



TOWN OF WELLFLEET

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MEMORANDUM

TO: FINANCE COMMITTEE AND BOARD OF SELECTMEN
FROM: HARRY SARKIS TERKANIAN, TOWN ADMINISTRATOR
SUBJECT: FISCAL 2018 CAPITAL IMPROVEMENT PLAN
DATE: 5/26/2016

Town Charter section 7-5-2 requires the submission of a detailed five-year capital improvement plan to the Finance Committee and Board of Selectmen not later than June first. In past years the Board of Selectmen has requested that the plan be extended to ten years. Where information is available, this capital improvement plan is also extended to ten years, through fiscal year 2027.

The fiscal 2018 Capital Improvement Plan is submitted in compliance of these requirements. The Plan consists of this memorandum and the accompanying spreadsheet. The 2018 plan is based on the approved 2017 plan, revisions to the 2017 plan as the FY 2017 budget was developed and department requests. The spread sheet summarizes department requests by year and proposes a source of funding for each. Funding is color coded: green for borrowing, yellow for Ambulance Fund and blue for Beach Fund. All other items are funded form the tax levy or free cash as determined annually. The spreadsheet also includes a comparison of capital expenditures against policy benchmarks. In general borrowing has been restricted only to items with significant cost and useful life.

Comparing the 2016, 2017 and 2018 capital improvement plans for plan years 2018 through 2020 shows the following differences:

Fiscal Year:	2018	2019	2020	Total
2016 Plan:	\$879,885	\$1,611,500	\$635,500	\$3,126,885
2017 Plan:	\$6,917,051	\$1,507,661	\$2,545,168	\$10,969,880
2018 Plan:	\$8,313,166	2,604,661	\$6,590,168	\$17,507,995

The 2018 plan includes potentially significant capital expenditures in future years for which cost or timing or both are unknown at present. Many of these items first appeared on the 2017 capital improvement plan. The police station renovation project accounting

for the large increase in projected fiscal 2018 expenditures. Even though exact timing and cost is not available at present, all of these items are included because they will likely appear in some more definite form in a future plan. They include the following:

- Police station renovation. Work on this project is progressing and the current state of design, along with a preliminary costs estimate is scheduled to be presented on May 31st. As the design is completed cost estimates will be obtained from the architect and a professional cost estimating firm in advance of seeking construction funding. The building Committee's goal is to have a plan and construction documents ready for bid opening and funding at a special town meeting this fall. Current estimate of additional cost: \$6,000,000.
- Cape cod Regional Technical High School. The Tech has been invited to participate in a Mass School Building Authority feasibility study. The result of the feasibility study can be anything from repairs to the existing facility to a complete replacement of the building. No concrete cost estimates are available at this time. The bid documents for designer services called out a possible range of costs of between \$40 and \$140 million. Using a figure of \$100 million and assuming Wellfleet's current assessment percentage (about 1%) and 40% MSBA reimbursement, Wellfleet's estimated share could be about \$600,000. A district wide vote has been scheduled for the fall of 2017 by which time there should be a clearer understanding of the scope of the project and its cost impact on Wellfleet.
- Nauset Regional High School. Last year Nauset applied to participate in a MSBA feasibility study to explore renovations to or replacement of the high school. The MSBA did not invite Nauset to participate, but it is anticipated that Nauset will resubmit its statement of interest. If Nauset is invited to participate there will be a feasibility study and possibly a construction project. Wellfleet's cost exposure is estimated on the same basis as discussed for Cape Tech in the preceding paragraph. Wellfleet's estimated share: \$3,410,000.
- Maintenance Dredging of Wellfleet Harbor. The most recent estimate of the cost of dredging the areas of the Marina which are a town responsibility was about \$12 million. Costs continue to rise and the volume of dredge spoil to be removed increase with time. Historically the Commonwealth has funded 75% of the cost. The Marina Enterprise capital plan reflects an assumed 25% Town share of a \$14 million State/local project cost. (The Federal navigation channel and anchorage are dredged at Federal expense.) Wellfleet's estimated share: \$3,500,000.
- Renovation of the Old Council On Aging building. Before this project should proceed the Town should have determined the purpose for which the building will be used. The \$624,000 cost placeholder is based on an assumed

construction cost of \$300 per square foot for a 2,080 square foot single story building on the existing foundation. Until the Town has identified a specific use for this structure, any renovation plan should be considered premature.

The plan also includes a comparison of the plan against the benchmarks established in the Board of Selectmen's Budget and Financial Management Policy¹. The policy calls for capital expenditures (exclusive of borrowing items) of at least 3% but not more than 7% of the operating budget. In four of the ten plan years the expenditures exceed 7% of the budget (based on an assumed 2.5% growth in the operating budget) and therefore exceed the policy cap; the remaining six years the plan is below the cap. In all plan years, except fiscal 2026 and 2027, the proposed amounts exceed the 3% floor and therefore meet policy. The only borrowing items that exceed one million dollars are the police station renovation, the Town's share of a possible renovation or replacement of Nauset Regional High School and the Town's share of dredging costs. Only items which will clearly require borrowing have been identified as such. Later plan years are imprecise due to obvious forecasting challenges. As a result, the policy benchmarks, particularly for years six and beyond, should be treated as "soft" limits.

Debt Service. Debt service is the annual obligation to meet principal and interest payments on outstanding borrowing. Annual debt service costs for currently issued debt continue to be about 7% of the operating budget with a projected peak in 2020 of 9% followed by a gradual decrease after 2022 to between 4% and 5%. (The comparison to the operating budget assumes an annual increase in the operating budget of 2.5%.) The reason the percentage decreases over time is that debt is retired. Because new debt is issued for capital projects, the long term tendency is for annual debt service as a percentage of operating revenues to remain relatively stable. The possible large borrowings discussed earlier in this memorandum could increase debt service requirements with a corresponding increase in these percentages. Wellfleet has been relatively conservative in its past borrowing. The total debt currently outstanding is about \$13.5 million dollars and is well below the debt ceiling prescribed by law (about \$100 million for Wellfleet, see MGL c. 44 s. 10.)

In preparing this plan I have asked that requests be prioritized based on a ranking scale which is described in the attached instruction memorandum. This is the third year of an experiment to see if the ranking is of assistance in the capital planning process. The priorities assigned are mine and represent the total of the degree of urgency (1 to 7) and priority of function (1 to 7). Lower numbers indicate a higher priority and function.

Departments with significant changes include the following:

153 – IT. Telephone system upgrade deferred from FY 2017 to 2018. A project which should be considered for addition to the plan is upgraded email services to provide each

¹ (http://www.wellfleet-ma.gov/sites/wellfleetma/files/file/file/44_budget_and_financial_management_policy_0.pdf).

town employee, including committee members, with email addresses and to provide for indexed archival storage for improved operation and compliance with public records laws.

161 – Clerk. Records management software request of \$54,082 was withdrawn. The request was for a computer system for scanning and indexing documents which would reduce document storage requirements and ease in document location. As the number of documents created and maintained by the Town mushrooms, the need to reliably locate and retrieve documents becomes more important. While not on the current capital plan, document management is an issue that will have to be addressed in the near future.

179 – Shellfish Department. The department’s two trucks and ATV are all on a five-year replacement schedule.

210 – Police Department. There are no new items in the police department capital plan but the timing of a number of items has been reordered. Replacement of one police vehicle has been deferred from FY 2018 to 2019. Body cameras (or vehicle mounted cameras) present some significant policy/privacy/public records issues that need to be explored before body or cruiser cameras can be deployed. While there has been significant interest nationwide in equipping police with body cameras, issues of the cost of data retention and data management and who has access to the videos will require effort to sort out. The renovation costs for the police station are based on the most recent estimate. The Department’s capital plan summary attached.

220 – Fire & Rescue. In light of the Aid to Firefighters grant obtained by the Department, SCBA (“Self Contained Breathing Apparatus”) replacement costs have been removed and the need for replacements deferred. Ambulance 99 is scheduled for replacement in FY 2018 and again in FY 2025; Ambulances 97 & 98 are scheduled for FY 2022 and 2023. Ambulances are replaced on a staggered schedule with replacement of each vehicle occurring about every seven years. Ambulance replacement costs are expected to rise by approximately \$100,000 each because the chassis the Town has customarily purchased is no longer offered and additional equipment is required by new regulations. Replacement costs for consumables such as turnout gear and hose replacement have been extended out to the full ten-year schedule. The Department’s capital plan summary attached.

300 – Elementary School. While not certain, it is reasonable to expect that some of the larger expenditures, particularly exterior shingling and re-roofing of the remainder of the school may be eligible for Mass School Building Authority reimbursement. The detail for each year is in the attached schedule prepared by the school committee. Some of these project may be eligible for MSBA reimbursement. The most recent reimbursement rate, for the elementary school roof, was slightly less than 38%.

301 – Nauset Regional School District. I do not have a current capital plan from the District. The figures I have used are derived from a facilities report prepared for the District by Habib Associates several years ago and should not be taken as anything other

than than an educated guess by me. Like the elementary school, no adjustment has been made for possible MSBA reimbursement.

417 – Facilities – Town Buildings. Town hall siding project has been enlarged to include repair of the cupola and the cost estimate has been increased from \$50,000 to \$70,000. An item had been added for upgrading the elevator controls in town hall. An item has been added for interior paint at the Library. The refurbishing of the Fire Station lower level into a training room / emergency operations center has been moved back to FY 2019. Swap shop repair or replacement deferred one year to 2018. Library bathroom fixtures upgrade deferred one year to 2018 and the amount increased by \$5,000. Library flooring replacement amount has increased by \$10,000. A new item has been added for renovation of the old Council on Aging building on Lawrence Road. The building is presently not habitable, but the foundation is believed to be sound. The cost estimate of \$624,000 is discussed above, as is the need to identify and prioritize a use for the building prior to proceeding.

417 – Facilities - Other. A request from the COA for \$40,000 for a senior outdoor exercise area on the COA property has been deferred from FY 2017. This equipment is designed to provide exercise opportunities in an outdoor setting. The proposed location is near the children’s playground. Transfer Station equipment storage and roll off truck added to FY 2018. The roll off truck is a replacement for the current one which was purchased used. The current roll off truck was purchased primarily for moving recycling containers around the transfer station and for occasional recycling hauling. With the depressed pricing for most recycled materials, the Town is now having to deliver recycling to the vendors resulting in much more use of this truck that originally anticipated. Repairs to stairs to ponds have been deferred to FY 2018.

420 – DPW Equipment. Replacement of the year 2000 dump truck & plow deferred one year to 2018. Replacement of the year 2003 10-wheel dump truck has been revised to reflect current costs and deferred one year. Street sweeper price has also been adjusted from \$200K to \$225K to reflect expected cost increases and reduced trade in value. The backhoe has been deferred from FY 2017 to FY 2018. Replacement of the year 2004 pickup with plow is a new item estimated at \$38,000. An additional front end loader has been added with an estimated cost of \$190,000. The DPW plans to retain existing loader so there will be no trade in or surplus equipment.

422 – DPW Projects. The Whitecrest Beach parking lot project has been deferred one year to 2018. A final decision will have to be made on the future of this lot based on winter erosion over the next few years. Lieutenant Island Road design. This road is beyond re patching or resurfacing and needs complete replacement. A complete reconstruction includes replacement of all drainage to meet conservation commission requirements. Construction cost is unknown but could be between \$1.5 million to \$2 million dollars. This project may be eligible for a STRAP grant. Due to the uncertainty, the reconstruction project is not on the plan at this time and may be added in a future year. Re landscaping town hall lawn is a new item; current estimate is a “back of the

envelope” cost of \$60,000. Beach bathrooms remain as a placeholder; timing and cost are both to be determined.

433 – Transfer Station. Tractor replacement deferred to 2019 with price increase.

Marina Enterprise. Rescue Boat outboard (2003 purchase) deferred from FY 2017 to FY 2018. Replacement of the 2004 Boom Truck advanced from FY 2022 to FY 2018. Maintenance dredging deferred from 2018 to 2019. Bulkhead tie rod repairs deferred from 2019 to 2021. Maintenance dredging at the breakwater deferred one year to 2020. Renovate or replace marina restrooms deferred from 2020 to 2022. Pile driver replacement deferred two years to 2023. Replacement of a pickup truck has been added in FY 2025. Replacement of the crane truck has been removed as the harbormaster was able to secure a suitable used replacement this year at a considerable savings over the estimated cost new of \$140,000.

Wellfleet Police Department
10 Year Capital Plan

FY 2018

DATE		CRUISER REPLACEMENT	OTHER
FY 2018	September-2017	Receive replacement for cruiser #4 (Police Interceptor Utility)	Digital Police Radios
FY 2019	September-2018	Receive replacement for cruiser #2 (Police Interceptor Utility)	
		Receive replacement for cruiser #7 (Police Interceptor Utility)	
FY 2020	September-2019	Receive replacement for cruiser #3 (Police Interceptor Utility)	Replace aging Tasers
FY 2021	September-2020	Receive replacement for cruiser #5 (Police Interceptor Utility)	
	September-2020	Receive replacement for cruiser #1 (Police Interceptor Sedan or Utility)	
FY 2022	September-2021	Receive replacement for cruiser #4 (Police Interceptor Utility)	Body Cameras
FY 2023	September-2022	Receive replacement for cruiser #2 (Police Interceptor Utility)	Bullet Proof Vests Replacement
FY 2024	September-2023	Receive replacement for cruiser #3 (Police Interceptor Utility)	
FY 2025	September-2024	Receive replacement for cruiser #6(Police Interceptor Utility)	
		Receive replacement for cruiser #5 (Police Interceptor Utility)	
FY 2026	September-2025	Receive replacement for cruiser #4 (Police Interceptor Utility)	Replace aging Tasers
FY 2027	September-2026	Receive replacement for cruiser #2 (Police Interceptor Utility)	
	September-2026	Receive replacement for cruiser #7 (Police Interceptor Utility)	

Discussion on the state level that all radios and portable will need to be upgraded to digital, unknown when and the cost at this time.

Fire Department FY 2018 10 -Year Capital Improvement Plan Summary

Item	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Expenditures	Suggested Source
Water Supply Development	7,000										7,000	OR
Replace Turnout Gear	14,000	14,000	14,000	15,000	15,000	15,000	16,000	16,000	16,000	17,000	152,000	OR
Replace Ambulance 99	320,000							320,000			640,000	AF
Replace Command Car 81			45,000							50,000	95,000	OR
Replace 4" supply hose	9,000	9,000			10,000	10,000				10,000	48,000	OR
Replace Medical/Rescue Equip.											-	OR
Replace Duty Truck (Sq. 80)						58,000					58,000	OR
Portable Radios	35,000	35,000	35,000								105,000	OR
Replace Ambulances 97 & 98					320,000	320,000					640,000	AF
Replace SCBA bottles								40,000			40,000	OR
Replace Forestry 90								150,000			150,000	GOB/SHN
Replace Ladder 93			875,000								875,000	GOB/SHN
Replace Engine 95					625,000						625,000	GOB/SHN
Training room / EOC completion		150,000										Fire station contingency
Catwalk storage											150,000	GOB/SHN
Replace mobile data terminals	14,000	14,000			15,000	15,000		300,000			300,000	GOB/SHN
Recoat apparatus bays floor							8,000		18,000	18,000	94,000	AF
Fire Prevention/Inspection vehicle	38,000							38,000			8,000	OR
Department Total	437,000	222,000	969,000	15,000	985,000	418,000	24,000	674,000	224,000	95,000	4,063,000	
Total from operating revenues	103,000	58,000	94,000	15,000	25,000	83,000	24,000	54,000	56,000	77,000	589,000	
Total from ambulance fund	334,000	14,000			335,000	335,000		320,000	18,000	18,000	1,374,000	
Total from borrowing		150,000	875,000		625,000			300,000	150,000		2,100,000	

Operating Revenues	OR
Ambulance Fund	AF
General Oblig. Bonds / State House Notes	GOB/SHN

Annual average expenditure from operating revenue	58,900
Annual average expenditure from ambulance fund	137,400
Annual average expenditure from borrowing	210,000
Annual average total capital budget	406,300

CAPITAL IMPROVEMENT PLAN
Ten Year Projection 2018 - 2027
Wellfleet Elementary School

10 YRS.	FISCAL YEAR	ITEMIZATION	Line Item Estimate	TOTAL FY Capital Money
1	2018	<ul style="list-style-type: none"> • Parking Lot resealed • Prep, prime, paint egress stairs at café, exterior ceilings, soffits, and wall around classroom sinks • Replacement of floor covering in est. 6 classrooms • Replace computers/ tech 	20,000 20,000 30,000 10,000	80,000
2	2019	<ul style="list-style-type: none"> • Exterior cladding (weathered cedar shingles) at South & West exposures • Replace computers/ tech 	280,000 10,000	290,000
3	2020	<ul style="list-style-type: none"> • Exterior wood columns; replace with structural fiberglass columns. • Replace chain link around school yard • Replace computers/ tech in lab 	50,000 24,000 25,000	99,000
4	2021	<ul style="list-style-type: none"> • Exterior cladding (weathered cedar shingles) at North & East exposures • Mower/ Tractor replacement • Replace computers/ tech 	260,000 7,000 10,000	277,000
5	2022	<ul style="list-style-type: none"> • Replace roof on original building • Replace computers/ tech 	390,000 10,000	400,000
6	2023	<ul style="list-style-type: none"> • Replace Playground • Replace computers/ tech & replace switches 	250,000 15,000	265,000
7	2024	<ul style="list-style-type: none"> • Replace/ upgrade communication system • Replace computers/ tech 	68,000 10,000	78,000
8	2025	<ul style="list-style-type: none"> • Replace dishwasher • New lawn/grass behind school • Replace metal balcony doors • Replace computers/ tech in lab 	16,000 20,000 14,000 25,000	75,000
9	2026	<ul style="list-style-type: none"> • Replace Gym Floor • Replace computers/ tech 	46,000 10,000	56,000
10	2027	<ul style="list-style-type: none"> • Replace exterior doors (min. of 2 balcony doors) • Replace computers/ tech 	25,000 10,000	35,000



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To: Department Heads, Board of Selectmen, Finance Committee, Wellfleet School Committee, Barnstable County IT Director, Giovanna Venditti, Nauset Regional School District Business Manager, Erin Orcutt, Cape Cod Regional Technical High School Business Manager, Michaela Miteva, Executive Assistant, Brian Carlson, Assistant Town Administrator

From: Harry Sarkis Terkanian, Town Administrator

Subject: Fiscal Year 2018 Capital Improvement Plan

Date: April 28, 2016

Now that the 2016 annual town meeting has ended it is time to begin the budget cycle anew. Wellfleet's Town Charter (section 7-5) requires the submission of a capital plan to the Finance Committee and Board of Selectmen by June 1, 2016. In order for me to have time to assess the requests and assemble a final plan, please have your proposed capital improvement projects to Michaela Miteva by Friday, May 16, 2016. Capital items are defined as any item with an acquisition cost of \$5,000 or greater which has a useful life in excess on one year.

The Charter requires that the plan include: a) a clear summary of its contents; b) a list of all capital improvements proposed or to be undertaken during the next five fiscal years, together with supporting data; c) cost estimates, methods of financing and recommended time schedules; and d) the estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

In previous years the Board of Selectmen has requested a ten year capital improvement plan. Please submit a plan that covers Fiscal years 2018 through 2027. Should you need to refer to it, a link to the FY 2017 capital plan can be found on the Town web site in the "Reports and Documents" section under "Plans". See: http://www.wellfleet-ma.gov/sites/wellfleetma/files/file/file/fy_2017_capital_improvement_plan_with_exhibits.pdf

Even if your department or board already has capital items on a previously approved capital improvement plan, please re submit copies of those requests together with any additional documentation necessary.

Please take note of items c) and d) above. Helpful supporting data includes information on the remaining useful life of any equipment to be replaced and lead time for procuring new or replacement equipment. For vehicles, please be aware of the Board of Selectmen's vehicle rollover policy and provide the requested information. The policy can be found on the Town web site under the Selectmen's Policies as "Vehicle Rollover Policy"

Ranking of capital requests.

This year I would again like to rank capital requests according to a series of priorities. There are two separate ranking criteria, so you should assign each capital request to a position on both scales. Please insure that rankings on these two ranking scales are included with all requests. I realize that these scales are somewhat arbitrary. As we gain experience ranking capital projects a revision (or a complete replacement) of these scales may be warranted. The two scales to use this year are the same as last year as follows:

Degree of Urgency:

1. Legislation: required by state or Federal legislation or regulation.
2. Hazard: removes an obvious or potential hazard to public health or safety.
3. Efficiency: replaces equipment or facility that is obsolete, or would be too costly to repair or maintain and better utilizes existing equipment and facilities.
4. Standard of Service: maintains or provides existing standard of service.
5. Economic advantage: directly benefits the Town's economic base by increasing property values or other revenue potential.
6. Increased service: expands or increases a service or improves a standard of service.
7. New service: makes possible a new service or increases convenience of an existing service.

Priority of Function:

1. Protection of persons and property: police, fire, rescue, inspections, etc.
2. Environmental health: water, sewer, sanitation, public health, etc.
3. Heritage and cultural: education, libraries, etc.
4. Housing: public housing, etc.
5. Pedestrian and vehicular transportation: street construction and maintenance, parking, etc.
6. Recreation: parks, athletic programs, etc.
7. General government: office facilities, central services, etc.

	Priority	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Notes & Future Years
114 - 196 General Government												
153 - Information Technology												
Fiber Optic Network - Phase 4	13	\$25,000										Harbor, Beach Offices
Wireless Town Network - Phase 3	13	\$5,000										COA, Harbor Public Access
Wireless Town Network - Phase 4	13		\$20,000									Increase wireless to 1 Gb
Network Upgrades - Phase 5	13	\$20,000										Increase Bandwidth to 10 Gb
Physical Security - Phase 3	13		\$10,000									Beaches
Physical Security - Phase 4	13				\$20,000							Centralized Door Locks
Upgraded Phone System	13	\$30,000										Deferred from FY 2016
Total Information Technology		\$80,000	\$30,000	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	
179 - Shellfish												
Pick-Up Truck	5				\$32,000	\$32,000				\$32,000	\$32,000	Five year replacement schedule
Outboard Motor Replacement (skiff)	5	\$12,000									\$12,000	
ATV Replacement	5					\$9,000						Five year replacement schedule
Total Shellfish Department		\$12,000	\$0	\$0	\$32,000	\$41,000	\$0	\$0	\$0	\$32,000	\$44,000	
Total General Government		\$92,000	\$30,000	\$0	\$52,000	\$41,000	\$0	\$0	\$0	\$32,000	\$44,000	
210 - 293 Public Safety												
210 - Police Department												
Police Cruiser	4	\$0	\$80,000	\$40,000	\$80,000	\$40,000	\$40,000	\$40,000	\$80,000	\$40,000	\$80,000	Four year replacement schedule
Body Armor	4	\$13,000					\$13,000					Five year replacement schedule
Replace Tasers	4	\$40,000		\$20,000						\$20,000		
Replace radios	4	\$15,000										
Body Cameras	3					\$50,000						
Police Station Renovation	4	\$6,000,000										Cost from schematic design estimate
Total Police Department		\$6,068,000	\$80,000	\$60,000	\$80,000	\$90,000	\$53,000	\$40,000	\$80,000	\$60,000	\$80,000	

	Priority	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Notes & Future Years
220 - Fire Department												
Water Supply Development	7	\$7,000										
Turnout Gear	4	\$14,000	\$14,000	\$14,000	\$15,000	\$15,000	\$15,000	\$16,000	\$16,000	\$16,000	\$17,000	
Ambulance Replacement #97 & 98	4					\$320,000	\$320,000					
Ambulance Replacement #99	4	\$320,000							\$320,000			
Command Car #81	4			\$45,000							\$50,000	
Fire Prevention/Inspection Vehicle	4	\$38,000							\$38,000			
4" Hose Replacement	4	\$9,000	\$9,000			\$10,000	\$10,000				\$10,000	
Duty Truck #80	4						\$58,000					
Portable Radios	4	\$35,000	\$35,000	\$35,000								
Replace Mobile Data Terminals	4	\$14,000	\$14,000			\$15,000	\$15,000			\$18,000	\$18,000	
Replace SCBA Bottles	4									\$40,000		
Replace Forestry 90	4									\$150,000		
Replace Ladder Truck 93	4			\$875,000								
Replace Fire Truck 95	4					\$625,000						
Total Fire Department		\$437,000	\$72,000	\$969,000	\$15,000	\$985,000	\$418,000	\$16,000	\$374,000	\$224,000	\$95,000	
Total Public Safety		\$6,505,000	\$152,000	\$1,029,000	\$95,000	\$1,075,000	\$471,000	\$56,000	\$454,000	\$284,000	\$175,000	
300 - 302 Education												
300 - Elementary School												
Elementary School	6	\$80,000	\$290,000	\$99,000	\$277,000	\$400,000	\$265,000	\$78,000	\$75,000	\$56,000	\$35,000	
301 - Nauset Region School District												
Nauset Regional School Capital Assessment	6	\$640,366	\$102,661	\$1,391,668	\$242,131	\$594,206	\$594,206	\$594,206	\$594,206			
Nauset Regional HS Feasibility Study		\$34,000										If invited by MSBA to participate
Nauset Regional HS Repairs				\$3,410,000								If invited by MSBA to participate
302 Cape Tech H. S.												
Cape Tech H. S. Repairs		\$0	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 Feasibility Study In progress
Total Education		\$754,366	\$992,661	\$4,900,668	\$519,131	\$994,206	\$859,206	\$672,206	\$669,206	\$56,000	\$35,000	

	Priority	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Notes & Future Years
417 - 434 Public Works												
417 - Facilities - Town Buildings												
Town Hall												
Siding & cupola repair	10		\$70,000									
Elevator controls upgrade		\$10,000										
Trim Painting	10		\$5,000									
Refit Restrooms	10						\$8,000					
Flooring Replacement	10						\$15,000					
Library												
Interior painting & repair		\$25,000										
Bathrooms - refit and repair	6	\$15,000										
Council on Aging												
Painting - Interior	6			\$5,500								
Fire Station												
Interior painting				\$10,000								
Complete Training/EOC Room	4		\$150,000									
Upgrade catwalk storage	4							\$300,000				
Solar System	4											TBD FY 2019
AC Condensers	4											TBD FY 2019
DPW Building												
Boiler	10											TBD FY 2020
Flooring replacement	10		\$30,000									
Fuel storage improvements		\$10,000										
Bathroom Tile with Partitions	10			\$10,000								
Salt Shed Replacement	10		\$75,000									
Transfer Station												
Swap Shop	10	\$35,000										
Equipment storage building	10		\$50,000									
Shellfish Building												
Replace or Demolish Building	5											Cost and timing TBD
Old COA Building												
Renovate	10		\$624,000									
Total Town Buildings		\$95,000	\$1,004,000	\$25,500	\$0	\$0	\$23,000	\$0	\$300,000	\$0	\$0	

	Priority	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Notes & Future Years
417 Facilities - Other												
Herring River Dike - tide gates	5											TBD
ADA Auto Doors - Various	8	\$8,500										Timing and cost TBD
Beach Bathroom Upgrade	5											
Stairways to Ponds	5		\$6,000									
420 - DPW Operations - Equipment												
Dump Truck w/sander & plow	8		\$90,000									Existing vehicle purchased 2000
Dump Truck w/sander & plow	8			\$90,000								Existing vehicle purchased 2006
10 Wheel Dump Truck	8			\$120,000								Existing vehicle purchased 2003
Brush Chipper	8			\$30,000								Existing machine purchased 2005
Street sweeper	8	\$300,000										Existing vehicle purchased 2008
Backhoe	8		\$100,000									Existing machine purchased 2004
Flail Mower	8			\$75,000								Existing equipment purchased 2008
Front end loader	8		\$200,000									Existing machine purchased 2006
422 DPW Highways												
White Crest Beach - East side	8	\$39,700										
Drainage Project - Various	8	\$60,000										
Lt. Island Bridge repair	8	\$85,000										
Lt. Isl Road and drainage design	8											TBD
Town Hall front lawn landscaping	8	\$60,000										
433 - DPW Transfer Station Equipment												
Software upgrade												
Tractor Replacement	5			\$100,000								Existing vehicle purchased 1999
Roll off truck	5	\$120,000										
Front End Loader	5			\$190,000								Existing vehicle purchased 2008
Total Public Works		\$673,200	\$396,000	\$605,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

	Priority	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Notes & Future Years
510 - 543 Human Services												
541 - Council on Aging												
Van replacement	6						\$45,000					
Replace Vehicle	6	\$40,000										Replace Toyota Rav4
COA Adult Exercise Equipment		\$40,000										Deferred from FY 17
Total Council on Aging		\$80,000	\$0	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$0	
Total Human Services		\$80,000	\$0	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$0	
610 - 699 Culture & Recreation												
630 - Recreation												
Baker Field Playground Rehab	6	\$83,600										Cost estimate increased from FY 17 CIP
Total Recreation		\$83,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
699 - Beach												
Pick-up Truck Replacement	6							\$35,000				
Total Beach		\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	\$0	
Total Culture & Recreation		\$83,600	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	\$0	
Total CIP Requests		\$8,283,166	\$2,574,661	\$6,560,168	\$666,131	\$2,110,206	\$1,398,206	\$763,206	\$1,423,206	\$372,000	\$254,000	
Source of Funds												
New Debt		\$6,420,000	\$1,764,000	\$4,785,000	\$0	\$625,000	\$0	\$0	\$300,000	\$150,000	\$0	
Beach Fund		\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	\$0	
Ambulance Fund		\$334,000	\$14,000	\$0	\$0	\$335,000	\$335,000	\$0	\$320,000	\$18,000	\$18,000	
Appropriate		\$1,529,166	\$796,661	\$1,775,168	\$666,131	\$1,150,206	\$1,063,206	\$728,206	\$803,206	\$204,000	\$236,000	
Capital Expense Policy Limits												
Capital Expenditure Cap (7%)		\$1,193,864	\$1,223,710	\$1,254,303	\$1,285,661	\$1,317,802	\$1,350,747	\$1,384,516	\$1,419,129	\$1,454,607	\$1,490,972	7% of operating budget; assumes 2.5% growth in budget
Cap: Over (Under)		\$669,302	(\$413,049)	\$520,864	(\$619,530)	\$167,404	\$47,459	(\$621,310)	(\$295,922)	(\$1,232,607)	(\$1,236,972)	Appropriate & Fund Transfers - Capital Expenditure Policy 7% cap
Capital Expenditure Floor (3%)		\$511,656	\$524,447	\$537,559	\$550,997	\$564,772	\$578,892	\$593,364	\$608,198	\$623,403	\$638,988	3% of operating budget
Floor: Over (Under)		\$1,351,510	\$286,214	\$1,237,609	\$115,134	\$920,434	\$819,315	\$169,842	\$515,008	(\$401,403)	(\$384,988)	Appropriate & Fund Transfers - Capital Expenditure Policy 3% floor

	Priority	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Notes & Future Years
Marina Enterprise Capital Projects												
Replace rescue boat outboard		\$50,000										
Maintenance dredging			\$3,500,000									\$14 million cost and 75% reimbursement
Maintenance dredging - breakwater				\$80,000								
Steel bulkhead tie rod repairs					\$50,000							
Marina restrooms upgrade or replace						\$100,000						
Replace pile driver							\$75,000					
Replace boom truck		\$50,000										
Replace pickup truck									\$50,000			
Replace docks								\$200,000				
Marina Enterprise New Capital		\$100,000	\$3,500,000	\$80,000	\$50,000	\$100,000	\$75,000	\$200,000	\$50,000	\$0	\$0	
Marina Enterprise Debt Service		\$139,797	\$133,900	\$126,790	\$124,125	\$116,050	\$113,050	\$110,050	\$102,125	\$99,275		
Water Enterprise Capital Projects												
Briar Lane Construction		\$900,000										Design costs authorized 2016 ATM; Estimate 25% USDA reimburse
Water Enterprise New Capital		\$900,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Water Enterprise Debt Service		\$101,545	\$101,545	\$101,545	\$101,545	\$101,545	\$101,545	\$101,545	\$101,545	\$101,545		
Government Operations Debt Service		\$1,412,964	\$1,471,687	\$1,782,738	\$1,616,745	\$1,424,963	\$1,354,821	\$1,259,556	\$1,150,615	\$1,071,566	\$897,407	