 | number of responders. In 2011, the tTown cCouncil decided to add 24 hour, per
 7 | diem paid paramedic staffing for the rRescue.

8 |
 9 | As with most volunteer fire departments, the fFire dDepartment is challenged
 10 | with declining numbers of people joining the department. This is compounded
 11 | by the aging of the remaining volunteers. Most Cape Elizabeth neighborhoods
 12 | do not have residents that become members of the fFire dDepartment. Fourteen
 13 | of the 18 Cape Cottage-Station firefighters are residents of South Portland. Many
 14 | of these volunteers grew up in Cape Elizabeth but are unable to afford housing
 15 | in town. As call volume increases, there are fewer member responding to calls,
 16 | echoing the pattern of the rRescue staffing. Like the rRescue, the town will need
 17 | to consider adding 24 hour staffing for fire protection.

18 |
 19 | The wetWETeam is a specialty team that handles water and rock rescue calls.
 20 | They have 24 members and handle 16-20 calls a year. The wetWETeam provides
 21 | services to other communities and is an example of regional cost sharing, as Cape
 22 | Elizabeth relies on specialty teams from other towns, such as the South Portland
 23 | hHazardous mMaterials tTeam.

24 |
 25 | The tTown has also constituted a fFire/pPolice unit, made up of volunteers who
 26 | provide traffic control during emergencies.

27 | Emergency Management

28 |
 29 |
 30 | Emergency management operates primarily out of the town center fire station,
 31 | and the emergency operators center is located in the former dispatch portion of
 32 | the building. Emergency management operations can expand into the existing
 33 | meeting room space of the fire station, as needed, as well as utilize other meeting
 34 | spaces located in the town center. The part-time emergency management
 35 | director works closely with the fire, police and public works departments. The
 36 | emergency management director attends monthly Cumberland County
 37 | Emergency Management Association meetings and opens the operations center
 38 | during major storm and other events. With the integration of emergency
 39 | management within the fire department, there is adequate capacity in existing
 40 | facilities for the next 10 years.

41 | Library

1 *Building*

2

3 In 2016, the town completed renovation and expansion of the Thomas Memorial
 4 Library. This involved removing the connector that linked the two buildings (the
 5 1849 Spurwink School and the 1912 Pond Cove School) that made up the library.
 6 The Pond Cove School building was renovated and incorporated into a new
 7 construction expansion. The Spurwink School building is no longer part of the
 8 library. The new library has 16,000 square feet, increased from 13,250 in the
 9 former, spread over two floors and a split-level entry lobby. All major
 10 mechanical, HVAC, and other building support systems were updated as part of
 11 the building project. The parking lot was redesigned and expanded. On most
 12 days available parking is sufficient, however when the library is hosting special
 13 or very popular events, the parking is inadequate.

14

15 In addition to space for material collections, public computers, and staff
 16 workspaces, the new library has several programmatic spaces for use by the
 17 library and members of the community. The largest is the 100 seat Community
 18 Room. This space is used for a wide range of library and community programs,
 19 including storytimes, lectures, craft programs, concerts and many more. The
 20 space has an integrated sound system, projector and large screen tv. It can be
 21 divided into two smaller rooms in a 60/40 split. There is a conference room
 22 which can accommodate 15 and has a large screen tv. Adjacent to the
 23 community and conference rooms is a public kitchen, equipped with a large sink,
 24 microwave and refrigerator. There is an art gallery with space on two walls and
 25 a five unit display case. There is a small media lab equipped with a green screen
 26 wall. There are four smaller study rooms which are frequently utilized by
 27 individuals or groups up to four. The library also makes use of outdoor spaces
 28 adjacent to the library. There is a cChildren's gGarden just outside of the
 29 Children's Room that is designed for youth programs and child self exploration.
 30 On the Scott Dyer Road side of the library, is a brick patio which is frequently
 31 used as a stage area for outdoor concerts and other events.

32

33 The spaces described above currently meet the needs of the library's programs
 34 and services. The building project made very efficient use of space. While that is
 35 a very positive aspect of the new building, finding space to introduce new
 36 programs, services, or collections in the future could pose a challenge.

37

38 *Personnel*

39

40 The library has a full time dDirector, five other full time staff, and six permanent
 41 part time staff, for an FTE of nine. The dDirector and two of the full time staff
 42 positions require a mMaster's of library and information science.

43

1 *Services and Programs*

2
3 The library is open six days a week (Monday - Saturday) for a total of 55 hours.

4
5 Collections of books, DVDs, audiobooks, magazines/newspapers remain a focal
6 point of the library even in the digital age. Physical collection size is expected to
7 remain level; electronic books have not and are not forecasted to replace the
8 popularity of the print book. At the end of FY 2017, the library had 49,344
9 volumes. In that year, the library added 2,925 items (books and A/V materials).
10 This is offset by the removal of items that are no longer of interest, no longer
11 current, or damaged/worn out. The library offers access to 10,432 ebooks and
12 downloadable audiobooks through participation in a statewide consortia.

13
14 Use of the library's collections, services, and programs has seen an increase with
15 the new building. This level of use and engagement is expected to continue.

16 | What follows is a snapshot of use in FY 2017. There are 5,698 cCape residents
17 with library cards, 62% of the population. Over 144,000 items were checked out,
18 averaging 485 items each day the library was open. There is a strong interlibrary
19 loan service with the library processing 37,840 incoming and outgoing items.
20 The library offered 683 programs, attended by 10,711 people.

21 22 Portland Head Light

23
24 | The tTown operates the Portland Head Light Museum and Gift Shop on 2 acres
25 of land adjacent to Fort Williams Park. Portland Head Light opened in 1991. It is
26 | staffed by a full-time dDirector, and part-time mMuseum and sShop aAssistants,
27 and approximately 40 volunteers.

28
29 Located on a rocky promontory overlooking the Atlantic Ocean, the building
30 requires annual maintenance, which is funded with gGift shop and mMuseum
31 admission proceeds. The tTown expects to continue the current maintenance
32 routine, funded with annual revenues. The mMuseum and lLighthouse are two
33 of the last municipal buildings (other than equipment storage buildings) that do
34 not have a sprinkler system. Sales revenue for FY 2016 was \$562,577 plus \$59,174
35 in museum admissions and \$5,125 in other receipts for total revenue of
36 \$626,876. Annual sales revenue is over \$500,000 dollars, with approximately
37 25,000 visitors to the Museum each year. All revenues are deposited in a separate
38 enterprise fund and used to fund Portland Head Light activities.

39 40 Community Services

41
42 See the Open Space and Recreation Chapter

43

1 Utilities

2

3 *Water*

4

5 [Waiting for Portland Water District]

6

7 | *Sanitary Wastewater*

8

9 | The Town has worked cooperatively with the Portland Water District (PWD)
 10 since 1975 to manage its sanitary sewer system. Their charter authorizes the
 11 District to provide wastewater treatment and collection system-interceptors
 12 service to the town. The town maintains most of the
 13 collection system but has contracted with the District to
 14 maintain 27-several pump stations- and 18.8 miles of
 15 pipe(27)-with that system. The Cape Elizabeth
 16 Wastewater System is divided into two general areas,
 17 North and South. Flow generated in the northern area
 18 is ultimately pumped to South Portland for treatment
 19 while flow generated in South Cape is treated at the
 20 Cape Elizabeth Wastewater Treatment Facility (WWTF)
 21 located on Spurwink Ave.

22

23

24

**Summary of
 Services Provided:**

Treatment:

*Cape South 0.52
million gallons/ day*

*Cape North 0.715
million gallons/day
(by South Portland's
plant)*

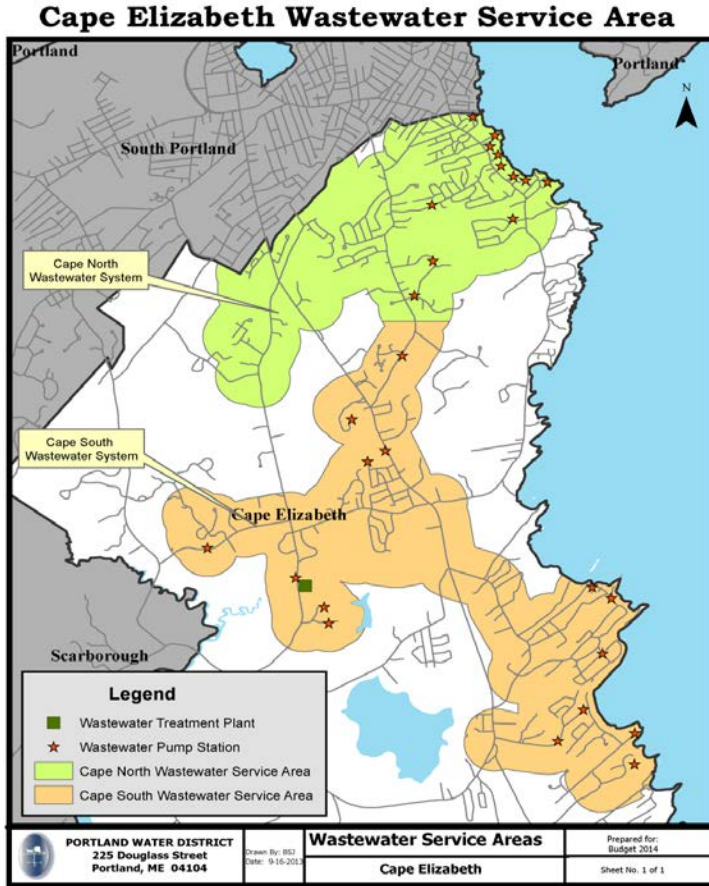
Collection System:

*27 Pump Stations
with 18.8 miles of
pipe*

Utility Billing

Services:

*Annual Billings of
\$2.140.000 on 2.351*

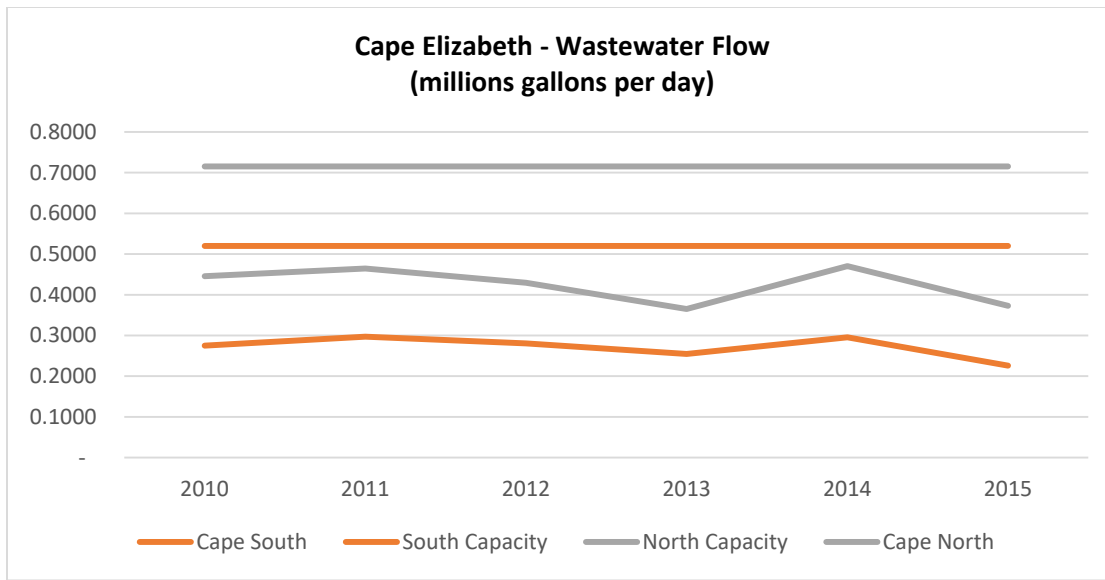


1

2 Source: Portland Water District, 11-1-2017

3

4 The Cape Elizabeth facility is designed to treat 520,000 gallons per day. PWD
 5 owns 715,400 gallons per day of capacity at South Portland’s WWTF. The peak
 6 flow capacity of the Cape Elizabeth treatment plant was increased in 2011 to
 7 manage high flows during weather. This system has performed as designed
 8 during several “record” rain events and has continued to perform well during
 9 normal operation. The plant is currently operated in a way that provides some
 10 nitrogen removal. In 2016, the flow in the Northern area averaged 0.415 mgd and
 11 the South Cape flow to the treatment plan averaged 0.242mgd.



Source: Portland Water District 11-1-2017

In 2018, the Portland Water District will be assessing the Town of Cape Elizabeth \$1,539,840, which is 4.8% higher than the 2017 assessment. The proposed 2018 operating expense and capital budgets are \$1,547,830 and \$2,030,000 respectively. The operating expense budget increased \$72,409 or 4.9%. The 2018 workplan includes the following:

- The Town will continue to implement many of the recommendations of their inflow/infiltration assessment in the Ottawa Rd. area. PWD will also review the performance of the Ottawa Rd. pump station and the design of a future upgrade. While the ability to increase capacity will be considered, site limitations and the capacity of the downstream sewer system will likely limit any capacity increases. (estimated cost \$350,000)
- Design of the Little John (Family field) Pump Station will begin in 2018. (Total upgrade cost \$900,000)
- As recommended by the completed treatment feasibility study, design of the UV disinfection treatment system will begin in 2018. This project is currently being considered alongside several other possible projects at the plant. The UV system will likely address many of the issues and challenges associated with the needed upgrade of the remote dechlorination system at the Peables Cove Pump Station. (est. cost \$850,000)

The southern system treatment facility is located on Spurwink Ave. Referencing the Vulnerability Assessment prepared by the Greater Portland Council of

1 ~~Governments (2016), a portion of the facility is vulnerable to flooding.~~

2 Subsurface wastewater disposal is regulated by local ordinance and the State of
 3 Maine Subsurface Waste Water Disposal Rules. No issues have been identified
 4 with the disposal of septic tank waste.

5
 6 *Storm water*

7
 8 Cape Elizabeth has an extensive storm water infrastructure system. It includes a
 9 combination of sub-surface systems, drainage inlets, detention facilities, culverts
 10 and outfall pipes. Currently, the Town has over 900 catch basins that convey
 11 storm water runoff independently from the sanitary sewer network.

12
 13 Much of the ~~t~~Town's storm water system has been upgraded in the last 20 years.
 14 Many systems were done in conjunction with the road and sanitary rehabilitation
 15 projects noted above, but there have also been some standalone projects that
 16 were engineered for the sole purpose of addressing storm water issues and/or
 17 problem areas. Two projects were done on Shore Road in the area between Tides
 18 Edge Road and Pond Cove. These alleviated historical flooding issues on private
 19 property and washouts along that section of Shore Road. Additional storm water
 20 infrastructure was also installed as part of our ~~o~~Ottawa ~~r~~Road CSO ~~p~~Project,
 21 which was done in two phases from 2015-2016.

22
 23 Cape Elizabeth has been designated a NPDES II community under new federal
 24 government storm water rules. In the spirit of regionalized cooperation, the
 25 ~~t~~Town is a partner in the ~~i~~nterlocal ~~s~~Storm-water ~~w~~orking ~~g~~roup (ISWG)
 26 that is working to comply with the federal requirements. This group is
 27 comprised of 13 municipalities and other entities to address storm-water
 28 management in a collective fashion. The ISWG has partnered with such entities
 29 as the Department of Environmental Protection, the Casco Bay Estuary Project
 30 and the Cumberland County Soil & Water Conservation District to develop a 5
 31 ~~y~~Year ~~s~~Storm-~~w~~ater ~~m~~anagement ~~p~~lan. Cape Elizabeth is currently
 32 implementing its third 5-year permit.

33
 34 As part of its permit requirements, the town has upgraded existing storm water
 35 ordinance provisions to require adequate expansion of storm water
 36 infrastructure as development occurs. The town has updated its storm water
 37 requirements under Site Plan review in 2017. It also reorganized storm water
 38 regulations into a new Chapter 25, Storm Water, which is comprised of Storm
 39 water and Non-Storm water Control and Post Construction Storm water
 40 Management.

- 1
- 2 Placeholder for stormwater infrastructure map
- 3

1
2
3 *Trees*
4

5 The stewardship of the ~~t~~Town's ~~t~~Tree ~~m~~Maintenance and ~~p~~Planting ~~p~~Program
6 falls under the ~~t~~Tree ~~w~~Warden, who is appointed by the ~~p~~Public ~~w~~Works
7 ~~d~~Director. It is a daunting task for one individual to manage given the
8 expansiveness of our diverse urban forest. Spread out over many of our public
9 ways and public lands are trees of different species and maturity levels.

10
11 Oaks, maples and other hardwoods make up a majority of the inventory. They
12 provide valuable canopies on many of our roads and neighborhoods, such as
13 Fowler Road, Old Ocean House Road and the Oakhurst neighborhood. There are
14 also two significant oak preserves in Fort Williams Park. The oaks and maples in
15 certain areas of ~~t~~Town have fallen victim to a significant winter moth infestation.
16 Removal of trees mortally damaged by winter moth is likely to exceed \$12,000
17 per year. The moths have ravaged areas in the southern part of ~~t~~Town and are
18 encroaching in other neighborhoods off from Mitchell Road and Fort Williams
19 Park. Mitigation options are limited and this infestation could have a significant
20 impact on the community if it continues.

21
22 Town regulations require that street trees be planted in new subdivisions. The
23 approved street tree species list was updated in 2016 to emphasize native,
24 disease resistant tree species. New oak and maple tree species have been
25 removed from the approved species list at this time in an effort to diversify the
26 community forest.

27
28 ~~[Additional information may be added by the Tree Warden]~~
29

30 *Electric*
31

32 Central Maine Power provides electrical service to Cape Elizabeth. A substation
33 is located on 395 Spurwink Ave. The substation has approximately 40% of
34 capacity remaining, which is expected to be adequate for the ten year planning
35 period. Large demand power projects are evaluated as they are proposed.

36
37 Three phase power is available on the following roads, from which 1 phase
38 power extends:

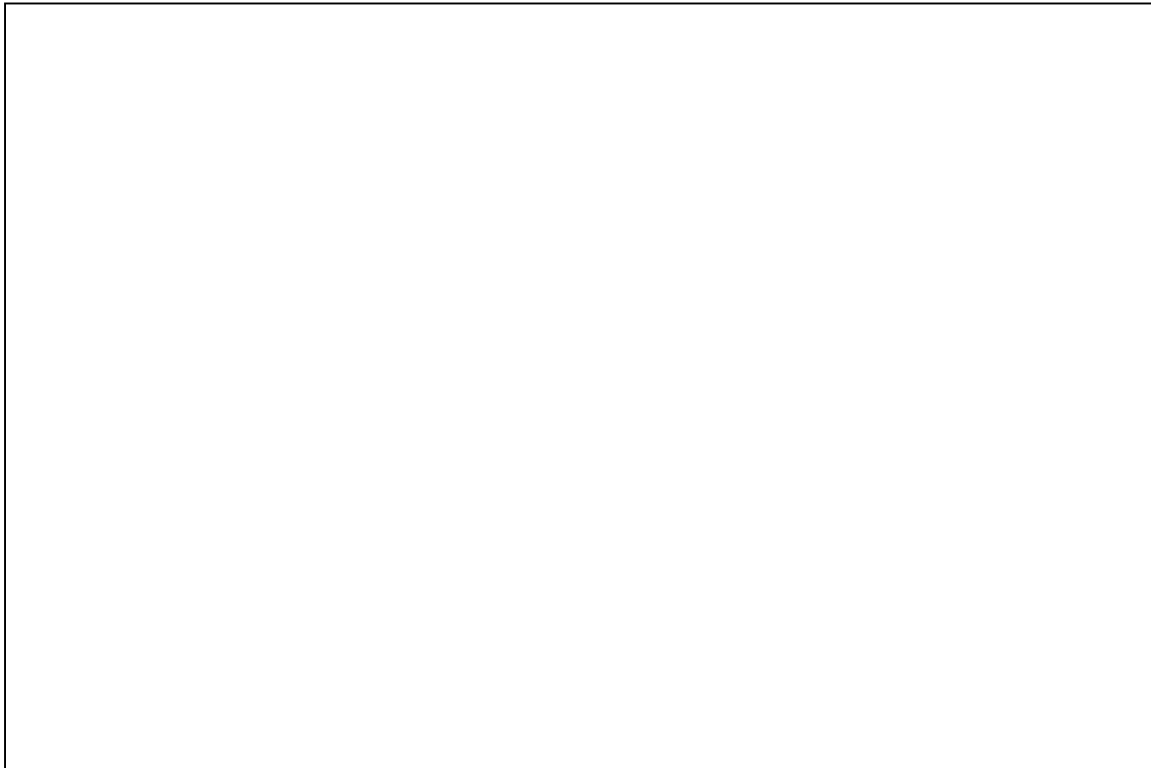
- 39
40 •Ocean House Rd
41 •Spurwink Ave
42 •Scott Dyer Rd
43 •Fowler Rd

1 •Two Lights Rd

2
3 No needed improvements to the electrical infrastructure has been identified.
4 Electrical circuits under periodic loading evaluations and are actively managed
5 as new customers come online.
6

7
8 Gas
9

10 Unitil provides natural gas supply for portions of Cape Elizabeth. Unitil manages
11 the operations and maintenance of the distribution system. There are no known
12 gas leaks and the general condition of the system is good. Capacity is adjusted as
13 needed based on customer interest and cost estimates to expand the system are
14 prepared as requests are submitted. The most recent expansion request was
15 submitted by the town in 2013 for a 12,000' gas main extension on Ocean House
16 Rd to the school and municipal buildings. No commitment to proceed with the
17 expansion was made.
18



19
20
21 *Source: GIS and CAD Manager, Unitil*

22
23 *Public Cable*

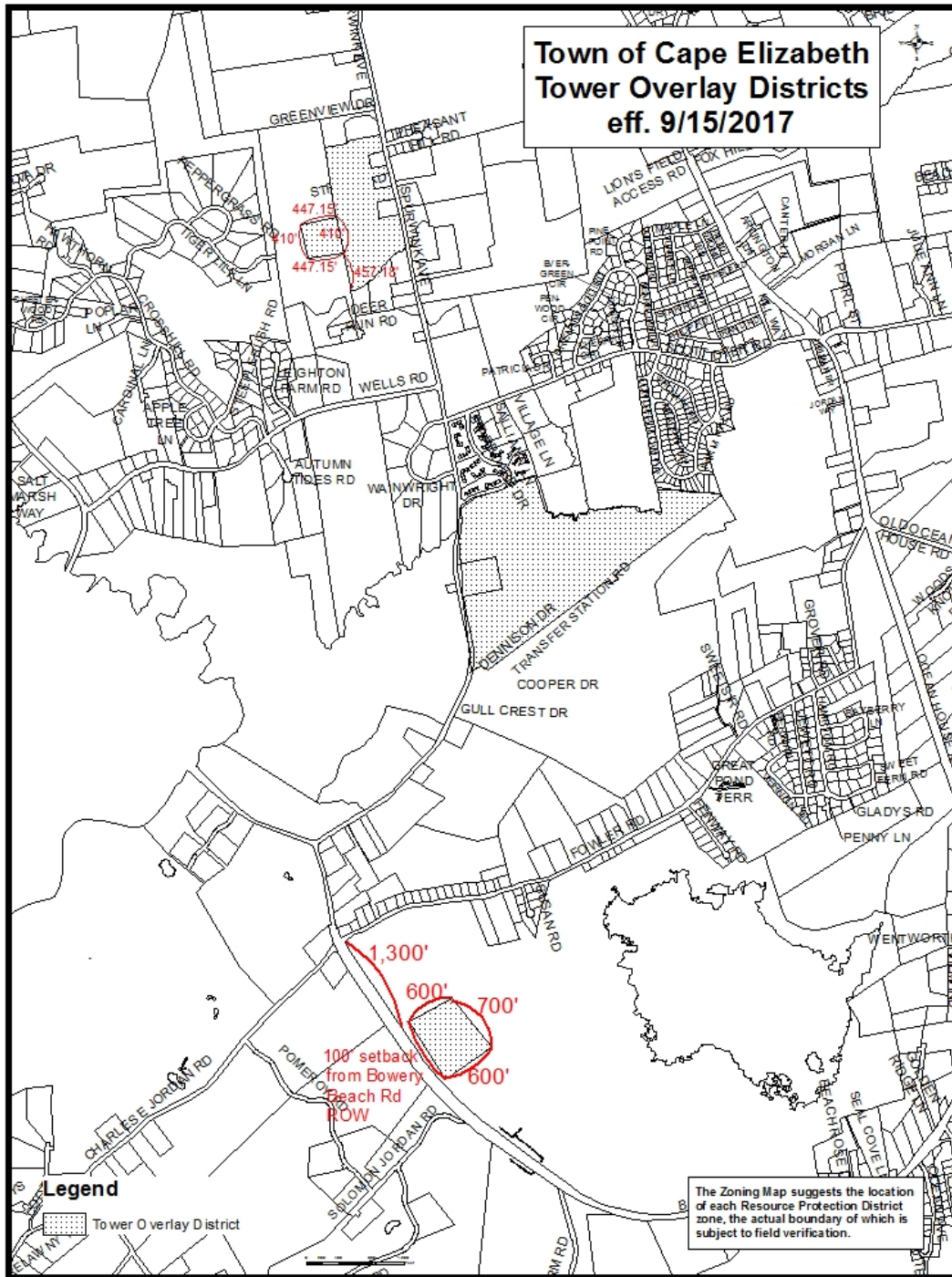
24
25 *{Waiting for information from Spectrum}*

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14

Wireless telecommunications

Like most of the country, there has been a shift from landlines to cell phones by Cape Elizabeth residents. For the last few years, the Town Council has identified improved cell phone coverage as a goal in response to complaints from residents in areas with inadequate or no coverage.

To accommodate telecommunication infrastructure, the Town Council created a Tower Overlay District in the Zoning Ordinance which allows for construction of commercial telecommunication towers. Tower overlay districts are located on Strout Rd, Wells Rd Bowery Beach Rd, and Dennison Drive.



1
2
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6
7

An existing water tower located on Avon Rd also supports telecommunication equipment as an "alternative tower structure." With this existing and soon to be online infrastructure however, coverage gaps still remain, primarily along the south and southeastern waterfront and the northeast corner near Fort Williams Park. The technology is constantly changing both to improve coverage and

1 capacity as wireless technology becomes a bigger part of daily life. Technological
 2 changes may make it possible to improve coverage without erecting new towers
 3 in underserved areas. The town may want to be prepared to adapt existing
 4 regulations as needed to take advantage of technological innovations that
 5 expand coverage. For example, small cell installations may be a viable option for
 6 improving coverage along the coastline.

7 Health Care

10 Cape Elizabeth is fortunate to be in close proximity to the best health care in the
 11 state, represented by Maine Medical Center and Mercy Hospital, both in the City
 12 of Portland. Locally, a variety of doctors and dentists operate practices in
 13 | locations such as the ~~t~~Fown ~~c~~Center and the Spurwink Medical Building on
 14 | Spurwink Ave. Veterinarian services are also available on Ocean House Rd north
 15 | of the ~~t~~Fown ~~c~~Center. At the local government level, however, the ~~t~~Fown has
 16 | limited public health officer capabilities to respond to health emergencies.

17 Riverside Cemetery

20 Riverside Memorial Cemetery was developed in the early part of the 19th century
 21 as a one acre rural cemetery associated with the Spurwink Meeting House. It was
 22 expanded in the late 1800's and again in the early part of the 20th century. The
 23 | ~~t~~Fown assumed control of the property in 1945 at which time 26 acres were
 24 | added to the original one acre site.

26 | Burial rights are intended for ~~c~~Cape ~~e~~Elizabeth residents and non-resident
 27 | taxpayers. Sale of lots to non-residents and former long term residents are
 28 | considered by the ~~r~~Riverside ~~c~~Cemetery ~~c~~Committee. Private sale of lots is
 29 | prohibited.

30 *Management and growth*

33 | The ~~r~~Riverside ~~c~~Cemetery ~~c~~Committee advises the ~~t~~Fown ~~c~~Council in updating
 34 | the rules and regulations and fee structure in order to achieve the goals of the
 35 | ~~m~~Master ~~p~~Plan, maintain financial stability and ensure good practices. The
 36 | cemetery is managed to preserve its rural character as a rural burial ground and
 37 | not a destination recreation area.

39 Planning efforts for the cemetery have developed over time including plans in
 40 | 1952 and 1982. Expansion followed the May 1993 ~~m~~Master ~~p~~Plan and updated
 41 | plan in December 2011. The remaining portion of Phase 5, originally identified in
 42 | the 1993 Master Plan, is the last section to plot/build out on the current site with
 43 | no more capacity available.

1
2 The 2011 Master Plan Update projected a sell out by 2025 provided the average
3 lot sales of 63 remained constant. The recommendation was *if the town* wished
4 to continue to provide the service, planning should begin by 2015.

5
6 New calculations in FY 2011 – FY 2017 forecast a downward trend of lot sales to
7 an average of 36 per year. An aging population, however, may move this trend
8 upward. Fewer lots and choice of the location within the cemetery may
9 accelerate sales. Based on the current average annual sales and inventory the
10 projected sell out is 15 years or 2032. Phase 5 will add an additional 265 lots
11 recalculating the sell out to 2037. The town should take the following steps to
12 plan for additional burial capacity.

- 13
- 14 • Plot/~~Build~~ out the remainder of ~~Phase~~ 5 in 5-7 years.
- 15
- 16 • Monitor lots sales and burials. Track trends in the number of lot sales and
- 17 burials, and type of burials (cremation or full size).
- 18
- 19 • Monitor the financial stability of the cemetery fund.
- 20
- 21 • Plan for a comprehensive review of the future of this service. This dialogue
- 22 should start 10 years ahead of the estimated sell out to evaluate alternatives,
- 23 which may include offering burial service in another location, and/or
- 24 expanding capacity at Riverside Cemetery with niche walls, as identified in
- 25 the 2011 Master Plan Update.
- 26

27 The operation, maintenance and responsibility of a municipal cemetery is
28 everlasting. Whether to continue this service at another location is an important
29 decision; a comprehensive review is essential.

30
31 *Resources: The ~~Public Facilities~~ chapter was assembled with assistance from the*
32 *~~s~~Superintendent of ~~s~~Schools, ~~b~~Business ~~m~~anager, ~~f~~Facilities ~~m~~anager, ~~p~~Public*
33 *~~w~~orks ~~d~~irector, ~~p~~Police ~~c~~hief, ~~f~~ire ~~c~~hief, ~~l~~ibrary ~~d~~irector, ~~t~~own ~~c~~lerk, ~~and~~*
34 *~~d~~irector of the ~~m~~useum at ~~p~~ortland ~~h~~ead ~~l~~ight and the emergency management*
35 *director.*

36
37 **Public Facilities Goals**

38
39 **Goal 1: The town shall continue to maintain existing buildings and**
40 **infrastructure in recognition of its value as public assets and a principal**
41 **way of delivering services to residents.**

42
43 Recommendations

~~1. Complete the School Facilities Study.~~

12. Assess, renovate and update buildings constructed within the last 20 years that are now due for moderate level maintenance. Buildings should include but may not be limited to the pPublic wWorks gGarage and pPolice sStation.

Goal 2: The Town shall assess the capacity of municipal buildings and services and take action to meet future needs.

Recommendations

23. Review the staffing levels and anticipated staff turnover at the pPolice dDepartment and create a succession plan.

34. Evaluate the fFire dDepartment on call volunteer membership levels, assess growth in emergency calls, and capacity needs in the future.

45. Conduct a long-term burial services study that evaluates alternatives and recommends a strategy for accommodating future needs. The study should address the following:

- Should the tTown continue to offer the service of a cemetery in another location?
- Where would a new cemetery be located?
- What would be the size of a new cemetery?
- How would a new cemetery be funded?
- What impact would there be to the pPublic wWorks dDepartment for the maintenance and burials of an additional location?
- Would the rules and regulations mirror that of Riverside Memorial Cemetery?
- If it is determined to add another location, when would the new cemetery be established?

Goal 3: The tTown shall modernize existing facilities and policies to meet the future expectations of town residents.

Recommendations

~~6. Modernize the school buildings and public education offerings to meet the needs of the school body in the next ten years, including right sizing,~~

~~possible pre-K offerings, and renovation of the cafetorium to create a rational, single level school gathering room.~~

57. Continue discussions with the City of South Portland to jointly address capacity issues at the ~~cCape cCottage fFire sStation~~ and opportunities to cooperate with the ~~wWillard fFire sStation~~ in South Portland.

68. Evaluate options for reuse of the ~~pPolice sStation~~ dispatch area if the ~~hHistorical sSociety~~ relocates.

~~79. Develop and implement a wireless telecommunication strategy that meets the needs of Cape Elizabeth citizens and businesses. The strategy and direction will be developed with citizen and business involvement and the implementation will be guided by experts, citizens, and businesses. Review and revise town regulations and policies to modernize existing telecommunication regulations in order to take advantage of new technologies and improve service for town residents.~~

~~810.~~ Review the Spurwink School ~~rReuse~~ report and fund repurpose of the building for public use.

~~11. Modernize recycling...?~~

Goal 4: The town shall maintain and modernize the school campus buildings to promote quality public education and enhance their appeal to potential new residents.

Recommendations

~~91.~~ Complete the School Facilities Study.

106. Modernize the school buildings and public education offerings to meet the needs of the school body in the next ten years, including right-sizing, possible pre-K offerings, and renovation of the cafetorium to create a rational, single level school gathering room.