



# **Town of Cape Elizabeth, Maine**

## **Capital Stewardship Plan FY 2015-2024**

**August 1, 2013**



## TOWN OF CAPE ELIZABETH

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August 1, 2013

Dear Chairman Walsh and Members of the Town Council:

Submitted herewith is the ***Town of Cape Elizabeth Capital Stewardship Plan for 2015-2024.***

During the next ten years, our buildings will continue to age, vehicles will reach the end of their useful life, citizens will desire more technology and our roads will be tested by the elements and the cumulative weight of thousands of vehicles each day. The infrastructure we are responsible for will need attention for Cape Elizabeth to remain as a great place to live. We also need to be mindful of the cost of maintaining the current infrastructure as our population continues to age and as other expenses both for taxpayers and for local government also impact what can be accomplished. Yet, not maintaining infrastructure and not being good stewards of assets can be more costly in the long run.

The ten year projections are based on the Harriman study of facility needs completed in 2012, a pavement management study undertaken by Gorrill-Palmer Consulting Engineers during the summer of 2013 and ongoing analyses by our department heads of our facility, equipment and technology needs. The reports prepared by Harriman and Gorrill-Palmer were used extensively by the facilities manager and the public works director in submitting proposals for the ten year plan.

### **The Cost of Stewardship**

The ten year plan proposes spending \$21 million on items and projects ranging from \$6.9 million to care for roadway and drainage needs to many building repair projects costing under \$10,000.

The program would be financed as follows:

Funded from Annual CIP Budget	\$ 12,443,550
Funded from Bonds	\$ 7,900,000*
Funded from Account Balances	\$ 649,250
	\$ 20,982,800
*Plus \$100,000 for Issuance Costs	

## The Impact on Property Taxes

During the next ten years we will be retiring \$6.7 million in debt for past municipal projects thus the proposed increased debt compares with our current debt. This is not including school debt which also is reduced by \$6.0 million over the next ten years thus providing opportunities for school investment separate from municipal needs. The amount shown to be funded from the annual CIP budget continues the practice of increasing this investment by an average of \$100,000 each year. The amount to be “funded from account balances” assumes that future councils will reserve over the next seven years up to \$649,250 from savings at the end of individual fiscal years. It is also likely that some items on the comprehensive list of projects will never be undertaken and that new projects and needs will come along as the priorities of our citizens evolve over the next decade.

The table below shows the impact of this plan on the average taxpayer. The year of the peak increase in taxes would see an increase of 2.2%. The peak cumulative impact is a tax bill 4.1% higher than today.

Bonding would occur twice although the numbers in the CIP itself are spread over five years. There would be one bond for \$6.0 million in FY 16-17 and another for \$2.0 million in FY 18-19.

	CIP	Bond Principal	Bond Interest	Other	Added Principal	Added Interest	Total	Tax Rate Impact	On Avg. Home	Total Bill
Current	\$ 800,000	\$ 712,238	\$ 193,465	\$ 217,200			\$ 1,922,903	\$ 1.03	\$ 329.60	\$ 5,209.60
FY 2015	\$ 900,000	\$ 709,738	\$ 181,296	\$ 149,750			\$ 1,940,784	\$ 1.08	\$ 345.60	\$ 5,225.60
FY 2016	\$ 1,000,000	\$ 715,988	\$ 161,877	\$ 135,000			\$ 2,012,865	\$ 1.13	\$ 361.60	\$ 5,241.60
FY 2017	\$ 1,100,000	\$ 690,988	\$ 142,443	\$ 168,300	\$ 300,000	\$ 240,000	\$ 2,641,731	\$ 1.49	\$ 476.80	\$ 5,356.80
FY 2018	\$ 1,200,000	\$ 690,988	\$ 123,104	\$ 7,350	\$ 300,000	\$ 228,000	\$ 2,549,442	\$ 1.53	\$ 489.60	\$ 5,369.60
FY 2019	\$ 1,300,000	\$ 686,892	\$ 102,932	\$ 80,350	\$ 433,333	\$ 292,000	\$ 2,895,507	\$ 1.69	\$ 540.80	\$ 5,420.80
FY 2020	\$ 1,218,225	\$ 681,892	\$ 86,061	\$ -	\$ 433,333	\$ 274,680	\$ 2,694,191	\$ 1.62	\$ 518.40	\$ 5,398.40
FY 2021	\$ 1,400,000	\$ 396,892	\$ 64,427	\$ 108,500	\$ 433,333	\$ 257,360	\$ 2,660,512	\$ 1.53	\$ 489.60	\$ 5,369.60
FY 2022	\$ 1,398,000	\$ 196,892	\$ 50,017	\$ -	\$ 433,333	\$ 240,040	\$ 2,318,282	\$ 1.39	\$ 444.80	\$ 5,324.80
FY 2023	\$ 1,399,325	\$ 196,892	\$ 40,866	\$ -	\$ 433,333	\$ 222,720	\$ 2,293,136	\$ 1.37	\$ 438.40	\$ 5,318.40
FY 2024	\$ 1,399,950	\$ 196,892	\$ 31,809	\$ -	\$ 433,333	\$ 205,400	\$ 2,267,384	\$ 1.35	\$ 432.00	\$ 5,312.00

Future Interest at 4%

Tax Rate Impact Excludes Other

Assumes Borrowing \$6.0 m in FY 16-17

Assumes Borrowing \$2.0 m in FY 18-19

Assumes \$3.0 million increase in annual valuation

Average Home Valued at \$320,000

Total Bill is Current Plus Impact of this Plan

During Peak Year in FY 2019, Avg tax Bill is 4.1% higher than today.

Largest Single Year Increase is 2.2% in FY 2017

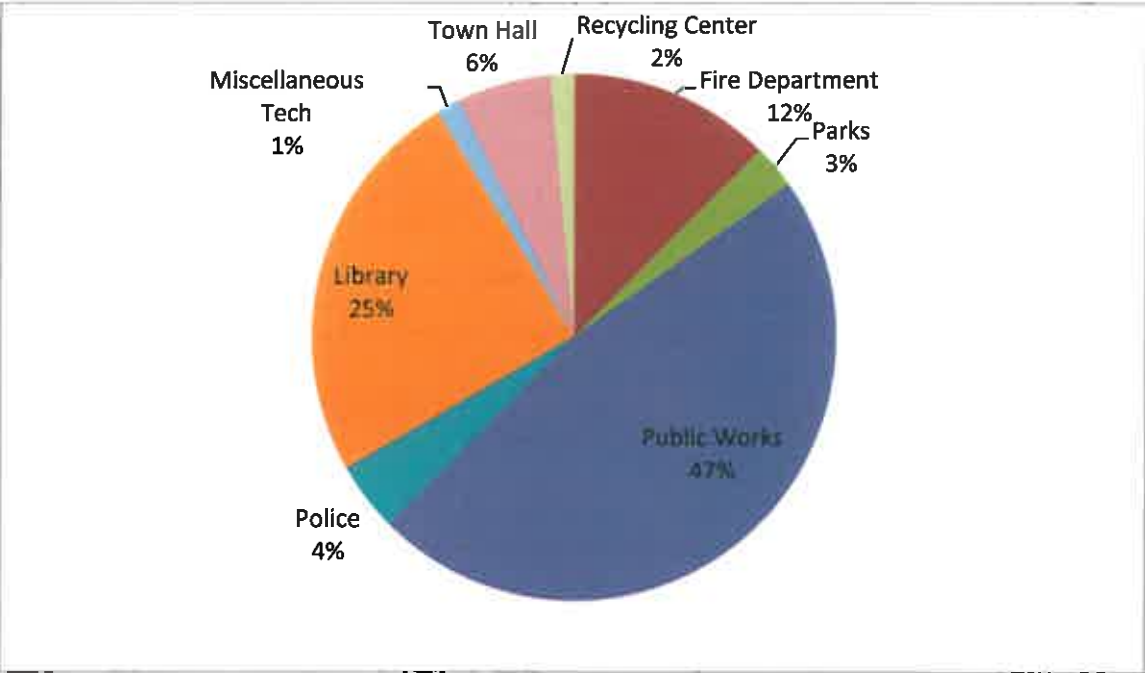
A number of proposals costing \$5,000 or less were submitted to be considered as part of this plan. Cumulatively, these items amount to \$380,330, and while listed at the end of the plan, it is recommended for any item amounting to \$5,000 or less to instead be included within departmental budgets. A number of items listed for Fort Williams Park will also likely be paid for through the Fort Williams Park capital account thus slightly reducing impacts on the property tax.

**Where the Needs Are**

The balance of this report outlines specific stewardship proposals. The presentation begins with a table showing expenditures by department, followed by expenditures by object and then specific proposals are shown for any item over the next five years costing more than \$100,000 in a single year. The report concludes with the listing of all the proposed spending for the next five years and with a copy of a spreadsheet with priorities for roadway and drainage projects over the next five years.

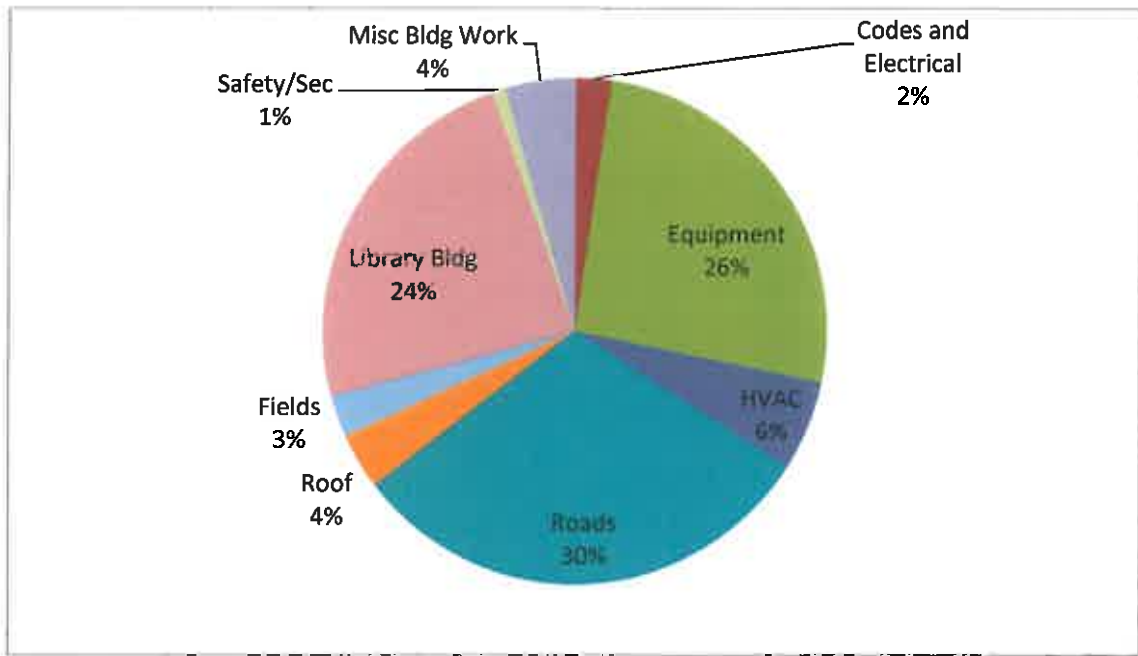
**Expenditures by Department**

Department	Total	
Fire Department	\$ 2,612,800	12%
Parks	\$ 570,075	3%
Public Works	\$ 9,935,250	47%
Police	\$ 874,800	4%
Library	\$ 5,145,750	25%
Miscellaneous Tech	\$ 314,800	2%
Town Hall	\$ 1,211,950	6%
Recycling Center	\$ 317,375	2%
	<b>\$ 20,982,800</b>	



### Expenditures by Object

Area	Total	
Codes and Electrical	\$ 475,425	2%
Equipment	\$ 5,452,050	26%
HVAC	\$ 1,207,000	6%
Roads	\$ 6,412,100	31%
Roof	\$ 754,000	4%
Fields	\$ 557,500	3%
Library Bldg	\$ 5,000,000	24%
Safety/Sec	\$ 165,500	1%
Misc Bldg Work	\$ 959,225	5%
	\$ 20,982,800	100%



My advice for anyone studying this proposal is to be cognizant of the proposals for FY 2020-2024 but to pay greater attention to the Fiscal Years 2015-2019. Thus, I have highlighted below the proposed projects for the current year and for the next five years amounting to \$100,000 or more:

Improvement	Location	Description	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Infrastructure	Library	Building Replacement		\$ 5,000,000			
Equipment	Fire Dept.	Ambulance Replacement				\$ 210,000	
Equipment	Fire Dept.	Fire Pumper Replacement					\$ 425,000
Structures	Police Dept	Space Separation for Reuse	\$ 100,000				
Infrastructure	Public Works	Roadway, Paving & Drainage Imp.	\$ 712,000	\$ 435,000	\$ 745,000	\$ 470,000	\$ 1,350,000
Equipment	Public Works	Dump/Plow Truck Replacement	\$ 172,000		\$ 195,000		\$ 180,000
Equipment	Public Works	Front End Loader Replacement		\$ 185,000		\$ 192,000	
Equipment	Public Works	Transfer Tractor Replacement			\$ 125,000		
Equipment	Public Works	Street Sweeper Replacement					\$ 100,000
Equipment	Public Works	Transfer Trailer Replacement	\$ 60,000	\$ 65,000			
Code	Town Hall	Main stairwell upgrade (Life Safety Code)	\$ 50,000	\$ 50,000			
HVAC	Town Hall	Heating plant conversion (steam to water)				\$ 225,000	
HVAC	Town Hall	HVAC central system					\$ 350,000
Equipment	Transfer St.	Compactor replacement	\$ 150,000				
			<b>\$1,244,000</b>	<b>\$5,735,000</b>	<b>\$1,065,000</b>	<b>\$1,097,000</b>	<b>\$2,405,000</b>

The amount shown for the library is the most significant unknown in this entire report. **It is not intended to be a budgetary number** but does reflect that there is a committee studying the future of library programs in Cape Elizabeth. Not including some number for the library would reduce the understanding of our total stewardship issues.

The specific road proposals including the current year are as follows:

#### FY 2014-Current Year

Description	Treatment	Cost	FY
Sawyer between Eastman and Fickett	Heavy Overlay	\$ 70,000	2014
Spurwink Avenue- Route 77 to Purpoodock	Heavy Overlay	\$ 150,000	2014
Shore Road Path Connector	New Construction	\$ 107,000	2014
Shore Road at Town Center	Heavy Overlay	\$ 7,000	2014
Local Roads	Overlay	\$ 70,000	2014
Miscellaneous Drainage Projects		\$ 20,000	2014
Drainage Project on Shore Road		\$ 100,000	2014
<b>Total</b>		<b>\$ 524,000</b>	<b>2014</b>

**FY 2015**

<b>Description</b>	<b>Treatment</b>	<b>Cost</b>	<b>FY</b>
Fowler Road	Light Overlay	\$ 207,000	2015
Spurwink- Route 77 to SP Line	Mill and Fill	\$ 80,000	2015
Charles E. Jordan Road	Heavy Overlay/Reclaim	\$ 315,000	2015
Route 77 at Urban Compact Line	Heavy Overlay	\$ 5,000	2015
Dennison Drive	Heavy Overlay	\$ 20,000	2015
Local Roads	Overlay	\$ 65,000	2015
Miscellaneous Drainage Projects		\$ 20,000	2015
<b>Total</b>		<b>\$ 712,000</b>	<b>2015</b>

**FY 2016**

<b>Description</b>	<b>Treatment</b>	<b>Cost</b>	<b>FY</b>
Old Ocean House Road	Heavy Overlay/ Mill and Fill	\$ 250,000	2016
Hill Way	Overlay and Sidewalk	\$ 100,000	2016
Local Roads	Overlay	\$ 65,000	2016
Miscellaneous Drainage Projects		\$ 20,000	2016
<b>Total</b>		<b>\$ 435,000</b>	<b>2016</b>

**FY 2017**

<b>Description</b>	<b>Treatment</b>	<b>Cost</b>	<b>FY</b>
Wells Road	Heavy Overlay	\$ 105,000	2017
Scott Dyer Road	Mill and Fill/Sidewalks	\$ 300,000	2017
Route 77 Inn by the Sea to Breakwater Farm Rd	Heavy Overlay	\$ 120,000	2017
Local Roads	Overlay	\$ 200,000	2017
Miscellaneous Drainage Projects		\$ 20,000	2017
<b>Total</b>		<b>\$ 745,000</b>	<b>2017</b>

**FY 2018**

<b>Description</b>	<b>Treatment</b>	<b>Cost</b>	<b>FY</b>
Eastman Road	Heavy Overlay/ Mill and Fill	\$ 150,000	2018
Fessenden Road	Overlay	\$ 25,000	2018
Two Lights Road	Overlay	\$ 175,000	2018
Local Roads	Overlay	\$ 100,000	2018
Miscellaneous Drainage Projects		\$ 20,000	2018
<b>Total</b>		<b>\$ 470,000</b>	<b>2018</b>

**FY 2019**

<b>Description</b>	<b>Treatment</b>	<b>Cost</b>	<b>FY</b>
Route 77 - Breakwater Farm Rd to Scarborough	Heavy Overlay	\$ 275,000	2019
Mitchell Road	Mill and Fill	\$ 300,000	2019
Broad Cove Road	Overlay	\$ 100,000	2019
Shore Road	Various	\$ 550,000	2019
Local Roads	Overlay	\$ 105,000	2019
Miscellaneous Drainage Projects		\$ 20,000	2019
<b>Total</b>		<b>\$1,350,000</b>	<b>2019</b>

More detail for all of the proposed projects are in the spreadsheets which follow.

In closing, I wish to thank the department heads who contributed significantly to the list of proposed stewardship items. I also wish to acknowledge the work done by our consultants who prepared a facilities study and a pavement management study. I also wish to thank Finance Committee Chair Frank Governali for all of his encouragement in developing a more comprehensive stewardship plan than had been prepared in the past.

Respectfully submitted,



Michael K. McGovern





**Roadway and Drainage Priorities  
FY 2013-2019**

Description	Distance	Width	Rating in 2013	Treatment	Cost	FY	How Funded			Total
							CIP in Budget	Bond	Other	
Sawyer between Eastman and Fickett	2455	22	2.5	Heavy Overlay	\$ 70,000	2014	\$ 70,000			\$ 70,000
Spurwink Avenue- Route 77 to Purpodock	4250	24	3.0	Heavy Overlay	\$ 150,000	2014	\$ 150,000			\$ 150,000
Shore Road Path Connector				New Construction	\$ 107,000	2014	\$ 107,000			\$ 100,000
Shore Road at Town Center	200	22	1.8	Heavy Overlay	\$ 7,000	2014	\$ 7,000			\$ 7,000
Local Roads				Overlay	\$ 70,000	2014	\$ 70,000			\$ 70,000
Miscellaneous Drainage Projects					\$ 20,000	2014	\$ 20,000			\$ 20,000
Drainage Project on Shore Road					\$ 100,000	2014	\$ 100,000			\$ 100,000
<b>Total</b>					<b>\$ 524,000</b>	<b>2014</b>	<b>\$ 524,000</b>			<b>\$ 524,000</b>
Fowler Road	9135	22	2.8	Light Overlay	\$ 207,000	2015	\$ 207,000			\$ 207,000
Spurwink- Route 77 to SP Line	2750	22	3.0	Mill and Fill	\$ 80,000	2015	\$ 80,000			\$ 80,000
Charles E. Jordan Road	9250	22	2.8	Heavy Overlay/Reclaim	\$ 315,000	2015			\$ 315,000	\$ 315,000
Route 77 at Urban Compact Line	100	24	1.6	Heavy Overlay	\$ 5,000	2015	\$ 5,000			\$ 5,000
Dennison Drive	500	22	2.4	Heavy Overlay	\$ 20,000	2015	\$ 20,000			\$ 20,000
Local Roads				Overlay	\$ 65,000	2015	\$ 65,000			\$ 65,000
Miscellaneous Drainage Projects					\$ 20,000	2015	\$ 20,000			\$ 20,000
<b>Total</b>					<b>\$ 712,000</b>	<b>2015</b>	<b>\$ 397,000</b>		<b>\$ 315,000</b>	<b>\$ 712,000</b>
Old Ocean House Road	6650	24	3.0	Heavy Overlay/ Mill and Fill	\$ 250,000	2016	\$ 250,000			\$ 250,000
Hill Way	700			Overlay and Sidewalk	\$ 100,000	2016	\$ 100,000			\$ 100,000
Local Roads				Overlay	\$ 65,000	2016	\$ 65,000			\$ 65,000
Miscellaneous Drainage Projects					\$ 20,000	2016	\$ 20,000			\$ 20,000
<b>Total</b>					<b>\$ 435,000</b>	<b>2016</b>	<b>\$ 435,000</b>			<b>\$ 435,000</b>
Wells Road	2970	22	3.0	Heavy Overlay	\$ 105,000	2017	\$ 105,000			\$ 105,000
Scott Dyer Road	4695	26	3.3	Mill and Fill/Sidewalks	\$ 300,000	2017		\$ 300,000		\$ 300,000
Route 77 Inn by the Sea to Breakwater Farm Rd	3110	24	3.1	Heavy Overlay	\$ 120,000	2017	\$ 120,000			\$ 120,000
Local Roads				Overlay	\$ 200,000	2017	\$ 200,000			\$ 200,000
Miscellaneous Drainage Projects					\$ 20,000	2017	\$ 20,000			\$ 20,000
<b>Total</b>					<b>\$ 745,000</b>	<b>2017</b>	<b>\$ 445,000</b>	<b>\$ 300,000</b>		<b>\$ 745,000</b>
Eastman Road	4030	22	3.3	Heavy Overlay/ Mill and Fill	\$ 150,000	2018	\$ 150,000			\$ 150,000
Fessenden Road	1315	20	3.4	Overlay	\$ 25,000	2018	\$ 25,000			\$ 25,000
Two Lights Road	8955	23	3.3	Overlay	\$ 175,000	2018	\$ 175,000			\$ 175,000
Local Roads				Overlay	\$ 100,000	2018	\$ 100,000			\$ 100,000
Miscellaneous Drainage Projects					\$ 20,000	2018	\$ 20,000			\$ 20,000
<b>Total</b>					<b>\$ 470,000</b>	<b>2018</b>	<b>\$ 470,000</b>			<b>\$ 470,000</b>
Route 77 - Breakwater Farm Rd to Scarborough	7000	24	3.6	Heavy Overlay	\$ 275,000	2019	\$ 275,000			\$ 275,000
Mitchell Road	10330	22	3.5	Mill and Fill	\$ 300,000	2019		\$ 300,000		\$ 300,000
Broad Cove Road	3790	24	3.5	Overlay	\$ 100,000	2019	\$ 100,000			\$ 100,000
Shore Road	17390	22-26	3.5 to 4.2	Various	\$ 550,000	2019		\$ 550,000		\$ 550,000
Local Roads				Overlay	\$ 105,000	2019	\$ 105,000			\$ 105,000
Miscellaneous Drainage Projects					\$ 20,000	2019	\$ 20,000			\$ 20,000
<b>Total</b>					<b>\$ 1,350,000</b>	<b>2019</b>	<b>\$ 500,000</b>	<b>\$ 850,000</b>		<b>\$ 1,350,000</b>









**Cape Elizabeth Municipal Stewardship Plan  
FY 2014-2024**

Improvement	Funding	Location	Description	Current Year and Next Five Years											Total 2015-2024							
				FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024								
Equipment	Department	Library	Folding Tables	\$ 2,400													\$					
Equipment	Department	Library	Workstation		\$ 5,200		\$ 1,300										\$ 6,500					
Equipment	Department	Library	Carrel		\$ 2,000												\$ 2,000					
Equipment	Department	Library	Task Chair		\$ 3,320		\$ 1,660										\$ 4,980					
Equipment	Department	Library	Monitor Stand		\$ 1,800		\$ 1,800										\$ 3,600					
Equipment	Department	Library	SIP2 License (2)		\$ 5,000												\$ 5,000					
Equipment	Department	Library	Cloud Library (eBook Product): Cabling				\$ 1,000										\$ 1,000					
Equipment	Department	Library	Cloud Library: Licensing				\$ 3,000										\$ 3,000					
Equipment	Department	Library	Cloud Library: Launch Collection				\$ 5,000										\$ 5,000					
Equipment	Department	Library	Cloud Library: Kiosk				\$ 2,500										\$ 2,500					
Equipment	Department	Library	Cloud Library: Readers (5)				\$ 750										\$ 750					
Equipment	Department	Library	SIP2 License				\$ 2,500										\$ 2,500					
Equipment	Department	Library	Sofa (20)				\$ 1,800										\$ 1,800					
Equipment	Department	Library	Loveseat (2)				\$ 1,600										\$ 1,600					
Electric	Department	Parks	Interior Lighting upgrades (efficiency)						\$ 2,300								\$ 2,300					
Electric	Department	Parks	Exterior lighting upgrades (efficiency)														\$ 5,500					
Structures	Department	Parks	Exterior door replacement		\$ 2,500					\$ 2,000							\$ 2,000					
Structures	Department	Parks	Exterior Painting		\$ 2,500					\$ 2,000							\$ 2,000					
Structures	Department	Parks	Exterior door replacement							\$ 2,000							\$ 2,000					
Structures	Department	Parks	Exterior wall repairs/painting							\$ 1,500							\$ 1,500					
Equipment	Department	Police Dept	In-Car Video Cameras		\$ 2,400					\$ 2,400							\$ 4,800					
Safety/Sec.	Department	Police Dept.	Camera		\$ 2,200					\$ 3,200							\$ 5,400					
Equipment	Department	Police Dept	Radar Units		\$ 2,700					\$ 3,000							\$ 5,700					
Equipment	Department	Police Dept	Light Bars		\$ 1,500					\$ 1,500							\$ 3,000					
Safety/Sec	Department	Police Dept.	Town Wide Badging														\$ 5,300					
Equipment	Department	Police Dept	System Update														\$ 5,300					
Code	Department	Police Dept	Emergency lights installation		\$ 550												\$ 550					
Code	Department	Police Dept.	Emergency light installation		\$ 900												\$ 900					
Electric	Department	Police Dept.	Interior lighting upgrades (efficiency)														\$ 1,000					
Electric	Department	Police Dept.	Interior lighting upgrades (efficiency)														\$ 900					
Equipment	Department	Police Dept.	Interior lighting upgrades (efficiency)														\$ 4,750					
Equipment	Department	Police Dept.	Office Furniture		\$ 2,800					\$ 4,750							\$ 7,550					
Equipment	Department	Police Dept.	restroom upgrades (stalls-water closets-lavs)														\$ 8,500					
HVAC	Department	Police Dept.	Ductwork cleaning							\$ 14,500							\$ 14,500					
Roof	Department	Police Dept.	Roof Replacement (shingle)							\$ 1,850							\$ 1,850					
Safety/Sec.	Department	Police Dept.	Interior door security lock														\$ 4,750					
Safety/Sec.	Department	Police Dept.	Security upgrades/ cameras														\$ 4,750					
Structures	Department	Police Dept.	Siding repairs		\$ 1,100												\$ 1,100					
Structures	Department	Police Dept.	Garage Door repairs				\$ 900										\$ 900					
Structures	Department	Police Dept.	Exterior repairs/painting		\$ 1,200												\$ 1,200					
Structures	Department	Police Dept.	Interior wall repairs/painting		\$ 2,800												\$ 2,800					
Structures	Department	Police Dept.	Exterior door replacement														\$ 2,500					
Structures	Department	Police Dept.	Attic insulation repairs		\$ 2,000												\$ 2,000					
Structures	Department	Police Dept.	Carpet replacement														\$ 5,500					
Structures	Department	Police Dept.	Exterior repairs/painting														\$ 4,000					
Equipment	Department	Public Works	Parks Equipment Trailer Rep.		\$ -												\$ -					
HVAC	Department	Public Works	VFD replacement		\$ 3,600												\$ 3,600					
Structures	Department	Sw-up Shop	Exterior repairs painting														\$ 3,800					
Code	Department	Town Hall	Condensate tank venting		\$ 1,750												\$ 1,750					
HVAC	Department	Town Hall	Exhaust fan replacements														\$ 3,950					
Electric	Department	Town Hall	Interior Lighting upgrades (efficiency:)		\$ 2,500					\$ 3,500							\$ 6,000					
HVAC	Department	Town Hall	Water line protection upgrade		\$ 2,500												\$ 2,500					
Safety/Sec.	Department	Town Hall	Interior door security lock		\$ 3,900												\$ 3,900					
Structures	Department	Town Hall	Interior wall repairs/painting		\$ 4,200												\$ 4,200					
Equipment	Department	Transfer St.	restroom upgrades (stalls-water closets-lavs)														\$ 5,800					
					\$ 11,800		\$ 75,820		\$ 49,700		\$ 35,860		\$ 44,000		\$ 27,250		\$ 19,350	\$ 36,850	\$ 25,100	\$ 40,700	\$ 2,800	\$ 380,330