



CAPITAL IMPROVEMENT PLAN



FY2020 – FY2024



Town of Chatham



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INTRODUCTION

The Town of Chatham’s nearly \$66 million all funds five-year Capital Improvement Plan (CIP) for FY2020-FY2024 will make much needed investments in equipment, facilities, information technology, schools, public safety, roads, information technology, recreation, and water projects. The \$66 million capital plan includes nearly \$32 million in projects funded through general fund debt, \$15 million in pay as you go projects, nearly \$10 million in Water Enterprise projects, and \$4 million in State grants, largely through Chapter 90 road funding.

This year’s planning process continues Chatham’s long standing commitment to making necessary capital improvements. In the 2017 annual report to the town, Town Manager Jill Goldsmith summarized some of Chatham’s major accomplishments:

“Much work was done on strategic land-use planning and capital facilities. Such included continuation of the Route 28 Corridor Land Use Visioning Project (Crowell Rd to Harwich) initial protective bylaw amendments approved at the 2016 Annual Town Meeting and the West Chatham Roadway Design Project (Barn Hill Rd to George Ryder Rd). Following concept design discussions since 2007 and Town approval in the fall of 2013, the new Chatham Fire & Rescue Station Headquarters project was completed.”¹

Citing recent accomplishments such as the design and construction of a \$10.3M fire station and the replacement of the Mitchell River Bridge, Board of Selectmen Chairman Jeffrey Dykens noted that “The Board of Selectmen continued the Town’s historical commitment to invest in infrastructure and needed capital improvements”.²

By looking forward across multiple years in this capital improvement plan, Town officials will be able to carefully schedule projects, identify the source of the funding and cost of the project, and the impact on the operating budget and tax rate. At the same time, department heads will be able to plan in advance for upgrades of equipment and infrastructure so as to reduce emergency repairs and purchases, which inevitably drive up costs. Departments will also be able to plan for multi-year projects such as the design and construction of a major roadway project or a new building, while being kept on task by being included in the CIP.

What is a capital budget? What is a capital project?

A capital budget is distinct from an operating budget in that the items included in a capital budget are typically large or infrequent expenses, such as construction of a new building or acquisition of a new dump truck, whereas an operating budget includes recurring expenses or are modest in magnitude, such as supplies or vehicle maintenance. A capital budget identifies the array of resources to be used to fund a series of capital projects. In many instances, municipalities establish minimum dollar thresholds for projects to be included in a CIP.

The Massachusetts Association of Town Finance Committees defines capital projects as “major, non-recurring expenditures, for one of the following purposes:

- acquisition of land for a public purpose;

¹ Town of Chatham. 2017 Annual Town Report, p. 9

² Town of Chatham. 2017 Annual Town Report, p.8

- construction of a new facility or external expansion or major rehabilitation of an existing one. Examples of such town facilities include public buildings, water and sewer lines, roads and playing fields;
- purchase of vehicles or major equipment items;
- planning, feasibility, engineering or design study related to a capital project or to a capital improvement program consisting of individual projects;
- equipment for public improvements when they are first constructed such as furniture, office equipment, or playground equipment;
- major equipment which is expensive and has a relatively long life such as a fire apparatus, garbage trucks, and construction equipment.”

What is a capital plan? Why prepare one?

According to the Massachusetts Department of Revenue (DOR), a capital plan is a blueprint for planning a community’s capital expenditure and “one of most important responsibilities of local government officials.” Putting together multiple years of capital spending into a plan, instead of looking at each year in isolation, has multiple benefits including:

- impacts on the operating budget can be minimized through thoughtful debt management;
- high-cost repairs and emergency acquisitions can be reduced by implementing regular vehicle and equipment replacement schedules, and by undertaking major facilities improvements, such as replacing roofs, before a problem becomes chronic and damage occurs;
- large scale, ambitious public improvements can be phased over multiple years;
- critical parcels of land can be purchased before costs increase;
- costly mistakes created by lack of coordination - such as paving a street one year and then cutting into it the next year to install a sewer line – can be avoided; and,
- methodical progress can be made toward meeting community goals.

ABOUT THE TOWN OF CHATHAM

Within the Town of Chatham’s 24.4 square miles can be found many significant infrastructure systems that must be maintained each year, including school facilities, parks and open space, roadways and sidewalks, and the water, sewer and stormwater systems. In addition, the many vehicles and pieces of equipment used by Town staff to perform their duties must also be maintained and replaced over time.

The maintenance of Chatham’s infrastructure systems is critically important to the health and safety of the town’s approximately 6,125 residents (U.S. Census, 2010) as well as the influx of tens of thousands of visitors every year. Town officials face a significant challenge as they strive to keep these systems and equipment in good working condition while using the public resources available to them wisely and with the greatest impact.

Parks and Open Space

The mission of Chatham Parks & Recreation Department is to provide “quality recreational program and facilities to the residents and visitors of Chatham.”³ The Chatham Parks and Recreation Department is governed by the Parks and Recreation Commission, made up of five appointed members.

In addition to maintaining parks and facilities and offering diverse activities such as soccer, baseball, basketball, tumbling, arts and music, the Department also administers and manages concessions, permits, and fees associated with their programs and facilities. For example, in 2016 non-resident beach parking fees were raised to \$20, raising over \$272,000 in non-resident parking receipts. Almost \$10,000 was raised through leased concession sales at beaches and at Veterans Field.

The Parks and Recreation Department also makes important planning decisions related to capital improvements. For example, in 2016, the Department built a new concrete skateboard park for use by skateboarders and bikers. The Department also purchased a new ATV to replace the existing vehicle after years of use on town beaches.

A sample of locally owned/managed parks and open spaces is provided below to illustrate the scope of the Parks & Recreation Department’s responsibilities.

EXAMPLES OF LOCALLY OWNED/MANAGED PARKS & OPEN SPACE FACILITIES IN CHATHAM			
Facility	Size (Acres)	Street	Activities
Chase Park	3	Cross Street	Picnic area, windmill, adult lawn bowling rink. Labyrinth. Grassed open areas
Monomoy Regional Middle School	32	425 Crowell Rd.	8 Tennis Courts, 2 basketball courts, baseball field, softball field, 2 - soccer fields, Field Hockey Field, 6 Pickleball courts.
Harding Beach	228	Harding Beach Rd	Walking, fishing, swimming

³ Town of Chatham. 2017 Annual Town Report, p. 86

EXAMPLES OF LOCALLY OWNED/MANAGED PARKS & OPEN SPACE FACILITIES IN CHATHAM			
Harding Beach Picnic Area	1	Harding Beach Rd	Picnic Area
Kate Gould Park	2.25	Main Street	Bandstand, Grassed Open space.
Oyster Pond Beach	2	Stage Harbor Rd	Picnic tables and grills, swimming, sunsets, Veterans Monument
South Beach	300	Off Main Street	Hiking, bird watching, fishing.
South Chatham Tennis Court	1	Off Kitty's Lane	Tennis Court, basketball hoop, Playground Equipment
Veterans Field Area	10	Main Street	Baseball field, playground, little league field, 2 tennis courts nearby.
Volunteer Park	32	Sam Ryder Rd	Picnic, horseshoes, 2 ballfields, soccer fields, Playground, Skateboard park, Hiking trails
Schoolhouse Pond Beach	1.5	Schoolhouse Pond Rd.	Freshwater Beach, swimming, fishing.
Nickerson Park	0.66	Main Street @ Rotary	Open grass area and trees with benches. WWII Monument
Sears Park	0.25	Main Street @ Seaview Street	Small grass area and perennial flower gardens, Civil War Monument.
Chatham Elementary School	4.64	147 Depot Road	Grass areas and 2 Playgrounds.

Roadways

A network of approximately 123 miles of public roadway transects the Town of Chatham. This includes approximately 116 miles of Town-owned roadway and 7 miles of State roadway managed by MassDOT.⁴ There are several miles of privately owned roadways which are open to the public to use, but not considered for expenditure of public monies.

Roads are typically classified into three categories:

- **Local streets** comprise approximately 103 miles of the roads in Chatham. These roads provide access to residential properties and generally have lower speed limits.
- **Collector roads** make up about 4 miles of the Town's network. These roads primarily collect traffic from local streets and funnel it to arterial streets and vice versa.
- **Arterial roadways** comprise around 16 miles of roads in the Town. These roads are designed for mobility, carrying traffic at greater speeds over longer distance than other roads. These streets are typically numbered. These roadways may be maintained by the State and function as part of a regional highway system.

⁴ "Road Inventory Year End Report 2016," Massachusetts Department of Transportation – Office of Transportation Planning
Chatham Capital Improvement Plan (FY2020-FY2024)

School Facilities

The Town of Chatham is a member of the Monomoy Regional School District. The district encompasses the towns of Chatham and Harwich. The schools in the district are Chatham Elementary School, Harwich Elementary School, Monomoy Regional Middle School (located in Chatham) and Monomoy Regional High School (located in Harwich).

Capital planning is carried out at the district level and therefore falls outside of the scope of this plan.

“Since regionalization, the school district has maintained a 5-year capital and technology plan, with the goal of ensuring that both the physical plants and technology infrastructure continually support learning and preserve the towns’ facilities investments.”⁵

Recent capital projects completed by the district include:

- Refinishing all middle school and elementary school gym floors
- Installing an ADA compliant bathroom at the middle school for our special education program
- Replacing exterior columns at the middle school and Chatham Elementary
- Installing a well to irrigate the Chatham Elementary playground (to allow grass to grow)
- Upgrading the exterior lighting at Chatham Elementary
- Installing vinyl tile flooring in several Chatham Elementary classrooms

Town Facilities

The Town manages a series of buildings and building complexes that serve a multitude of purposes from Town Offices and the Community Center to the Police Station and DPW facilities. The average building age is approximately 57 years. Each of these facilities must be maintained on a regular basis to ensure the safety and effectiveness of the working environment, while new initiatives such as land acquisitions or building replacements may also be necessary or advantageous.

CHATHAM TOWN FACILITIES				
Location	Sq. Ft.	Year Built	Age	Location
Bassett House	1,347	1910	108	2377 Main Street
Community Center	28,587	2007	11	702 Main Street
Council on Aging	8,016	1989	29	193 Stony Hill Road
Doc Keene Scout Hall	2,178	1840	178	224 Stage Harbor Road
DPW Administration	11,944	2007	11	221 Crowell Road
DPW Storage Building	19,566	2007	11	221R Crowell Road
Eldredge Public Library	8,935	1896	122	568 Main Street
Facilities / PR Shop	3,500	1940	78	203 Crowell Road
Fire Station HQ	21,000	2016	2	135 Depot Road
Fire Station #2	876	1934	84	2470 Main Street
Fish Pier	5,549	1984	34	54 Barcliff Avenue Extension
Harding's Rest Rooms	600	1987	31	385 Hardings Beach Road

⁵ Town of Chatham. 2017 Annual Town Report, p. 75

Kate Gould Rest Rooms	552	1985	33	23 Chatham Bars Avenue
Old Mill Boat Yard	1,640	1900	118	613 Stage Harbor Road
Harbormaster Shop Building	1,200	1970	48	608 Stage Harbor Road
Oyster Pond Rest Rooms	600	2005	13	80 Stage Harbor Road
PD Storage Building	2,250	2011	7	255 George Ryder Road
Police Department	19,800	2011	7	249 George Ryder Road
Railroad Museum	1,232	1887	131	153 Depot Road
Stage Harbor Rest Rooms	576	1985	33	629 Main Street
Town Offices	7,409	1850	168	549 Main Street
Town Offices Annex	21,000	2011	7	261 George Ryder Road
Kennel/Shellfish Shop	2,000	1985	33	64 George Ryder Road
Vets Field Rest Rooms	600	2007	11	702R Main Street
Wharfingers Office	800	1984	34	52 Barcliff Avenue Extension
Sludge Processing Bldg.	1,200	2011	7	59 Sam Ryder Road
WPCF - Influent Bldg.	3,200	2011	7	59 Sam Ryder Road
WPCF - Process Bldg.	3,300	2011	7	59 Sam Ryder Road
WPCF - Effluent Bldg.	2,800	2011	7	59 Sam Ryder Road
WPCF - Operations Bldg.	12,400	2011	7	59 Sam Ryder Road
Sludge Dewatering Bldg.	3,780	2011	7	59 Sam Ryder Road
Godfrey Gristmill (Historic)	100	1797	221	125 Shattuck Place
Chase Park Utility Bldgs. (2)	286	1987	31	125 Shattuck Place
Airport - Main Building	12,000	1940	78	240 George Ryder Road
Airport - Green T Hangars	10,752	1985	33	240 George Ryder Road
Airport - SRE Building	270	2014	4	240 George Ryder Road
White's Pond Rest Room	100	2008	10	White's Pond Landing
Marconi - Operations Bldg.	2,400	1914	104	831 Orleans Road
Marconi - Hotel Bldg.	7,600	1914	104	847 Orleans Road
Marconi - Powerhouse Bldg.	2,400	1914	104	784 Orleans Road
Marconi - Brick 1 Bldg.	1,500	1914	104	589 Old Comers Road
Marconi - Brick 2 Bldg.	1,500	1914	104	585 Old Comers Road
Marconi - Wood 1 Bldg.	1,500	1914	104	578 Old Comers Road
Marconi - Wood 2 Bldg.	1,500	1914	104	563 Old Comers Road
Marconi - Wood 3 Bldg.	1,500	1914	104	568 Old Comers Road
Marconi - Wood 4 Bldg.	1,500	1914	104	576 Old Comers Road
Transfer Station - Garage	2,400	2003	15	97 Sam Ryder Road
Transfer Station - Gate	120	1990	28	97 Sam Ryder Road

Vehicles and Equipment

The Town's vehicle inventory includes records a total of approximately 138 rolling stock and 13 boats that range in age as old as 59 years to brand new, with an average age of approximately 14 years old. Some of the older pieces of equipment in Chatham's inventory includes a 1960 Boston Whaler boat assigned to the Harbormaster, a 1972 Ford Tractor used by the Parks and Recreation Department, and a 1978 Tractor at the Transfer Station. Newer vehicles include a 2018 Mitsubishi Outlander used by the Natural Resources Dept, a 2017 Ford Transit Van at the Council on Aging, and several 2017 Ford Interceptor/Explorers used by the Police Department.

2018 Town of Chatham Vehicle Listing

Dept.	Year	Make	Model	Body Type
Airport	2000	Ford	F250 Pickup	Truck
Airport	2003	John Deere		Tractor
Building	2002	Ford	ECOVAN	Van
Building	2016	Chevrolet	Siverado 2500	Pick Up Truck
COA	2011	Ford	E350	Leased Van
COA	2017	Ford	T-350	Transit Van
Comm Dev	2005	Ford	Crown Victoria	4DR Sedan
Comm Dev	2016	Ford	F150 Supercab	Truck
DPW	1972	Cobey	Trailer	Trailer
DPW	1995	Daewood	GS25S	Forklift
DPW	1996	Chevrolet	Kodiak	Lg Dump Truck
DPW	1997	Welch	Ramp Trailer	Trailer
DPW	1998	Woodchuck	Wood Chipper	Trailer
DPW	2002	Chevrolet	Silverado 2500	Pickup
DPW	2003	Chevrolet	C8500	Lg Dump Truck
DPW	2005	Chevrolet	C8500	Lg Dump Truck
DPW	2005	Chevrolet	3500	Truck
DPW	2005	John Deere	710G	Backhoe
DPW	2005	Bobcat	553	Skid Steer
DPW	2006	John Deere	Mowing Tractor	Tractor
DPW	2006	Cam	Trailer	Trailer
DPW	2006	Ingersoll	P185WJD	Air Comp/Trailer
DPW	2007	Chevrolet	C8500	Dump Truck
DPW	2008	Chevrolet	3500	Dump Truck
DPW	2008	Isuzu	Sweeper	Street Sweep
DPW	2008	Chevrolet	Catch basin cleaner	Truck

Dept.	Year	Make	Model	Body Type
DPW	2009	John Deere	544K	Loader
DPW	2009	Chevrolet	Silverado 2500	Pickup
DPW	2010	Addco	Message	Trailer
DPW	2010	Addco	Message	Trailer
DPW	2014	Freightliner	108SD	Lg Dumo Truck
DPW	2015	Chevrolet	Silverado	Truck
DPW	2015	Chevrolet	Silverado CK2590	Pickup
Fire	1968	Case	Utility	Trailer
Fire	1986	Pierce	Pumper Fire Truck	Fire Truck
Fire	1988	Wells	Cargo	Trailer
Fire	1988	Mastertrack		Trailer
Fire	1989	Pierce	Pumper Fire Truck	Fire Truck
Fire	1990	Mteal Shark TANB	Flatbed	Trailer
Fire	1993	Am General Corp.	Pickup	Storm vehicle
Fire	1994	Homemade	Utility	Trailer
Fire	1994	MYCO		Trailer
Fire	1997	Homemade	Trailer	Trailer
Fire	2001	Pierce	Pumper Fire Turck	Fire Truck
Fire	2002	Cargo Tech	Rescue	Trailer
Fire	2003	Suzuki Outboard		
Fire	2003	Zodiac	Inflatable	Inflatable
Fire	2003	Load-Rite	Trailer	Trailer
Fire	2003	Ford	F250	Pickup
Fire	2003	Ford	Explorer	4WD-SUV
Fire	2006	Ford	Freestyle	Van
Fire	2007	Ford	F550	Brush Truck
Fire	2008	Ford	E450	Ambulance
Fire	2008	Ford	Explorer	Utility
Fire	2010	Ford	E450	Ambulance
Fire	2013	Chevrolet	Tahoe	4WD-SUV
Fire	2015	Ford	Explorer	Utility
Fire	2015	Rosenbauer	Fire Truck	Tower
Fire	2016	Ford	E450	Ambulance
Natural Resources	2006	Ford	Taurus	4 DR Sedan
Natural Resources	2012	Ford	Explorer	SUV
Natural Resources	2013	Ford	Explorer	SUV
Natural Resources	2014	Ford	F150	Pickup
Natural Resources	2018	Mitsubishi	Outlander	

Dept.	Year	Make	Model	Body Type
Harbormaster	1968	Shoreline	Boat Trailer	Trailer
Harbormaster	1972	Shoreline	Boat Trailer	Trailer
Harbormaster	1990	Boatmaster	Boat Trailer	Trailer
Harbormaster	1992	Trail-Rite	Pumpout Trailer	Trailer
Harbormaster	1998	Ez-Loader	Boat Trailer	Trailer
Harbormaster	1999	Ez-Loader	Boat Trailer	Trailer
Harbormaster	2000	Ford	F350	Pickup
Harbormaster	2002	Ez-Loader	Boat Trailer	Trailer
Harbormaster	2005	Ez-Loader	Boat Trailer	Trailer
Harbormaster	2006	Ford	F250	Pickup Truck
Harbormaster	2014	Ez-Loader	Boat Trailer	Trailer
Harbormaster	2013	Washdown	Boat Trailer	Trailer
Harbormaster	2015	Ford	F250	Pickup Truck
Harbormaster	2016	Chevy	2500	Pickup Truck
Harbormaster		Float Trailer	Float Trailer	Trailer
Harbormaster		Flatbead Trailer	Trailer	Trailer
Park & Rec	1972	Ford	Tractor	Tractor
Park & Rec	1990	Pennstyle	Trailer	Trailer
Park & Rec	2001	Cam	Utility	Trailer
Park & Rec	2004	John Deere	FC415L	Tractor
Park & Rec	2004	Chevrolet	Silverado	Dump
Park & Rec	2007	John Deere	ATV	Gator
Park & Rec	2008	Chevrolet	Silverado	Dump
Park & Rec	2009	Barber	Beach Rake	Trailer
Park & Rec	2011	Chevrolet	Dump	Dump
Park & Rec	2013	Chevrolet	Silverado	Pickup
Park & Rec	2016	John Deere	ATV	Gator
Park & Rec	2018	Ford	E2C	Transit Van
Police	2000	Big Tex	Utility-Red	ATV Trailer
Police	2001	PJ	Utility-Blk	ATV Trailer
Police	2006	Ford	Explorer	SUV
Police	2010	Ford	Taurus	Sedan
Police	2010	Ford	F150	Pickup
Police	2011	Ford	Explorer	SUV
Police	2011	AE	Utility-Wht	Speed Trailer
Police	2012	Ford	Econoline	Van

Dept.	Year	Make	Model	Body Type
Police	2012	Chevrolet	Tahoe	SUV
Police	2012	Harley Davidson	Motorcycle	Leased
Police	2013	Kawasaki	ATV 4WD	ATV
Police	2013	Dodge	Charger	Sedan
Police	2014	Ford	Explorer	SUV
Police	2014	Ford	Explorer	SUV
Police	2014	Dodge	Charger	Sedan
Police	2016	Ford	Explorer	SUV
Police	2016	Ford	Explorer	SUV
Police	2017	Ford	Explorer	SUV
Police	2017	Ford	Explorer	SUV
Police	2017	Ford	Interceptor	Utility
Sewer	1999	VS Jetting	Jet Washer	Trailer
Sewer	2001	Atlas	Utility	Compressor
Sewer	2011	Chevrolet	Silverado 2500	Truck
Sewer	2012	John Deere	XUV 855D Gator	ATV
Sewer	2012	Chevrolet	Silverado 3500	Truck
Sewer	2013	John Deere	Tractor	Tractor
Sewer	2014	Mack Rolloff	Truck	Truck
Sewer		Trash Pump	Trailer Mounted	Trailer
Shellfish	2001	Shorelander	Trailer	Trailer
Shellfish	2003	Venture	VSK2250	Boat Trailer
Shellfish	2004	Nextrail	Trailer	Trailer
Shellfish	2012	Ford	F150	Truck
Shellfish	2013	Ford	F150	Truck
Shellfish	2014	LoadRite	UT 6510	Trailer
Shellfish	2015	EZ Loader	Trailer	Trailer
Transfer Station	1978	Ottawa	Yard Tractor	Tractor
Transfer Station	2000	Ottawa	Yard Tractor	Tractor
Transfer Station	2004	Chevrolet	Truck	Dump Truck
Transfer Station	2008	Mack Rolloff	Truck	Truck
Transfer Station	2009	Steco	115CY Open Top	Trailer
Transfer Station	2009	Steco	115CY Open Top	Trailer
Transfer Station	2009	Steco	115CY Open Top	Trailer
Transfer Station	2009	Steco	115CY Open Top	Trailer
Transfer Station	2015	Hind	Truck	Trash Compact
Transfer Station	2016	John Deere	Loader 624J	Tractor

Dept.	Year	Make	Model	Body Type
Water	2003	Haulmark	T6X10	Trailer

2018 Town of Chatham Boat Listing

Dept.	Year	Model	Type
Fire	2000	Zodiac	17 foot
Harbormaster	1960	Boston Whaler	13 foot
Harbormaster	1968	Boston Whaler	16 foot
Harbormaster	1990	Kingcraft	26 foot
Harbormaster	1998	Boston Whaler	24 foot
Harbormaster	1999	Parker	25 foot
Harbormaster	2005	Carolina	25 foot
Harbormaster	2007	Boston Whaler	21 foot
Harbormaster	2009	Kawaski	Jet Ski
Shellfish	2007	Carolina	19ft Skiff
Shellfish	2008	Maritime	16 ft skiff
Shellfish	Wooden-Homemade	FlatBottom	16ft Skiff
Shellfish	2008	Maritime	18ft skiff

POSSIBLE FUNDING SOURCES

There are a number of ways to finance municipal capital improvement projects. Some of the most common methods are:

Local Resources

- **Municipal Indebtedness:** The most commonly used method of financing large capital projects is general obligation bonds (aka, “GO Bonds”). They are issued for a period of time ranging from 5 to 30 years, during which time principal and interest payments are made. Making payments over time has the advantage of allowing the capital expenditures to be amortized over the life of the project. Funding sources used to pay back the debt can include:
 - **Bonds funded within the tax limits of Proposition 2 ½:** Debt service for these bonds must be paid within the tax levy limitations of proposition 2 ½. Funds used for this debt must be carefully planned in order to not impact the annual operating budget.
 - **Bonds funded outside the tax limits of Proposition 2 ½ :** Debt service for these bonds is paid by increasing local property taxes in an amount needed to pay the annual debt service. Known as a Debt Exclusion or Exempt Debt, this type of funding requires approval by 2/3 vote of the local appropriating authority (e.g., town council or town meeting) and approval of majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications.⁶
 - **Bonds funded with Enterprise Funds:** Debt service for these bonds is typically paid by user fees, such as water and sewer revenue. Depending upon the type of project, interest costs may be subsidized by the Commonwealth and at times partial grant funds may be available (see below). Enterprise funds do not affect the general operating budget unless general funds are needed to subsidize revenues from the enterprise. Prior to the issuance of debt, the projects must be analyzed for their impact on rates.
- **Capital Outlay / Pay As You Go:** Pay as You Go capital projects are funded with current revenues (typically tax levy or free cash) and unexpended balances in previously approved projects. The entire cost is paid off within one year so no borrowing takes place. Projects funded with current revenues are customarily lower in cost than those funded by general obligation bonds because there are no interest costs. However, funds to be used for this purpose must be carefully planned in order to not impact the annual operating budget. For this reason, Pay as You Go capital projects are typically lower in value than projects funded by borrowing.
- **Capital Outlay / Expenditure Exclusion:** Expenditure Exclusion projects are similar to Pay as You Go, above, except taxes are raised outside the limits of Proposition 2 ½ and are added to the tax levy only during the year in which the project is being funded. As with a Debt Exclusion, Expenditure Exclusion funding requires approval by 2/3 vote of the local appropriating authority (Town Council or Town Meeting) and approval of majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications. Capital outlay expenditures may be authorized for any municipal purpose for which the town would be authorized to borrow money.

⁶ A debt exclusion is different from a property tax override in that a debt exclusion is only in place until the incurred debt has been paid off. An override becomes a permanent part of the levy limit base.

- **Capital Stabilization Fund:** Local officials can set aside money in a stabilization fund – outside of the general fund - to pay for all or a portion of future capital projects. A 2/3 vote of town meeting is required to appropriate money into and out of this fund.
- **Sale of Surplus Real Property:** Pursuant to Massachusetts General Laws, when real estate is sold, the proceeds must first be used to pay any debt incurred in the purchase of the property. If no debt is outstanding, the funds “may be used for any purpose or purposes for which the town, town or district is authorized to incur debt for a period of five years or more...except that the proceeds of a sale in excess of five hundred dollars of any park land by a town, town, or district shall be used only by said town, town, or district for acquisition of land for park purposes or for capital improvements to park land” (MGL Chapter 44, Sec. 63).
- **Enterprise Retained Earnings / Stabilization Fund:** Enterprise operations, such as water, and sewer, are able to maintain an operating surplus that can be utilized for future enterprise fund costs. These funds can be used to stabilize the user rates, apply to annual budget needs, and/or invest in capital replacement and expansion.
- **Free Cash:** Free Cash is the difference between annual revenues and expenditures and is certified by the Commonwealth each year. After certification, free cash is available for appropriation for any municipal purpose, including capital projects.
- **Town of Chatham Public, Educational, and Government (PEG) Access TV Channel Special Revenue Fund:** The Town, as an issuing authority for the cable television license pursuant to State law (MGL C166A), receives certain revenues from the licensee, a portion of which is restricted for cable-related expenditures.
- **Special Purpose Funds:** Communities also have established numerous “Special Purpose Accounts” for which the use is restricted for a specific purpose, some of which may be investment in department facilities and equipment. There are numerous state statutes that govern the establishment and use of these separate accounts. Examples include ambulance funds, recreation funds, the sale of cemetery lots and off-street parking fees accounts.
- **Community Preservation Act Funds:** The CPA allows a community to establish a fund to support open space, historic preservation, outdoor recreation, and community housing. Monies for the fund come from a percentage surcharge on residents of the Town and matching dollars from the State.

Federal, State, and Private Grants and Loans

Special revenue sources include grants or loans from federal, state, or private sources. Examples include:

- **Massachusetts Chapter 90 Roadway Funds:** Each year, the Massachusetts Department of Transportation (MassDOT) allocates funds to cities and towns for roadway construction, maintenance, or improvement. Funds may also be used for other work incidental to roadway work, such as the construction of a garage to house related vehicles, or the purchase of related vehicles, equipment, and tools. Chapter 90 is a 100% reimbursable program. Funding is accomplished through the issuance of transportation bonds and apportioned to municipalities based on three factors: 1) accepted road miles, 2) population, and 3) total

employment within the municipal borders. Road miles is the most heavily weighted factor at 58.33%; the others are each weighted at 20.83%. A total of \$200 million is available in FY2018.

- **Massachusetts Department of Environmental Protection’s State Revolving Fund (SRF) Loan Program:** The Clean Water State Revolving Fund (CWSRF) provides financing for sewer and drainage projects intended to reduce sewer overflows and the Drinking Water State Revolving Loan Fund (DWSRF) provides financing to improve the quality of the drinking water system. The CWSRF and DWSRF programs typically offer a mix of low or no interest loans and grant funds. Repayment does not begin until two years after the monies have been borrowed.
- **Federal Aviation and MassDOT Aeronautics Grants:** The Airport Improvement Program (AIP) airport grant program under the FAA funds airport infrastructure projects such as runways, taxiways, airport signage, airport lighting, and airport markings. The grants are intended to strengthen aviation infrastructure. Airports are entitled to a certain amount of AIP funding each year, based on passenger volume.

Many state departments also offer annual grant opportunities that are available to municipalities typically through a competitive application process. State grant programs including, but not limited to: Green Community grants (project to improve sustainability), Parkland Acquisitions and Renovations for Communities grants (PARC), and the MassWorks Infrastructure Program.

CAPITAL PLANNING PROCESS (FY2020-FY2024)

The Town of Chatham hired the Edward J. Collins, Jr. Center for Public Management at the University of Massachusetts Boston to facilitate preparation of the Town's five-year Capital Improvement Plan (CIP) for FY2020 to FY2024. The project team met with leadership of all Town departments to explain the process to be followed and discuss types of projects that would be eligible for funding in the capital plan. Departments were provided with the Center's Capital Improvement Project Request Form asking them to describe their proposed project(s), the justification for why each project was needed, the priority placed on the project by the department, and the fiscal year or years in which the funds were needed. In addition, departments were asked to indicate if outside funds might be available to support the project and to anticipate the impact of the project on the Town's operating budget. In particular, departments were asked if any savings could be realized, for example, if the purchase of new equipment could reduce the cost of annual repairs. Department directors were encouraged to contemplate needs over multiple years and to be ambitious with their proposals. Particular attention was paid to equipment needs with a goal of developing a regular replacement schedule that would reduce, if not eliminate, emergency replacement and costly repairs.

The project team also worked with the Town's staff, financial advisor and bond counsel to get an understanding of the Town's current debt service profile and the revenues available that could be used for capital projects. Information gathered included official financial statements, bond rating agency reports, the debt schedule for existing debt, and present and proposed borrowings, among other sources.

Project Requests

Overall, 143 project requests were submitted, totaling almost \$66 million across all funds. Fifteen project requests exceeded \$1M and are listed by funding source on page 25. This study did not physically inspect the infrastructure to validate the urgency for replacement of buildings, vehicles or equipment, but accepted the department head's submission and attempted to organize the projects based on their merits in such a way to facilitate decisions as to the proposed spending plan.

Departments with the highest total dollar value of project requests include Sewer (\$20.9 million), Water (\$11.5 million), Facilities (\$11.1 million), DPW (\$9.5 million), and the Transfer Station (\$7.4 million). The year with greatest dollar value of project requests was FY2021 (\$25 million).

Several of the projects did not meet the Town's adopted definition of a capital expenditure: most notably that the project must be greater than \$10,000 in cost, have a life expectancy of greater than 5 years, and be able to bond to pay for the expense. A draft of Chatham's Capital Financing Policy is found in Appendix 5. The projects deemed not to be capital expenses were moved to a separate tab in the master project spreadsheet as they still may be valid operational needs.

Capital Planning Evaluation Criteria

After reviewing each project request to determine if it was complete and CIP-eligible, the project team then evaluated the proposed projects based upon a series of criteria. The categories included:

- Preserve or enhance Town assets – Does the proposed project maintain or improve an existing facility? What is the anticipated useful life of the investment? Does the proposed project replace a piece of equipment needed to provide public services? Is the vehicle beyond its reasonable life? Is the acquisition

part of a scheduled replacement plan that will keep vehicles operational and preclude major repair costs?

- Increase efficiency and effectiveness of government – Does the project reduce operating costs (e.g., eliminate costly repairs) or increase the effectiveness of government? Does the project reduce potential legal liability (e.g. repair of a broken sidewalk) or threats to operations (e.g., replacement of a needed street sweeper before it breaks down completely)? Does it improve customer service or provide a new, needed service?
- Be a good steward of public resources – Does the project increase revenues? Are outside grant funds available to cover a portion or all of the cost?
- Specific impacts on operating budget – What types of ongoing savings might be realized from the project? Does the project increase operating costs?

In addition, each project was evaluated to see how it would influence a series of key policy areas. These included:

- Aesthetics / Historic Preservation
- Cultural and Recreational Opportunities
- Utilization by Community
- Contextually Appropriate Economic Opportunity
- Youth and Families
- Environmental Sustainability
- Public Health
- Public Safety

These categories were weighted based on the Town’s values and priorities, infrastructure replacement criteria, or financial considerations. Points were awarded based on each project’s details. Using final project scores, the project team ranked the projects to create a prioritization. The scoring methodology relies on complete and accurate data from department heads in order to accurately reflect a project’s merits. A project with a modest score may be the result of missing or incomplete information about the project and its justification. Such situations underscore the importance of a submission of comprehensive data for each project in order to best reflect the level of importance it deserves. That said, there were still occasions that a high scoring project was delayed in its planned funding or a low scoring project was advanced in its funding, based on the Town’s determination of need and resource availability.

Managing the Plan in Future Years

Annually, it is anticipated that the capital plan will evolve by removing those projects that were funded in the current year, adding additional projects that are forecasted to be needed in the 5th year, and reassessing the scope, timing, and cost of other projects in the current plan. The project prioritization model is adaptable for future years as conditions or priorities of the Town change. In such a case, the evaluation criteria and/or weighting of categories can be adjusted to reflect the change.

Based on the level of capital investment demonstrated in this plan, the Town may wish to further evaluate the creation of enterprise funds for sewer and/or stormwater. As the sewer system expands, it may prove advantageous to separate sewer costs that could be paid out of separate revenues based on sewage usage. By charging sewer users fixed fees, these funds could be applied to maintaining the sewer system and alleviate some of the financial pressure on the tax levy. Similarly, the same could be established to maintain stormwater infrastructure as several communities in the Commonwealth have successfully demonstrated.

Due to the scope and complexity of the capital investments in Chatham, it would be advisable that the Town to appoint a lead person or committee to manage the capital project database on an ongoing basis throughout the year. As it is anticipated that the condition of the assets and the urgency of each capital need will continue to evolve, this would ensure the coordination of on-going capital expenditures across all departments as well as monitoring and close-out of active capital projects. Assigning clear responsibility will allow greater familiarization with the prioritization model and the capital requests. Oftentimes, such a committee includes a person familiar with building construction (perhaps a facility manager or building inspector), a person with a financial background, and sometimes a community member if the Town so chooses. It may be advisable not to include a department head who has a significant number of capital needs in order to maintain the highest level of impartiality in assessing the priorities across the spectrum of capital needs.

RESOURCES AVAILABLE AND SPENDING PLAN

In recent years, the Town has spent over 10% of the general fund tax levy on capital investment, and the recommendations implemented in this plan were to 1) clearly distinguish between operating and capital expenditures and 2) limit funding from the general fund to a maximum of 9% of general fund tax lev. The draft capital financing policy is found in Appendix 5. Using the 9% expenditure cap and calculating existing debt/commitments, the maximum available funds for new capital investment each fiscal year is shown below in the table. There is an assumed growth rate in the town levy of 3%, as well as accounting for debt dropoff of current leases and existing borrowing, to calculate the “New Capital Investment” available for each future fiscal year, shown in the table below. As it is the Town’s policy to consider excluded debt for projects larger than \$1,000,000, those projects that met this criteria were included in the fiscal year requested by the department head. The final determination for timing and funding of these projects will be made by Town officials and by approval of the voters. The Center recommends the Town weigh the tax implications of these projects and the requested timing to determine the most appropriate schedule.

Town of Chatham – General Fund Capital Spending Plan (9% Alternative)

Fiscal Year	Existing Capital Investment					FY2020-FY2024 CIP Capital Investment			Total Investment	\$ Change from PY	Est. GF Op Budget (3% growth)	Capital Inv %
	Debt Svc	Auth Unissue Debt Svc	Leases	Monomoy Capital	PayGo	Debt Svc or Lease Recapture	PayGo	New Invest				
2017	126,678		213,967	80,276	4,690,526				5,111,447	5,111,447	33,719,230	15.16%
2018	82,164		217,669	80,886	2,782,386				3,163,105	-1,948,342	34,733,227	9.11%
2019	36,579	46,100	217,669	94,963	2,892,445				3,287,756	124,651	35,862,308	9.17%
2020	30,579	237,829	201,329	95,000		0	2,759,699	2,759,699	3,324,436	36,680	36,938,177	9.00%
2021	30,050	232,237	0	95,000		38,024	3,028,858	3,066,882	3,424,169	99,733	38,046,323	9.00%
2022	18,250	226,645	0	95,000		55,416	3,131,583	3,186,999	3,526,894	102,725	39,187,712	9.00%
2023	2,500	221,053	0	95,000		76,758	3,237,390	3,314,148	3,632,701	105,807	40,363,344	9.00%
2024	2,500	215,461	0	95,000		82,350	3,346,371	3,428,721	3,741,682	108,981	41,574,244	9.00%
						5-Year Total	252,548	15,503,902	15,756,451	17,649,882		

FY2020-FY2024 CIP PROJECT PLAN

A total of 142 projects are included in the FY20-FY24 capital improvement plan. These capital investments will continue Chatham's commitment to maintaining and improving its facilities, equipment, and public infrastructure. Only one project, a new storage facility for the Harbormaster (\$575,000) was not funded. This project will be re-evaluated during next year's CIP process along with all the projects included in the plan for FY21-FY24, in the event that circumstances has changed.

Total Spending by Funding Source

The summary of all expenditures by funding source is shown in the table below. In overview it is helpful to note the large commitment necessary to finance those 15 projects which exceed \$1M in cost. These include:

Facilities:

- Feasibility, design and construction of a new Council On Aging (COA) facility (est. \$8.1M) *
- Envelope Improvements to Eldredge Public Library (\$1M) *
- Design and construction of Transfer Station Improvements (\$7.15M) *
- Replacement of the Highway Dept Salt/Sand Shed (\$1.6M) *

Roadwork:

- Main Street Improvements in the Business District (\$1.4M)

Sewer:

- Replacement of the Sewer Filter Press and Sludge Holding Tank (\$2.5M)
- Lining of 8" Sewer Asbestos Concrete forcemain pipes (2 each for \$4.45M)
- Sewer system expansion design and construction (\$7M)

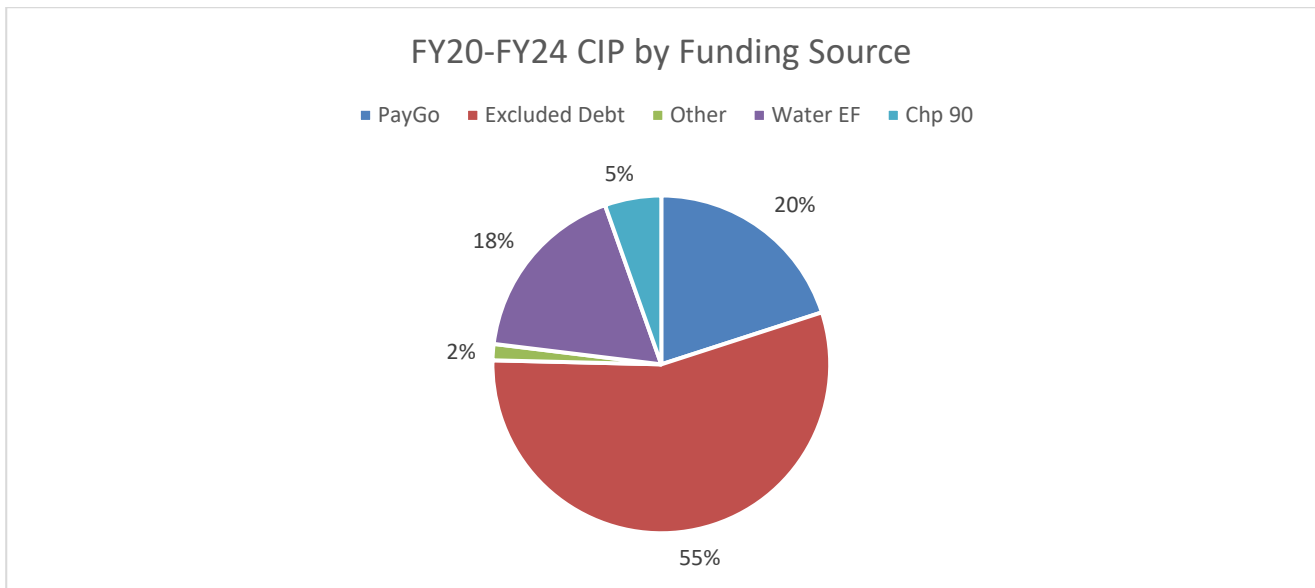
Water:

- Water main replacements (3 each for \$3M)
- Repair and repainting of the Water Storage Tank/Tower (\$1.68M)
- Construction of Mill Hill Wells #10 & #11 Chemical Feed Buildings (\$1.18M)
- Construction of a Supplemental Water Storage Tank (\$3.3M)

It is the Town's policy to seek voter approval for debt funding of projects outside the normal tax levy (i.e. excluded debt) for projects that exceed \$1M and do not have an alternate source of revenue. These projects are marked with an asterisk in the list above and include all the facilities projects. These projects account for more than half (55%) of the total 5-year capital investment.

Spending by Funding Source and Fiscal Year

	FY20	FY21	FY22	FY23	FY24	Grand Total
PayGo	\$ 2,332,745	\$ 2,222,245	\$ 2,563,578	\$ 3,204,745	\$ 2,789,745	\$ 13,113,058
Excluded Debt	\$ 9,450,000	\$ 18,800,000	\$ 4,450,000	\$ 3,575,000		\$ 36,275,000
Other	\$ 40,000	\$ 310,000	\$ 666,667			\$ 1,016,667
Water EF	\$ 2,030,500	\$ 3,335,000	\$ 3,485,000	\$ 1,419,000	\$ 1,300,000	\$ 11,569,500
Chp 90	\$ 2,170,000	\$ 343,392	\$ 343,392	\$ 343,392	\$ 343,392	\$ 3,543,568
Grand Total	\$ 16,023,245	\$ 25,010,637	\$ 11,508,637	\$ 8,542,137	\$ 4,433,137	\$ 65,517,793



Spending by Department and Fiscal Year

As indicated by the table below, it is significant that almost 75% of the 5-year investment falls under the management of two departments: the Public Works Department (which manages DPW, Water, Sewer, and Transfer Station) with over \$38M (58%) in capital projects, and the Facilities Department, which manages all the Town buildings, with over \$11M (17%) of the total investment. This appears to be the result of aging infrastructure and equipment inventory.

	FY20	FY21	FY22	FY23	FY24	Grand Total
Cemetery					\$ 30,000	\$ 30,000
Coastal Res	\$ 25,000	\$ 275,000	\$ 125,000			\$ 425,000
DPW	\$ 3,450,000	\$ 2,839,392	\$ 935,392	\$ 1,023,392	\$ 1,203,392	\$ 9,451,568
Facilities	\$ 1,575,000	\$ 8,332,500	\$ 765,000	\$ 330,000	\$ 50,000	\$ 11,052,500
Fire	\$ 564,745	\$ 16,745	\$ 401,745	\$ 16,745	\$ 286,745	\$ 1,286,725
Harbormaster	\$ 237,000	\$ 26,000	\$ 53,500	\$ 142,500	\$ 357,000	\$ 816,000
IT	\$ 108,000	\$ 100,000	\$ 40,000	\$ 130,000	\$ 40,000	\$ 418,000
Nat Res	\$ 148,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 98,000	\$ 456,000
Parks & Rec	\$ 128,000	\$ 420,000	\$ 43,000	\$ 233,500	\$ 79,000	\$ 903,500
Police	\$ 107,000	\$ 121,000	\$ 84,000	\$ 143,000	\$ 169,000	\$ 624,000
Sewer	\$ 7,000,000	\$ 2,950,000	\$ 5,442,000	\$ 4,730,000	\$ 820,000	\$ 20,942,000
Shellfish		\$ 25,000		\$ 64,000		\$ 89,000
Town Clerk			\$ 64,000			\$ 64,000
Transfer Station	\$ 650,000	\$ 6,500,000		\$ 240,000		\$ 7,390,000
Water	\$ 2,030,500	\$ 3,335,000	\$ 3,485,000	\$ 1,419,000	\$ 1,300,000	\$ 11,569,500
Grand Total	\$ 16,023,245	\$ 25,010,637	\$ 11,508,637	\$ 8,542,137	\$ 4,433,137	\$ 65,517,793

Also of note is the fact that the sewer infrastructure requires almost \$21M worth of investment, which is putting a strain on the funds available from the tax levy for other capital needs. Going forward, it may make sense to fund the expansion of the sewerage system town-wide on the tax levy given that the entire Town derives a benefit. However it may be prudent to evaluate the creation of a Sewer Enterprise Fund (like the Water Enterprise Fund) to ensure a reliable funding source for the operation and maintenance of the existing system.

Spending by Asset Type and Fiscal Year

By looking at the distribution of funding by asset type, it reveals the large investment in the sewer system, almost one third of the 5-year investment. This compares to a similar investment of over \$20M in facilities. The commitment to maintaining the roads and sidewalks are evident by the expenditures of over \$4M in the next five years.

	FY20	FY21	FY22	FY23	FY24	Grand Total
Facilities	\$ 2,205,000	\$ 16,462,500	\$ 845,000	\$ 270,000	\$ 350,000	\$ 20,132,500
Info Tech	\$ 108,000	\$ 100,000	\$ 60,000	\$ 187,000	\$ 40,000	\$ 495,000
Parks & Open Space	\$ 20,000	\$ 365,000	\$ 20,000	\$ 60,000	\$ 115,000	\$ 580,000
Roads/Sidewalks	\$ 1,930,000	\$ 573,392	\$ 573,392	\$ 473,392	\$ 473,392	\$ 4,023,568
Sewer	\$ 7,000,000	\$ 2,950,000	\$ 5,442,000	\$ 4,730,000	\$ 820,000	\$ 20,942,000
Storm Water	\$ 1,060,000	\$ 510,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 1,900,000
Veh/Equip	\$ 1,644,745	\$ 439,745	\$ 818,245	\$ 1,292,745	\$ 1,199,745	\$ 5,395,225
Water	\$ 2,030,500	\$ 3,335,000	\$ 3,485,000	\$ 1,419,000	\$ 1,300,000	\$ 11,569,500
Waterfront/ Waterways	\$ 25,000	\$ 275,000	\$ 155,000		\$ 25,000	\$ 480,000
Grand Total	\$ 16,023,245	\$ 25,010,637	\$ 11,508,637	\$ 8,542,137	\$ 4,433,137	\$ 65,517,793

Complete Project Listing by Fiscal Year and Department

A complete project listing by fiscal year and department can be found on the following pages.

Projects by Fiscal Year and Source

Proj #	Dept	Title	Description	Cost	Notes
FY2020					
Chapter 90					
HWY 27	DPW	Purchase Mini-Excavator	Purchase a new mini-excavator for daily operations.	\$ 260,000	
HWY09	DPW	Replace Street Sweeper	Replace 2008 Johnston (Street) Sweeper	\$ 260,000	
HWY18a	DPW	Road Resurfacing- misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 250,000	
HWY26	DPW	Main Street Improvements	Install drainage and ADA access near town hall.	\$ 1,400,000	
Excluded Debt					
FAC16	Facilities	New Council On Aging (COA) Facility	This project includes a feasibility study, plan development, and construction for a new COA building. for building alternative(s) identified for study as directed by the BOS with oversight by an OPM to develop a concept for Town Meeting approval.	\$ 800,000	Multi-year project
FAC22	Facilities	Eldredge Public Library Envelope Improvements	This project addresses persistent building leaks and major building upgrades needed.	\$ 100,000	Multi-year project
HWY24	DPW	Crowell Road Drainage Improvements	This project makes drainage improvements to the existing closed drainage system in portions of Crowell Road, Lake Street and Stoney Hill Road.	\$ 900,000	
SEW25	Sewer	Design/Construction of Sewer System Expansion	Secure funding for design and construction of Phase III town-wide sewerage plan.	\$ 7,000,000	
TR04	Transfer Stat	Transfer Station Feasibility, Design, Upgrades	This project will fund a feasibility study, engineering design and permitting required to make much needed upgrades to the Transfer Station	\$ 650,000	Multi-year project
Other Funding Source					
IT02	IT	Community Center Studio Upgrade		\$ 40,000	Potential Source: PEG
PayGo					
CR07	Coastal Res	Scatteree Landing Erosion Protection Assessment	This project is to fund an assessment of the Scatteree Landing. These funds are to develop a feasibility assessment of shore protection alternatives, permitting, and construction.	\$ 25,000	
FAC01	Facilities	Re-Commissioning Assessment of four buildings	This project will fund re-commissioning assessments of four primary town buildings.	\$ 20,000	
FAC02	Facilities	Historic Building Painting	This project will paint 6 historic buildings.	\$ 55,000	
FAC15	Facilities	Crowell Road Intersection Project	Engineering services to plan and design for an upgraded intersection at Rte 28 and Main Street.	\$ 50,000	
FAC18	Facilities	Channel 18 / Annex Room Upgrades	Upgrade of the meeting room as well as the tech control room.	\$ 275,000	
FAC20	Facilities	Replace PD/Annex Boilers	Replace high efficiency boilers	\$ 50,000	

Proj #	Dept	Title	Description	Cost	Notes
FAC26	Facilities	Install Back-up Generator at the Community Ctr	This project installs an emergency back-up generator at the Community Center.	\$ 150,000	
FAC27	Facilities	Handicapp Access - Phase 2	Construction of a new limited use elevator to meet ADA requirements.	\$ 75,000	
FD02	Fire	Personal Protective Equipment (PPE)	Scheduled replacement program of firefighting PPE.	\$ 16,745	
FD04	Fire	Replace Ambulance	Scheduled ambulance replacement on a 6-yr rotation.	\$ 260,000	
FD08	Fire	Replace Technical Rescue Trailer	This request is to replace a 16 year old trailer.	\$ 18,000	
FD12	Fire	Purchase new MiniPumper	This project will purchase a MiniPumper	\$ 270,000	
H08	Harbormaster	Boat Replacement H-25		\$ 195,000	
H11	Harbormaster	Engine Replacement (Boat H-24)		\$ 30,000	
H25	Harbormaster	Replace Navigation Aids	Replace Town Aids to Navigation marking navigational channels, rocks, swim areas, and regulatory buoys. maintained by the harbormaster Division. in winter, all but 35 are removed from the water for maintenance. The number of buoys replaced varies from year to year depending on weather conditions and wear & tear.	\$ 12,000	
HWY04	DPW	Replace 2005 1-Ton Truck, Plow and Sander	This project will replace a 13-year old 1-Ton Truck with plow and sander.	\$ 90,000	
HWY18b	DPW	Road Resurfacing - misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 30,000	
HWY20	DPW	Catch Basins (Installation and Repairs)	This is an annual Article for the installation or repairs of catch basins and leaching basins.	\$ 60,000	
HWY21	DPW	Sidewalk Construction	Repair and extend sidewalks along various roads.	\$ 200,000	
IT04	IT	Replace Channel 18 Equipment - Annual	Upgrade of Channel 18 equipment and software needs.	\$ 20,000	
IT05	IT	Town computer/technology Equipment - Annual	Upgrade of Town equipment. This covers any equipment or ongoing software needs of the department.	\$ 30,000	
IT07	IT	Cemetery Mapping Software	This project will purchase cemetery mapping software	\$ 18,000	
NR01	Nat Res	Stormwater Management Phase II Implementation	Drainage and Stormwater management projects.	\$ 100,000	
NR03	Nat Res	Conservation Lands Management	This project will implement the recommendations of the Conservations Lands Management Plan	\$ 20,000	
NR06	Nat Res	Health Division Vehicle Replacement	This project will replace a Ford Explorer used by the Health Division.	\$ 28,000	
PD01	Police	Replacement Marked Police Patrol Vehicle	Replacement of marked Police vehicle for patrol and response.	\$ 40,000	
PD02	Police	Replacement Police Cruiser	Replacement of marked Police vehicle for patrol and response.	\$ 39,000	
PD12	Police	Replacement of Cruiser mobile radios	Replacement of 3 cruiser radios.	\$ 14,000	
PD13	Police	Replacement of Handheld portable radios.	Replacement of 3 portable radios.	\$ 14,000	
PR02	Parks & Rec	Replace Beach Tractor	This project will replace a 2004 Beach Tractor.	\$ 85,000	

Proj #	Dept	Title	Description	Cost	Notes
PR03	Parks & Rec	Replace Cardio Fitness Equipment	Replace 2 pieces of Cardio fitness equipment each year for a regular rotation of used in the fitness center at the Community Center.	\$ 13,000	
PR17	Parks & Rec	Public Restroom Improvements	Improvements to all public restrooms in recreation areas.	\$ 30,000	
Water EF					
W11	Water	Well #3 Structure Improvements	Performs facility renovations to protect Well #3 operations.	\$ 90,000	
W12	Water	Chatham/Harwich Interconnection Redesign	Provide interconnection of water supply with Harwich.	\$ 175,000	
W13	Water	Water Main Replacement Cross Street	Replace water main in conjunction with roadway work.	\$ 600,000	
W17	Water	Water Main Replacement	Replacement of old, unlined and undersized water mains.	\$ 1,000,000	
W19	Water	Water Distribution Hydraulic Study	Commission a hydraulic study for potential connections of Wells # 10 & 11.	\$ 150,000	
W20	Water	Install Automated Transfer Switch (Wells #1 / #2)	Automatic Transfer Switches are recommended for for the emergency generators both Wells # 1 & # 2 in South Chatham. This not only will reduce downtime during emergency events, it is also recommended for operators safety.	\$ 15,500	

Proj #	Dept	Title	Description	Cost	Notes
FY2021					
Chapter 90					
HWY18a	DPW	Road Resurfacing- misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 343,392	
Excluded Debt					
FAC16	Facilities	New Council On Aging (COA) Facility	This project includes a feasibility study, plan development, and construction for a new COA building. for building alternative(s) identified for study as directed by the BOS with oversight by an OPM to develop a concept for Town Meeting approval.	\$ 7,300,000	Multi-year project
FAC22	Facilities	Eldredge Public Library Envelope Improvements	This project addresses persistent building leaks and major building upgrades needed.	\$ 900,000	Multi-year project
HWY23	DPW	Replacement of Sand/Salt Shed	This project will replace the sand/salt shed	\$ 1,600,000	
SEW07	Sewer	Replace Belt Filter Press & Sludge Holding Tank		\$ 2,500,000	
TR04	Transfer Stat	Transfer Station Feasibility, Design, Upgrades	This project will fund a feasibility study, engineering design and permitting required to make much needed upgrades to the Transfer Station	\$ 6,500,000	Multi-year project
Other Funding Source					
IT02	IT	Community Center Studio Upgrade	Design and Upgrade of the Community Center Channel 18 studio. First year would include audio needs only.	\$ 60,000	Potential Source: PEG
PR10	Parks & Rec	Terrace Outfield Hill at Veterans Field		\$ 250,000	Potential Source: CPA
PayGo					
CR07	Coastal Res	Scatteree Landing Erosion Protection Assessment	This project is to fund an assessment of the Scatteree Landing. These funds are to develop a feasibility assessment of shore protection alternatives, permitting, and construction.	\$ 150,000	
CR08	Coastal Res	Old Mill Boat Yard Access/Stairs	Construction of a viewing platform at the Old Mill Boat Yard.	\$ 75,000	
CR09	Coastal Res	Mill Creek Jetty Rehabilitation	Funding for this project includes engineering, design and permitting of the Mill Creek Jetty rehabilitation followed by construction.	\$ 50,000	
FAC10	Facilities	Installation of DPW Restroom	Installation of a bathroom in the DPW Storage Building	\$ 30,000	
FAC19	Facilities	Create Town Hall Storage	Provide storage space for vital town records.	\$ 75,000	
FAC28	Facilities	Aviation Easements/IFR Approach	Acquire aviation easements in the Runway 06-24 Approaches for the purpose of removing vegetative obstructions (trees) to the Airport's approach surfaces.	\$ 27,500	
FD02	Fire	Personal Protective Equipment (PPE)	Scheduled replacement program of firefighting PPE.	\$ 16,745	

Proj #	Dept	Title	Description	Cost	Notes
H20	Harbormaster	Hull and Structural Refurbishment (Boat H-24)	Hull and structural refurbishment to the H-24 patrol boat.	\$ 14,000	
H25	Harbormaster	Replace Navigation Aids	Replace Town Aids to Navigation marking navigational channels, rocks, swim areas, and regulatory buoys. maintained by the harbormaster Division. in winter, all but 35 are removed from the water for maintenance. The number of buoys replaced varies from year to year depending on weather conditions and wear & tear.	\$ 12,000	
HWY13	DPW	Repl 2007 6-Wheeler Dump Truck, Plow/Sander	Replace 2007 6-wheeler with Hook Lift system, 11' Power Reversible Plow, 10 Yard Sander and Dump Body	\$ 206,000	
HWY18b	DPW	Road Resurfacing - misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 30,000	
HWY20	DPW	Catch Basins (Installation and Repairs)	This is an annual Article for the installation or repairs of catch basins and leaching basins.	\$ 60,000	
HWY21	DPW	Sidewalk Construction	Repair and extend sidewalks along various roads.	\$ 200,000	
HWY25	DPW	Seaview Street Drainage Improvements	This project involves drainage installation to a portion of Seaview Street and Main Street.	\$ 400,000	
IT04	IT	Replace Channel 18 Equipment - Annual	Upgrade of Channel 18 equipment and software needs.	\$ 20,000	
IT05	IT	Town computer/technology Equipment - Annual	Upgrade of Town equipment. This covers any equipment or ongoing software needs of the department.	\$ 20,000	
NR01	Nat Res	Stormwater Management Phase II Implementation	Drainage and Stormwater management projects.	\$ 50,000	
NR03	Nat Res	Conservation Lands Management	This project will implement the recommendations of the Conservations Lands Management Plan	\$ 20,000	
PD01	Police	Replacement Marked Police Patrol Vehicle	Replacement of marked Police vehicle for patrol and response.	\$ 41,000	
PD02	Police	Replacement Police Cruiser	Replacement of marked Police vehicle for patrol and response.	\$ 41,000	
PD03	Police	Replacement Police Cruiser	Replacement of marked Police vehicle for patrol and response.	\$ 39,000	
PR03	Parks & Rec	Replace Cardio Fitness Equipment	Replace 2 pieces of Cardio fitness equipment each year for a regular rotation of used in the fitness center at the Community Center.	\$ 13,000	
PR11	Parks & Rec	New Pathway to Windmill and Labyrinth	Construct new ADA walking pathway leading to the windmill and the labyrinth.	\$ 95,000	
PR15	Parks & Rec	Replace Mower/leaf vaccum for athletic field	Replace Toro Grandstand and other smaller mowers and a leaf vacuum.	\$ 32,000	
PR17	Parks & Rec	Public Restroom Improvements	Improvements to all public restrooms in recreation areas.	\$ 30,000	
SEW11	Sewer	Electronic/Instrumentation Upgrades & Repl	This project will fund sewage facility electronic instrumentation upgrades & replacements.	\$ 175,000	
SEW12	Sewer	Ultraviolet Disinfection Upgrades	This project will make upgrades to the Ultraviolet Disinfection System.	\$ 275,000	

Proj #	Dept	Title	Description	Cost	Notes
SH10	Shellfish	Upweller Tank Replacement	Reconstruction of OMBY in 2017, including upgrades to the plumbing in the Upweller Facility. caused unintended adverse drainage issues in Tanks 3 & 4. An additional drain line was retrofitted to help relieve the drainage issues but was unsuccessful. The once functional tanks currently and consistently overflow and do not fully drain (necessary) without completely shutting off all pumps. To address the problem new tanks will need to be elevated and reconstructed to accommodate an 8-inch drain line, similar to that under the other 4 tanks. After investigating whether the current tanks could be "lifted" it was determined the condition of the current tanks and logistics would make it cost-prohibitive, therefore new tanks will need to be constructed. As this is a specialty project no cost estimates have been determined at this time, though a contact with expertise in upweller tank construction has been identified (Nauset Marine in Orleans). Pre-Constructed tanks for the Town of Mashpee (ordered and delivered from Canada) were \$15,000 per tank (total \$30,000), we believe custom -made tanks will be significantly lower cost.	\$ 25,000	
Water EF					
W02	Water	Mill Hill Wells #10 & #11 Blending Buildings	This project will fund the Mill Hill Wells #10 & #11 and Chemical Feed Building	\$ 1,180,000	
W05	Water	Repairs/painting to 1.25 MG Water Storage Tank	Make repairs to and paint the 1.25 MG Water Storage Tank	\$ 1,680,000	
W16	Water	Supplemental Water Storage Tank: Study/Build	Add an additional water storage tank to help maintain adequate pressure throughout town.	\$ 150,000	
W18	Water	SCADA Water Instrumentation Upgrades	Replacement of obsolete water quality instrumentation.	\$ 325,000	

Proj #	Dept	Title	Description	Cost	Notes
FY2022					
Chapter 90					
HWY18a	DPW	Road Resurfacing- misc locations		\$ 343,392	
Excluded Debt					
SEW14	Sewer	Lining of 8-inch AC Force main Pipe		\$ 1,450,000	
SEW22	Sewer	Lining of 8" Asbestos Concrete forcemain		\$ 3,000,000	
Other Funding Source					
FAC29	Facilities	Reconstruct Turf Tie-down & Tree Clearing		\$ 666,667	Potential Source: FAA and MassDOT
PayGo					
CL02	Town Clerk	Vault restoration and shelving	Install a State-Approved Climate-Controlled Heating/ventilator conditioning system (HVAC) in the Town Clerk's Vault and replace current substandard shelving units.	\$ 50,000	
CL03	Town Clerk	Replace voting machines	This project will replace outdated voting machines.	\$ 14,000	
CR09	Coastal Res	Mill Creek Jetty Rehabilitation	Funding for this project includes engineering, design and permitting of the Mill Creek Jetty rehabilitation followed by construction.	\$ 125,000	
FAC08	Facilities	Universal Keying in all Municipal Buildings	This project will change out existing lock cores and lock sets as need to implement same key universal locking system.	\$ 40,000	
FAC21	Facilities	Replace Sewer pumps at Police Dept	Replace sewer pumps for both Annex and PD	\$ 25,000	
FAC29	Facilities	Reconstruct Turf Tie-down & Tree Clearing	Reconstruct the Airport's turf tie-down area. so that it is structurally sound and can accommodate aircraft parking, even during wet conditions.	\$ 33,333	
FD02	Fire	Personal Protective Equipment (PPE)	Scheduled replacement program of firefighting PPE.	\$ 16,745	
FD04	Fire	Replace Ambulance	Scheduled ambulance replacement on a 6-yr rotation.	\$ 270,000	
FD05	Fire	Ambulance Toughbooks	This request is to replace the ambulance Toughbook computers.	\$ 20,000	
FD06	Fire	Replace Command & Administration Vehicles	Purchase/equip a new Command vehicle and Administrative vehicle.	\$ 95,000	
H07	Harbormaster	Hurricane Tide Gate Analysis	These funds will be used to analyze the tide gate at Morris Island Road.	\$ 30,000	
H23	Harbormaster	Float Replacement - Little Mill Pond	Replacement of the seasonal 16' x 20' float at the Little Mill Pond Pier.	\$ 11,500	

Proj #	Dept	Title	Description	Cost	Notes
H25	Harbormaster	Replace Navigation Aids	Replace Town Aids to Navigation marking navigational channels, rocks, swim areas, and regulatory buoys. maintained by the harbormaster Division. in winter, all but 35 are removed from the water for maintenance. The number of buoys replaced varies from year to year depending on weather conditions and wear & tear.	\$ 12,000	
HWY07	DPW	Replace 2002 1-Ton Truck, Plow and Sander	Replace 12-year old Truck with plow and sander.	\$ 90,000	
HWY08	DPW	Replace 2005 6-Wheeler Dump Truck, Plow/Sander	Replace 2005 6-wheeler with Hook Lift system, 11' Power Reversible Plow, 10 Yard Sander and Dump Body	\$ 212,000	
HWY18b	DPW	Road Resurfacing - misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 30,000	
HWY20	DPW	Catch Basins (Installation and Repairs)	This is an annual Article for the installation or repairs of catch basins and leaching basins.	\$ 60,000	
HWY21	DPW	Sidewalk Construction	Repair and extend sidewalks along various roads.	\$ 200,000	
IT04	IT	Replace Channel 18 Equipment - Annual	Upgrade of Channel 18 equipment and software needs.	\$ 20,000	
IT05	IT	Town computer/technology Equipment - Annual	Upgrade of Town equipment. This covers any equipment or ongoing software needs of the department.	\$ 20,000	
NR01	Nat Res	Stormwater Management Phase II Implementation	Drainage and Stormwater management projects.	\$ 50,000	
NR03	Nat Res	Conservation Lands Management	This project will implement the recommendations of the Conservations Lands Management Plan	\$ 20,000	
PD01	Police	Replacement Marked Police Patrol Vehicle	Replacement of marked Police vehicle for patrol and response.	\$ 42,000	
PD02	Police	Replacement Police Cruiser	Replacement of marked Police vehicle for patrol and response.	\$ 42,000	
PR03	Parks & Rec	Replace Cardio Fitness Equipment	Replace 2 pieces of Cardio fitness equipment each year for a regular rotation of used in the fitness center at the Community Center.	\$ 13,000	
PR17	Parks & Rec	Public Restroom Improvements	Improvements to all public restrooms in recreation areas.	\$ 30,000	
SEW02	Sewer	Replace 2012 4x4 Utility Truck w. Lift Gate/Plow		\$ 110,000	
SEW05	Sewer	Original Sewer Collection System Repairs	This project will make repairs to the original sewer system.	\$ 532,000	
SEW08	Sewer	Replacement of WPCF Boilers	This project will replace the existing 10 boilers located throughout the Water Pollution Control Facility (WPCF).	\$ 350,000	
Water EF					
W08	Water	Well #3 Emergency Generator		\$ 185,000	
W16	Water	Supplemental Water Storage Tank: Study/Build		\$ 3,300,000	

Proj #	Dept	Title	Description	Cost	Notes
FY2023					
Chapter 90					
HWY18a	DPW	Road Resurfacing- misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 343,392	
Excluded Debt					
SEW16	Sewer	Replacement of Queen Anne Sewer Pumping Sta	This project will Upgrade/Replace the Queen Anne Sewer Pumping Station	\$ 3,575,000	
PayGo					
FAC13	Facilities	Airport Administration Building		\$ 200,000	
FAC23	Facilities	Community Center Interior Updates	This request is for interior improvements to include the replacement of carpeting, flooring and interior painting.	\$ 40,000	
FAC24	Facilities	Compact Skid Steer Snow Removal Equipment	Purchase compact skid steer machine (e.g., Bobcat) with snow removal attachments.	\$ 50,000	
FAC25	Facilities	Replace the Facilities Dept Work Van	Replacement of a 2003 Chevrolet Pickup.	\$ 40,000	
FD02	Fire	Personal Protective Equipment (PPE)	Scheduled replacement program of firefighting PPE.	\$ 16,745	
H12	Harbormaster	Engine Replacement (Boat H-25B)	This project will replace the engine on the H-25B boat.	\$ 18,000	
H13	Harbormaster	Truck Replacement M-1	This project will replace the 2006 F-250 truck.	\$ 35,000	
H15	Harbormaster	Boat Replacement (Boat H-16)	This project will replace the H-16 boat	\$ 25,000	
H19	Harbormaster	Truck Replacement M-2	Replace 2006 F-250 truck.	\$ 35,000	
H24	Harbormaster	Float Replacement - Oyster Pond	Replacement of the two seasonal 12' x 20' swim floats at the Oyster Pond Beach.	\$ 17,500	
H25	Harbormaster	Replace Navigation Aids	Replace Town Aids to Navigation marking navigational channels, rocks, swim areas, and regulatory buoys. maintained by the harbormaster Division. in winter, all but 35 are removed from the water for maintenance. The number of buoys replaced varies from year to year depending on weather conditions and wear & tear.	\$ 12,000	
HWY05	DPW	Replace 6-Wheeler Dump Truck, Plow and Sander	Replace 2007 6-wheeler with Hook Lift system, 11' Power Reversible Plow, 10 Yard Sander and Dump Body	\$ 200,000	
HWY06	DPW	Replace 2008 1-Ton Truck, Plow and Sander	Replace 11-year old 1-Ton Truck with plow and sander.	\$ 90,000	
HWY11	DPW	Replace 2009 Chevrolet Pick-up Truck/plow	Replace 2009 Pick-up Truck and plow.	\$ 70,000	
HWY14	DPW	Replace 2006 Tractor Mower	Replace 15-year old John Deere (Roadside) Tractor Mower	\$ 130,000	
HWY18b	DPW	Road Resurfacing - misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 30,000	
HWY20	DPW	Catch Basins (Installation and Repairs)	This is an annual Article for the installation or repairs of catch basins and leaching basins.	\$ 60,000	

Proj #	Dept	Title	Description	Cost	Notes
HWY21	DPW	Sidewalk Construction	Repair and extend sidewalks along various roads.	\$ 100,000	
IT04	IT	Replace Channel 18 Equipment - Annual	Upgrade of Channel 18 equipment and software needs.	\$ 20,000	
IT05	IT	Town computer/technology Equipment - Annual	Upgrade of Town equipment. This covers any equipment or ongoing software needs of the department.	\$ 20,000	
IT08	IT	Install security cameras: Skatepk, DPW, Twn Hall	Deploy video surveillance to 3 Town facilities	\$ 90,000	
NR01	Nat Res	Stormwater Management Phase II Implementation	Drainage and Stormwater management projects.	\$ 50,000	
NR03	Nat Res	Conservation Lands Management	This project will implement the recommendations of the Conservations Lands Management Plan	\$ 20,000	
PD01	Police	Replacement Marked Police Patrol Vehicle	Replacement of marked Police vehicle for patrol and response.	\$ 43,000	
PD02	Police	Replacement Police Cruiser	Replacement of marked Police vehicle for patrol and response.	\$ 43,000	
PD14	Police	Video Camera Recording system for 5 cruisers	Purchase of 5 video recording systems for vehicles.	\$ 45,000	
PD15	Police	White Board for PD Training Room	Purchase of an White Board for the operations offices.	\$ 12,000	
PR03	Parks & Rec	Replace Cardio Fitness Equipment	Replace 2 pieces of Cardio fitness equipment each year for a regular rotation of used in the fitness center at the Community Center.	\$ 13,500	
PR04	Parks & Rec	Replace 1 Ton Dump Truck (2011)	This project will replace 2011 1-Ton dump truck.	\$ 65,000	
PR07	Parks & Rec	Replace Large Mowing Machine	Replace 2011 Toro Groundsmaster 710 mower	\$ 30,000	
PR08	Parks & Rec	New 15 Passenger Recreation Van	Purchase new 15 passenger van.	\$ 30,000	
PR13	Parks & Rec	Golf Course Irrigation Pump and Plumbing	Replace Irrigation pump at the golf course and minor repairs to the building	\$ 40,000	
PR16	Parks & Rec	Replace All Terrain Vehicle (Lighthouse Beach)	Replacement of ATV for Beach Operations.	\$ 15,000	
PR17	Parks & Rec	Public Restroom Improvements	Improvements to all public restrooms in recreation areas.	\$ 30,000	
PR18	Parks & Rec	Replace Utility Trailer for mowers/equip	Replace 2001 CAM utility trailer	\$ 10,000	
SEW01	Sewer	Repl 2012 1-Ton Platform Body Truck, Crane/Plow	Replace 9-year old Sewer Truck with plow.	\$ 90,000	
SEW04	Sewer	Portable By-Pass Pump	This project will purchase a Portable By-Pass Pump.	\$ 90,000	
SEW06	Sewer	Replace WPCF's Fire Control System	Replacement of the WPCF's fire alarm system.	\$ 125,000	
SEW19	Sewer	Laboratory Equipment Upgrades	Upgrades to wastewater treatment facility laboratory equipment.	\$ 150,000	
SEW19	Sewer	Laboratory Equipment Upgrades	Replace the Denitrification Filter's Air System	\$ 200,000	
SEW21	Sewer	Replacement of the WPCF's fire alarm system	All controls and associated appurtenances be replaced with non-proprietary equipment	\$ 150,000	
SEW24	Sewer	CCTV Equipment & Truck	Purchase of a new CCTV Equipment Truck.	\$ 350,000	

Proj #	Dept	Title	Description	Cost	Notes
SH01	Shellfish	Replace 2012 Shellfish Truck I	Replace a 2013 F-150 Shellfish Truck	\$ 25,000	
SH02	Shellfish	Replace 2013 Shellfish Truck II	This project will replace a 2014 Shellfish Truck	\$ 25,000	
SH06	Shellfish	Shellfish Boat Engine Replacement	Replace a 2015 Shellfish Boat Engine	\$ 14,000	
TR02	Transfer Stat	Replace 2009 Stetco Trailer	Replace 2009 Transfer Station Stetco Trailer.	\$ 110,000	
TR03	Transfer Stat	Replace 2009 Transfer Station StetcoTrailer	Replace 2009 Transfer Station Trailer	\$ 130,000	
Water EF					
W09	Water	Water Main Replacement	This project will make water main replacements	\$ 1,000,000	
W14	Water	Upgrade of Radio-Read to Fixed-network System	Upgrade meter reading equipment to an automated system.	\$ 419,000	

Proj #	Dept	Title	Description	Cost	Notes
F2024					
Chapter 90					
HWY18a	DPW	Road Resurfacing- misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 343,392	
PayGo					
CEM01	Cemetery	Repairs to Fences and Remove Vegetation	Repair or replace cemetery fences and removal of large trees/vegetation as needed	\$ 30,000	
FAC03	Facilities	Exterior Siding Replacement	Replace the siding on Storage Barn at 127 Old Harbor Road and Wharfinger's Building at the Fish Pier	\$ 50,000	
FD02	Fire	Personal Protective Equipment (PPE)	Scheduled replacement program of firefighting PPE.	\$ 16,745	
FD04	Fire	Replace Ambulance	Scheduled ambulance replacement on a 6-yr rotation.	\$ 270,000	
H02	Harbormaster	Fishermen Storage install gate & security camera	Install security cameras at airport gate and storage area.	\$ 25,000	
H14	Harbormaster	Water/Heat for MCI Building	Install heat and water to the MCI building located at Ryder's Cove.	\$ 20,000	
H21	Harbormaster	Relocate Harbormaster Office	Relocation of the Harbormaster Office.	\$ 300,000	
H25	Harbormaster	Replace Navigation Aids	Replace Town Aids to Navigation marking navigational channels, rocks, swim areas, and regulatory buoys. maintained by the harbormaster Division. in winter, all but 35 are removed from the water for maintenance. The number of buoys replaced varies from year to year depending on weather conditions and wear & tear.	\$ 12,000	
HWY	DPW	Replace Ramp Trailer	Replace 1997 Welch Ramp Trailer	\$ 10,000	
HWY10	DPW	Replace Front End Loader	Replace 2009 Front End Loader	\$ 240,000	
HWY12	DPW	Replace 2005 Backhoe	Replace 16-year old John Deere Backhoe	\$ 240,000	
HWY15	DPW	Replace 2001 Forklift	Replace 20-year old department forklift	\$ 65,000	
HWY16	DPW	Replace 1998 Woodchuck Chipper WC/17	Replace 20-year old tree chipper.	\$ 65,000	
HWY17	DPW	Replace 2006 I.R. Compressor	Replace 2006 Air Compressor	\$ 50,000	
HWY18b	DPW	Road Resurfacing - misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 30,000	
HWY20	DPW	Catch Basins (Installation and Repairs)	This is an annual Article for the installation or repairs of catch basins and leaching basins.	\$ 60,000	
HWY21	DPW	Sidewalk Construction	Repair and extend sidewalks along various roads.	\$ 100,000	
IT04	IT	Replace Channel 18 Equipment - Annual	Upgrade of Channel 18 equipment and software needs.	\$ 20,000	
IT05	IT	Town computer/technology Equipment - Annual	Upgrade of Town equipment. This covers any equipment or ongoing software needs of the department.	\$ 20,000	
NR01	Nat Res	Stormwater Management Phase II Implementation	Drainage and Stormwater management projects.	\$ 50,000	

Proj #	Dept	Title	Description	Cost	Notes
NR03	Nat Res	Conservation Lands Management	This project will implement the recommendations of the Conservations Lands Management Plan	\$ 20,000	
NR07	Nat Res	Conservation Division Vehicle Replacement	Replace a Ford Explorer used by the Conservation Division.	\$ 28,000	
PD01	Police	Replacement Marked Police Patrol Vehicle	Replacement of marked Police vehicle for patrol and response.	\$ 44,000	
PD02	Police	Replacement Police Cruiser	Replacement of marked Police vehicle for patrol and response.	\$ 44,000	
PD03	Police	Replacement Police Cruiser	Replacement of marked Police vehicle for patrol and response.	\$ 42,000	
PD11	Police	Detective Unmarked Vehicle replacement	Replacement of 8 year old unmarked detective vehicle.	\$ 39,000	
PR03	Parks & Rec	Replace Cardio Fitness Equipment	Replace 2 pieces of Cardio fitness equipment each year for a regular rotation of used in the fitness center at the Community Center.	\$ 14,000	
PR12	Parks & Rec	Replace Existing Storage Shed at Golf Couse	Replace existing golf course maintenance storage shed at the course with new metal building of similar size with electric service added.	\$ 65,000	
SEW15	Sewer	Upgrade of Surveillance System/Server Storage	Upgrade the Sewer Dept's Surveillance System and Server Storage.	\$ 150,000	
SEW17	Sewer	SCADA Sewer PLC Study & Modifications	This project will fund SCADA/PLC Study & Modifications	\$ 500,000	
SEW23	Sewer	Original Sewer Collection System Repairs	Replace segments of the original sewer collection system.	\$ 170,000	
Water EF					
W10	Water	Water Main Replacement	The replacement of old, unlined and undersized water mains.	\$ 1,000,000	
W15	Water	Rehabilitation of Well 5	Renovate the Well 5 building to include a new roof, windows, trim and exterior doors as well as electrical and mechanical instrumentation.	\$ 300,000	

Projects by Department

FY	Source	Proj #	Title	Description	Cost	Notes
Cemetery						
FY24	PayGo	CEM01	Repairs to Fences and Remove Vegetation	Repair or replace cemetery fences and removal of large trees/vegetation as needed	\$ 30,000	
Coastal Resources						
FY20	PayGo	CR07	Scatteree Landing Erosion Protection Assessment	This project is to fund an assessment of the Scatteree Landing. These funds are to develop a feasibility assessment of shore protection alternatives, permitting, and construction.	\$ 25,000	
FY21	PayGo	CR07	Scatteree Landing Erosion Protection Assessment	This project is to fund an assessment of the Scatteree Landing. These funds are to develop a feasibility assessment of shore protection alternatives, permitting, and construction.	\$ 150,000	
FY21	PayGo	CR08	Old Mill Boat Yard Access/Stairs	Construction of a viewing platform at the Old Mill Boat Yard.	\$ 75,000	
FY21	PayGo	CR09	Mill Creek Jetty Rehabilitation	Funding for this project includes engineering, design and permitting of the Mill Creek Jetty rehabilitation followed by construction.	\$ 50,000	
FY22	PayGo	CR09	Mill Creek Jetty Rehabilitation	Funding for this project includes engineering, design and permitting of the Mill Creek Jetty rehabilitation followed by construction.	\$ 125,000	
Department of Public Works						
FY20	Chp 90	HWY 27	Purchase Mini-Excavator	Purchase a new mini-excavator for daily operations.	\$ 260,000	
FY20	Chp 90	HWY09	Replace Street Sweeper	Replace 2008 Johnston (Street) Sweeper	\$ 260,000	
FY20	Chp 90	HWY18a	Road Resurfacing- misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 250,000	
FY20	Chp 90	HWY26	Main Street Improvements	Install drainage and ADA access near town hall.	\$ 1,400,000	
FY20	Excl Debt	HWY24	Crowell Road Drainage Improvements	This project makes drainage improvements to the existing closed drainage system in portions of Crowell Road, Lake Street and Stoney Hill Road.	\$ 900,000	
FY20	PayGo	HWY04	Replace 2005 1-Ton Truck, Plow and Sander	This project will replace a 13-year old 1-Ton Truck with plow and sander.	\$ 90,000	
FY20	PayGo	HWY18b	Road Resurfacing - misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 30,000	
FY20	PayGo	HWY20	Catch Basins (Installation and Repairs)	This is an annual Article for the installation or repairs of catch basins and leaching basins.	\$ 60,000	
FY20	PayGo	HWY21	Sidewalk Construction	Repair and extend sidewalks along various roads.	\$ 200,000	
FY21	Chp 90	HWY18a	Road Resurfacing- misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 343,392	
FY21	Excl Debt	HWY23	Replacement of Sand/Salt Shed	This project will replace the sand/salt shed	\$ 1,600,000	

FY	Source	Proj #	Title	Description	Cost	Notes
FY21	PayGo	HWY13	Repl 2007 6-Wheeler Dump Truck, Plow/Sander	Replace 2007 6-wheeler with Hook Lift system, 11' Power Reversible Plow, 10 Yard Sander and Dump Body	\$ 206,000	
FY21	PayGo	HWY18b	Road Resurfacing - misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 30,000	
FY21	PayGo	HWY20	Catch Basins (Installation and Repairs)	This is an annual Article for the installation or repairs of catch basins and leaching basins.	\$ 60,000	
FY21	PayGo	HWY21	Sidewalk Construction	Repair and extend sidewalks along various roads.	\$ 200,000	
FY21	PayGo	HWY25	Seaview Street Drainage Improvements	This project involves drainage installation to a portion of Seaview Street and Main Street.	\$ 400,000	
FY22	Chp 90	HWY18a	Road Resurfacing- misc locations		\$ 343,392	
FY22	PayGo	HWY07	Replace 2002 1-Ton Truck, Plow and Sander	Replace 12-year old Truck with plow and sander.	\$ 90,000	
FY22	PayGo	HWY08	Replace 2005 6-Wheeler Dump Truck, Plow/Sander	Replace 2005 6-wheeler with Hook Lift system, 11' Power Reversible Plow, 10 Yard Sander and Dump Body	\$ 212,000	
FY22	PayGo	HWY18b	Road Resurfacing - misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 30,000	
FY22	PayGo	HWY20	Catch Basins (Installation and Repairs)	This is an annual Article for the installation or repairs of catch basins and leaching basins.	\$ 60,000	
FY22	PayGo	HWY21	Sidewalk Construction	Repair and extend sidewalks along various roads.	\$ 200,000	
FY23	Chp 90	HWY18a	Road Resurfacing- misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 343,392	
FY23	PayGo	HWY05	Replace 6-Wheeler Dump Truck, Plow and Sander	Replace 2007 6-wheeler with Hook Lift system, 11' Power Reversible Plow, 10 Yard Sander and Dump Body	\$ 200,000	
FY23	PayGo	HWY06	Replace 2008 1-Ton Truck, Plow and Sander	Replace 11-year old 1-Ton Truck with plow and sander.	\$ 90,000	
FY23	PayGo	HWY11	Replace 2009 Chevrolet Pick-up Truck/plow	Replace 2009 Pick-up Truck and plow.	\$ 70,000	
FY23	PayGo	HWY14	Replace 2006 Tractor Mower	Replace 15-year old John Deere (Roadside) Tractor Mower	\$ 130,000	
FY23	PayGo	HWY18b	Road Resurfacing - misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 30,000	
FY23	PayGo	HWY20	Catch Basins (Installation and Repairs)	This is an annual Article for the installation or repairs of catch basins and leaching basins.	\$ 60,000	
FY23	PayGo	HWY21	Sidewalk Construction	Repair and extend sidewalks along various roads.	\$ 100,000	
FY24	Chp 90	HWY18a	Road Resurfacing- misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 343,392	
FY24	PayGo	HWY	Replace Ramp Trailer	Replace 1997 Welch Ramp Trailer	\$ 10,000	
FY24	PayGo	HWY10	Replace Front End Loader	Replace 2009 Front End Loader	\$ 240,000	

FY	Source	Proj #	Title	Description	Cost	Notes
FY24	PayGo	HWY12	Replace 2005 Backhoe	Replace 16-year old John Deere Backhoe	\$ 240,000	
FY24	PayGo	HWY15	Replace 2001Forklift	Replace 20-year old department forklift	\$ 65,000	
FY24	PayGo	HWY16	Replace 1998 Woodchuck Chipper WC/17	Replace 20-year old tree chipper.	\$ 65,000	
FY24	PayGo	HWY17	Replace 2006 I.R. Compressor	Replace 2006 Air Compressor	\$ 50,000	
FY24	PayGo	HWY18b	Road Resurfacing - misc locations	This is an annual Article for Resurfacing of Roads and Parking Lot Areas in Town	\$ 30,000	
FY24	PayGo	HWY20	Catch Basins (Installation and Repairs)	This is an annual Article for the installation or repairs of catch basins and leaching basins.	\$ 60,000	
FY24	PayGo	HWY21	Sidewalk Construction	Repair and extend sidewalks along various roads.	\$ 100,000	
Facilities						
FY20	Excl Debt	FAC16	New Council On Aging (COA) Facility	This project includes a feasibility study, plan development, and construction for a new COA building. for building alternative(s) identified for study as directed by the BOS with oversight by an OPM to develop a concept for Town Meeting approval.	\$ 800,000	Multi-year project
FY20	Excl Debt	FAC22	Eldredge Public Library Envelope Improvements	This project addresses persistent building leaks and major building upgrades needed.	\$ 100,000	Multi-year project
FY20	PayGo	FAC01	Re-Commissioning Assessment of four buildings	This project will fund re-commissioning assessments of four primary town buildings.	\$ 20,000	
FY20	PayGo	FAC02	Historic Building Painting	This project will paint 6 historic buildings.	\$ 55,000	
FY20	PayGo	FAC15	Crowell Road Intersection Project	Engineering services to plan and design for an upgraded intersection at Rte 28 and Main Street.	\$ 50,000	
FY20	PayGo	FAC18	Channel 18 / Annex Room Upgrades	Upgrade of the meeting room as well as the tech control room.	\$ 275,000	
FY20	PayGo	FAC20	Replace PD/Annex Boilers	Replace high efficiency boilers	\$ 50,000	
FY20	PayGo	FAC26	Install Back-up Generator at the Community Ctr	This project installs an emergency back-up generator at the Community Center.	\$ 150,000	
FY20	PayGo	FAC27	Handicapp Access - Phase 2	Construction of a new limited use elevator to meet ADA requirements.	\$ 75,000	
FY21	Excl Debt	FAC16	New Council On Aging (COA) Facility	This project includes a feasibility study, plan development, and construction for a new COA building. for building alternative(s) identified for study as directed by the BOS with oversight by an OPM to develop a concept for Town Meeting approval.	\$ 7,300,000	Multi-year project
FY21	Excl Debt	FAC22	Eldredge Public Library Envelope Improvements	This project addresses persistent building leaks and major building upgrades needed.	\$ 900,000	Multi-year project
FY21	PayGo	FAC10	Installation of DPW Restroom	Installation of a bathroom in the DPW Storage Building	\$ 30,000	
FY21	PayGo	FAC19	Create Town Hall Storage	Provide storage space for vital town records.	\$ 75,000	

FY	Source	Proj #	Title	Description	Cost	Notes
FY21	PayGo	FAC28	Aviation Easements/IFR Approach	Acquire aviation easements in the Runway 06-24 Approaches for the purpose of removing vegetative obstructions (trees) to the Airport's approach surfaces.	\$ 27,500	
FY22	Other	FAC29	Reconstruct Turf Tie-down & Tree Clearing		\$ 666,667	Potential Source: FAA and MassDOT
FY22	PayGo	FAC08	Universal Keying in all Municipal Buildings	This project will change out existing lock cores and lock sets as need to implement same key universal locking system.	\$ 40,000	
FY22	PayGo	FAC21	Replace Sewer pumps at Police Dept	Replace sewer pumps for both Annex and PD	\$ 25,000	
FY22	PayGo	FAC29	Reconstruct Turf Tie-down & Tree Clearing	Reconstruct the Airport's turf tie-down area. so that it is structurally sound and can accommodate aircraft parking, even during wet conditions.	\$ 33,333	
FY23	PayGo	FAC13	Airport Administration Building		\$ 200,000	
FY23	PayGo	FAC23	Community Center Interior Updates	This request is for interior improvements to include the replacement of carpeting, flooring and interior painting.	\$ 40,000	
FY23	PayGo	FAC24	Compact Skid Steer Snow Removal Equipment	Purchase compact skid steer machine (e.g., Bobcat) with snow removal attachments.	\$ 50,000	
FY23	PayGo	FAC25	Replace the Facilities Dept Work Van	Replacement of a 2003 Chevrolet Pickup.	\$ 40,000	
FY24	PayGo	FAC03	Exterior Siding Replacement	Replace the siding on Storage Barn at 127 Old Harbor Road and Wharfinger's Building at the Fish Pier	\$ 50,000	
Fire Department						
FY20	PayGo	FD02	Personal Protective Equipment (PPE)	Scheduled replacement program of firefighting PPE.	\$ 16,745	
FY20	PayGo	FD04	Replace Ambulance	Scheduled ambulance replacement on a 6-yr rotation.	\$ 260,000	
FY20	PayGo	FD08	Replace Technical Rescue Trailer	This request is to replace a 16 year old trailer.	\$ 18,000	
FY20	PayGo	FD12	Purchase new MiniPumper	This project will purchase a MiniPumper	\$ 270,000	
FY21	PayGo	FD02	Personal Protective Equipment (PPE)	Scheduled replacement program of firefighting PPE.	\$ 16,745	
FY22	PayGo	FD02	Personal Protective Equipment (PPE)	Scheduled replacement program of firefighting PPE.	\$ 16,745	
FY22	PayGo	FD04	Replace Ambulance	Scheduled ambulance replacement on a 6-yr rotation.	\$ 270,000	
FY22	PayGo	FD05	Ambulance Toughbooks	This request is to replace the ambulance Toughbook computers.	\$ 20,000	
FY22	PayGo	FD06	Replace Command & Administration Vehicles	Purchase/equip a new Command vehicle and Administrative vehicle.	\$ 95,000	
FY23	PayGo	FD02	Personal Protective Equipment (PPE)	Scheduled replacement program of firefighting PPE.	\$ 16,745	
FY24	PayGo	FD02	Personal Protective Equipment (PPE)	Scheduled replacement program of firefighting PPE.	\$ 16,745	
FY24	PayGo	FD04	Replace Ambulance	Scheduled ambulance replacement on a 6-yr rotation.	\$ 270,000	
Harbormaster						
FY20	PayGo	H08	Boat Replacement H-25		\$ 195,000	

FY	Source	Proj #	Title	Description	Cost	Notes
FY20	PayGo	H11	Engine Replacement (Boat H-24)		\$ 30,000	
FY20	PayGo	H25	Replace Navigation Aids	Replace Town Aids to Navigation marking navigational channels, rocks, swim areas, and regulatory buoys. maintained by the harbormaster Division. in winter, all but 35 are removed from the water for maintenance. The number of buoys replaced varies from year to year depending on weather conditions and wear & tear.	\$ 12,000	
FY21	PayGo	H20	Hull and Structural Refurbishment (Boat H-24)	Hull and structural refurbishment to the H-24 patrol boat.	\$ 14,000	
FY21	PayGo	H25	Replace Navigation Aids	Replace Town Aids to Navigation marking navigational channels, rocks, swim areas, and regulatory buoys. maintained by the harbormaster Division. in winter, all but 35 are removed from the water for maintenance. The number of buoys replaced varies from year to year depending on weather conditions and wear & tear.	\$ 12,000	
FY22	PayGo	H07	Hurricane Tide Gate Analysis	These funds will be used to analyze the tide gate at Morris Island Road.	\$ 30,000	
FY22	PayGo	H23	Float Replacement - Little Mill Pond	Replacement of the seasonal 16' x 20' float at the Little Mill Pond Pier.	\$ 11,500	
FY22	PayGo	H25	Replace Navigation Aids	Replace Town Aids to Navigation marking navigational channels, rocks, swim areas, and regulatory buoys. maintained by the harbormaster Division. in winter, all but 35 are removed from the water for maintenance. The number of buoys replaced varies from year to year depending on weather conditions and wear & tear.	\$ 12,000	
FY23	PayGo	H12	Engine Replacement (Boat H-25B)	This project will replace the engine on the H-25B boat.	\$ 18,000	
FY23	PayGo	H13	Truck Replacement M-1	This project will replace the 2006 F-250 truck.	\$ 35,000	
FY23	PayGo	H15	Boat Replacement (Boat H-16)	This project will replace the H-16 boat	\$ 25,000	
FY23	PayGo	H19	Truck Replacement M-2	Replace 2006 F-250 truck.	\$ 35,000	
FY23	PayGo	H24	Float Replacement - Oyster Pond	Replacement of the two seasonal 12' x 20' swim floats at the Oyster Pond Beach.	\$ 17,500	
FY23	PayGo	H25	Replace Navigation Aids	Replace Town Aids to Navigation marking navigational channels, rocks, swim areas, and regulatory buoys. maintained by the harbormaster Division. in winter, all but 35 are removed from the water for maintenance. The number of buoys replaced varies from year to year depending on weather conditions and wear & tear.	\$ 12,000	
FY24	PayGo	H02	Fishermen Storage install gate & security camera	Install security cameras at airport gate and storage area.	\$ 25,000	
FY24	PayGo	H14	Water/Heat for MCI Building	Install heat and water to the MCI building located at Ryder's Cove.	\$ 20,000	

FY	Source	Proj #	Title	Description	Cost	Notes
FY24	PayGo	H21	Relocate Harbormaster Office	Relocation of the Harbormaster Office.	\$ 300,000	
FY24	PayGo	H25	Replace Navigation Aids	Replace Town Aids to Navigation marking navigational channels, rocks, swim areas, and regulatory buoys. maintained by the harbormaster Division. in winter, all but 35 are removed from the water for maintenance. The number of buoys replaced varies from year to year depending on weather conditions and wear & tear.	\$ 12,000	
IT						
FY20	Other	IT02	Community Center Studio Upgrade		\$ 40,000	Potential Source: PEG
FY20	PayGo	IT04	Replace Channel 18 Equipment - Annual	Upgrade of Channel 18 equipment and software needs.	\$ 20,000	
FY20	PayGo	IT05	Town computer/technology Equipment - Annual	Upgrade of Town equipment. This covers any equipment or ongoing software needs of the department.	\$ 30,000	
FY20	PayGo	IT07	Cemetery Mapping Software	This project will purchase cemetery mapping software	\$ 18,000	
FY21	Other	IT02	Community Center Studio Upgrade	Design and Upgrade of the Community Center Channel 18 studio. First year would include audio needs only.	\$ 60,000	Potential Source: PEG
FY21	PayGo	IT04	Replace Channel 18 Equipment - Annual	Upgrade of Channel 18 equipment and software needs.	\$ 20,000	
FY21	PayGo	IT05	Town computer/technology Equipment - Annual	Upgrade of Town equipment. This covers any equipment or ongoing software needs of the department.	\$ 20,000	
FY22	PayGo	IT04	Replace Channel 18 Equipment - Annual	Upgrade of Channel 18 equipment and software needs.	\$ 20,000	
FY22	PayGo	IT05	Town computer/technology Equipment - Annual	Upgrade of Town equipment. This covers any equipment or ongoing software needs of the department.	\$ 20,000	
FY23	PayGo	IT04	Replace Channel 18 Equipment - Annual	Upgrade of Channel 18 equipment and software needs.	\$ 20,000	
FY23	PayGo	IT05	Town computer/technology Equipment - Annual	Upgrade of Town equipment. This covers any equipment or ongoing software needs of the department.	\$ 20,000	
FY23	PayGo	IT08	Install security cameras: Skatepk, DPW, Twn Hall	Deploy video surveillance to 3 Town facilities	\$ 90,000	
FY24	PayGo	IT04	Replace Channel 18 Equipment - Annual	Upgrade of Channel 18 equipment and software needs.	\$ 20,000	
FY24	PayGo	IT05	Town computer/technology Equipment - Annual	Upgrade of Town equipment. This covers any equipment or ongoing software needs of the department.	\$ 20,000	
Natural Resources						
FY20	PayGo	NR01	Stormwater Management Phase II Implementation	Drainage and Stormwater management projects.	\$ 100,000	
FY20	PayGo	NR03	Conservation Lands Management	This project will implement the recommendations of the Conservations Lands Management Plan	\$ 20,000	

FY	Source	Proj #	Title	Description	Cost	Notes
FY20	PayGo	NR06	Health Division Vehicle Replacement	This project will replace a Ford Explorer used by the Health Division.	\$ 28,000	
FY21	PayGo	NR01	Stormwater Management Phase II Implementation	Drainage and Stormwater management projects.	\$ 50,000	
FY21	PayGo	NR03	Conservation Lands Management	This project will implement the recommendations of the Conservations Lands Management Plan	\$ 20,000	
FY22	PayGo	NR01	Stormwater Management Phase II Implementation	Drainage and Stormwater management projects.	\$ 50,000	
FY22	PayGo	NR03	Conservation Lands Management	This project will implement the recommendations of the Conservations Lands Management Plan	\$ 20,000	
FY23	PayGo	NR01	Stormwater Management Phase II Implementation	Drainage and Stormwater management projects.	\$ 50,000	
FY23	PayGo	NR03	Conservation Lands Management	This project will implement the recommendations of the Conservations Lands Management Plan	\$ 20,000	
FY24	PayGo	NR01	Stormwater Management Phase II Implementation	Drainage and Stormwater management projects.	\$ 50,000	
FY24	PayGo	NR03	Conservation Lands Management	This project will implement the recommendations of the Conservations Lands Management Plan	\$ 20,000	
FY24	PayGo	NR07	Conservation Division Vehicle Replacement	Replace a Ford Explorer used by the Conservation Division.	\$ 28,000	
Parks & Recreation						
FY20	PayGo	PR02	Replace Beach Tractor	This project will replace a 2004 Beach Tractor.	\$ 85,000	
FY20	PayGo	PR03	Replace Cardio Fitness Equipment	Replace 2 pieces of Cardio fitness equipment each year for a regular rotation of used in the fitness center at the Community Center.	\$ 13,000	
FY20	PayGo	PR17	Public Restroom Improvements	Improvements to all public restrooms in recreation areas.	\$ 30,000	
FY21	Other	PR10	Terrace Outfield Hill at Veterans Field		\$ 250,000	Potential Source: CPA
FY21	PayGo	PR03	Replace Cardio Fitness Equipment	Replace 2 pieces of Cardio fitness equipment each year for a regular rotation of used in the fitness center at the Community Center.	\$ 13,000	
FY21	PayGo	PR11	New Pathway to Windmill and Labyrinth	Construct new ADA walking pathway leading to the windmill and the labyrinth.	\$ 95,000	
FY21	PayGo	PR15	Replace Mower/leaf vaccum for athletic field	Replace Toro Grandstand and other smaller mowers and a leaf vacuum.	\$ 32,000	
FY21	PayGo	PR17	Public Restroom Improvements	Improvements to all public restrooms in recreation areas.	\$ 30,000	
FY22	PayGo	PR03	Replace Cardio Fitness Equipment	Replace 2 pieces of Cardio fitness equipment each year for a regular rotation of used in the fitness center at the Community Center.	\$ 13,000	
FY22	PayGo	PR17	Public Restroom Improvements	Improvements to all public restrooms in recreation areas.	\$ 30,000	

FY	Source	Proj #	Title	Description	Cost	Notes
FY23	PayGo	PR03	Replace Cardio Fitness Equipment	Replace 2 pieces of Cardio fitness equipment each year for a regular rotation of used in the fitness center at the Community Center.	\$ 13,500	
FY23	PayGo	PR04	Replace 1 Ton Dump Truck (2011)	This project will replace 2011 1-Ton dump truck.	\$ 65,000	
FY23	PayGo	PR07	Replace Large Mowing Machine	Replace 2011 Toro Groundsmaster 710 mower	\$ 30,000	
FY23	PayGo	PR08	New 15 Passenger Recreation Van	Purchase new 15 passenger van.	\$ 30,000	
FY23	PayGo	PR13	Golf Course Irrigation Pump and Plumbing	Replace Irrigation pump at the golf course and minor repairs to the building	\$ 40,000	
FY23	PayGo	PR16	Replace All Terrain Vehicle (Lighthouse Beach)	Replacement of ATV for Beach Operations.	\$ 15,000	
FY23	PayGo	PR17	Public Restroom Improvements	Improvements to all public restrooms in recreation areas.	\$ 30,000	
FY23	PayGo	PR18	Replace Utility Trailer for mowers/equip	Replace 2001 CAM utility trailer	\$ 10,000	
FY24	PayGo	PR03	Replace Cardio Fitness Equipment	Replace 2 pieces of Cardio fitness equipment each year for a regular rotation of used in the fitness center at the Community Center.	\$ 14,000	
FY24	PayGo	PR12	Replace Existing Storage Shed at Golf Course	Replace existing golf course maintenance storage shed at the course with new metal building of similar size with electric service added.	\$ 65,000	
Police Department						
FY20	PayGo	PD01	Replacement Marked Police Patrol Vehicle	Replacement of marked Police vehicle for patrol and response.	\$ 40,000	
FY20	PayGo	PD02	Replacement Police Cruiser	Replacement of marked Police vehicle for patrol and response.	\$ 39,000	
FY20	PayGo	PD12	Replacement of Cruiser mobile radios	Replacement of 3 cruiser radios.	\$ 14,000	
FY20	PayGo	PD13	Replacement of Handheld portable radios.	Replacement of 3 portable radios.	\$ 14,000	
FY21	PayGo	PD01	Replacement Marked Police Patrol Vehicle	Replacement of marked Police vehicle for patrol and response.	\$ 41,000	
FY21	PayGo	PD02	Replacement Police Cruiser	Replacement of marked Police vehicle for patrol and response.	\$ 41,000	
FY21	PayGo	PD03	Replacement Police Cruiser	Replacement of marked Police vehicle for patrol and response.	\$ 39,000	
FY22	PayGo	PD01	Replacement Marked Police Patrol Vehicle	Replacement of marked Police vehicle for patrol and response.	\$ 42,000	
FY22	PayGo	PD02	Replacement Police Cruiser	Replacement of marked Police vehicle for patrol and response.	\$ 42,000	
FY23	PayGo	PD01	Replacement Marked Police Patrol Vehicle	Replacement of marked Police vehicle for patrol and response.	\$ 43,000	
FY23	PayGo	PD02	Replacement Police Cruiser	Replacement of marked Police vehicle for patrol and response.	\$ 43,000	
FY23	PayGo	PD14	Video Camera Recording system for 5 cruisers	Purchase of 5 video recording systems for vehicles.	\$ 45,000	
FY23	PayGo	PD15	White Board for PD Training Room	Purchase of an White Board for the operations offices.	\$ 12,000	
FY24	PayGo	PD01	Replacement Marked Police Patrol Vehicle	Replacement of marked Police vehicle for patrol and response.	\$ 44,000	
FY24	PayGo	PD02	Replacement Police Cruiser	Replacement of marked Police vehicle for patrol and response.	\$ 44,000	
FY24	PayGo	PD03	Replacement Police Cruiser	Replacement of marked Police vehicle for patrol and response.	\$ 42,000	
FY24	PayGo	PD11	Detective Unmarked Vehicle replacement	Replacement of 8 year old unmarked detective vehicle.	\$ 39,000	

FY	Source	Proj #	Title	Description	Cost	Notes
Sewer						
FY20	Excl Debt	SEW25	Design/Construction of Sewer System Expansion	Secure funding for design and construction of Phase III town-wide sewerage plan.	\$ 7,000,000	
FY21	Excl Debt	SEW07	Replace Belt Filter Press & Sludge Holding Tank		\$ 2,500,000	
FY21	PayGo	SEW11	Electronic/Instrumentation Upgrades & Repl	This project will fund sewage facility electronic instrumentation upgrades & replacements.	\$ 175,000	
FY21	PayGo	SEW12	Ultraviolet Disinfection Upgrades	This project will make upgrades to the Ultraviolet Disinfection System.	\$ 275,000	
FY22	Excl Debt	SEW14	Lining of 8-inch AC Force main Pipe		\$ 1,450,000	
FY22	Excl Debt	SEW22	Lining of 8" Asbestos Concrete forcemain		\$ 3,000,000	
FY22	PayGo	SEW02	Replace 2012 4x4 Utility Truck w. Lift Gate/Plow		\$ 110,000	
FY22	PayGo	SEW05	Original Sewer Collection System Repairs	This project will make repairs to the original sewer system.	\$ 532,000	
FY22	PayGo	SEW08	Replacement of WPCF Boilers	This project will replace the existing 10 boilers located throughout the Water Pollution Control Facility (WPCF).	\$ 350,000	
FY23	Excl Debt	SEW16	Replacement of Queen Anne Sewer Pumping Sta	This project will Upgrade/Replace the Queen Anne Sewer Pumping Station	\$ 3,575,000	
FY23	PayGo	SEW01	Repl 2012 1-Ton Platform Body Truck, Crane/Plow	Replace 9-year old Sewer Truck with plow.	\$ 90,000	
FY23	PayGo	SEW04	Portable By-Pass Pump	This project will purchase a Portable By-Pass Pump.	\$ 90,000	
FY23	PayGo	SEW06	Replace WPCF's Fire Control System	Replacement of the WPCF's fire alarm system.	\$ 125,000	
FY23	PayGo	SEW19	Laboratory Equipment Upgrades	Upgrades to wastewater treatment facility laboratory equipment.	\$ 150,000	
FY23	PayGo	SEW19	Laboratory Equipment Upgrades	Replace the Denitrification Filter's Air System	\$ 200,000	
FY23	PayGo	SEW21	Replacement of the WPCF's fire alarm system	All controls and associated appurtenances be replaced with non-proprietary equipment	\$ 150,000	
FY23	PayGo	SEW24	CCTV Equipment & Truck	Purchase of a new CCTV Equipment Truck.	\$ 350,000	
FY24	PayGo	SEW15	Upgrade of Surveillance System/Server Storage	Upgrade the Sewer Dept's Surveillance System and Server Storage.	\$ 150,000	
FY24	PayGo	SEW17	SCADA Sewer PLC Study & Modifications	This project will fund SCADA/PLC Study & Modifications	\$ 500,000	
FY24	PayGo	SEW23	Original Sewer Collection System Repairs	Replace segments of the original sewer collection system.	\$ 170,000	
Shellfish						

FY	Source	Proj #	Title	Description	Cost	Notes
				Reconstruction of OMBY in 2017, including upgrades to the plumbing in the Upweller Facility. caused unintended adverse drainage issues in Tanks 3 & 4. An additional drain line was retrofitted to help relive the drainage issues but was unsuccessful. The once functional tanks currently and consistently overflow and do not fully drain (necessary) without completely shutting off all pumps. To address the problem new tanks will need to be elevated and reconstructed to accommodate and 8-inch drain line, similar to that under the other 4 tanks. After investigating whether the current tanks could be "lifted" it was determined the condition of the current tanks and logistics would make it cost-prohibitive, therefore new tanks will need to be constructed. As this is a specialty project no cost estimates have been determined at this time, though a contact with expertise in upweller tank construction has been identified (Nauset Marine in Orleans). Pre-Constructed tanks for the Town of Mashpee (ordered and delivered from Canada) were \$15,000 per tank (total \$30,000), we believe custom -made tanks will be significantly lower cost.		
FY21	PayGo	SH10	Upweller Tank Replacement		\$ 25,000	
FY23	PayGo	SH01	Replace 2012 Shellfish Truck I	Replace a 2013 F-150 Shellfish Truck	\$ 25,000	
FY23	PayGo	SH02	Replace 2013 Shellfish Truck II	This project will replace a 2014 Shellfish Truck	\$ 25,000	
FY23	PayGo	SH06	Shellfish Boat Engine Replacement	Replace a 2015 Shellfish Boat Engine	\$ 14,000	
Town Clerk						
FY22	PayGo	CL02	Vault restoration and shelving	Install a State-Approved Climate-Controlled Heating/ventilator conditioning system (HVAC) in the Town Clerk's Vault and replace current substandard shelving units.	\$ 50,000	
FY22	PayGo	CL03	Replace voting machines	This project will replace outdated voting machines.	\$ 14,000	
Transfer Station						
FY20	Excl Debt	TR04	Transfer Station Feasibility, Design, Upgrades	This project will fund a feasibility study, engineering design and permitting required to make much needed upgrades to the Transfer Station	\$ 650,000	Multi-year project
FY21	Excl Debt	TR04	Transfer Station Feasibility, Design, Upgrades	This project will fund a feasibility study, engineering design and permitting required to make much needed upgrades to the Transfer Station	\$ 6,500,000	Multi-year project
FY23	PayGo	TR02	Replace 2009 Stetco Trailer	Replace 2009 Transfer Station Stetco Trailer.	\$ 110,000	
FY23	PayGo	TR03	Replace 2009 Transfer Station StetcoTrailer	Replace 2009 Transfer Station Trailer	\$ 130,000	
Water						
FY20	Water EF	W11	Well #3 Structure Improvements	Performs facility renovations to protect Well #3 operations.	\$ 90,000	
FY20	Water EF	W12	Chatham/Harwich Interconnection Redesign	Provide interconnection of water supply with Harwich.	\$ 175,000	

FY	Source	Proj #	Title	Description	Cost	Notes
FY20	Water EF	W13	Water Main Replacement Cross Street	Replace water main in conjunction with roadway work.	\$ 600,000	
FY20	Water EF	W17	Water Main Replacement	Replacement of old, unlined and undersized water mains.	\$ 1,000,000	
FY20	Water EF	W19	Water Distribution Hydraulic Study	Commission a hydraulic study for potential connections of Wells # 10 & 11.	\$ 150,000	
FY20	Water EF	W20	Install Automated Transfer Switch (Wells #1 / #2)	Automatic Transfer Switches are recommended for for the emergency generators both Wells # 1 & # 2 in South Chatham. This not only will reduce downtime during emergency events, it is also recommended for operators safety.	\$ 15,500	
FY21	Water EF	W02	Mill Hill Wells #10 & #11 Blending Buildings	This project will fund the Mill Hill Wells #10 & #11 and Chemical Feed Building	\$ 1,180,000	
FY21	Water EF	W05	Repairs/painting to 1.25 MG Water Storage Tank	Make repairs to and paint the 1.25 MG Water Storage Tank	\$ 1,680,000	
FY21	Water EF	W16	Supplemental Water Storage Tank: Study/Build	Add an additional water storate tank to help maintain adequate pressure throughout town.	\$ 150,000	
FY21	Water EF	W18	SCADA Water Instrumentation Upgrades	Replacement of obsolete water quality instrumentation.	\$ 325,000	
FY22	Water EF	W08	Well #3 Emergency Generator		\$ 185,000	
FY22	Water EF	W16	Supplemental Water Storage Tank: Study/Build		\$ 3,300,000	
FY23	Water EF	W09	Water Main Replacement	This project will make water main replacements	\$ 1,000,000	
FY23	Water EF	W14	Upgrade of Radio-Read to Fixed-network System	Upgrade meter reading equipment to an automated system.	\$ 419,000	
FY24	Water EF	W10	Water Main Replacement	The replacement of old, unlined and undersized water mains.	\$ 1,000,000	
FY24	Water EF	W15	Rehabilitation of Well 5	Renovate the Well 5 building to include a new roof, windows, trim and exterior doors as well as electrical and mechanical instrumentation.	\$ 300,000	

APPENDICES

Appendix 1: New Growth

Appendix 2: Free Cash and Stabilization

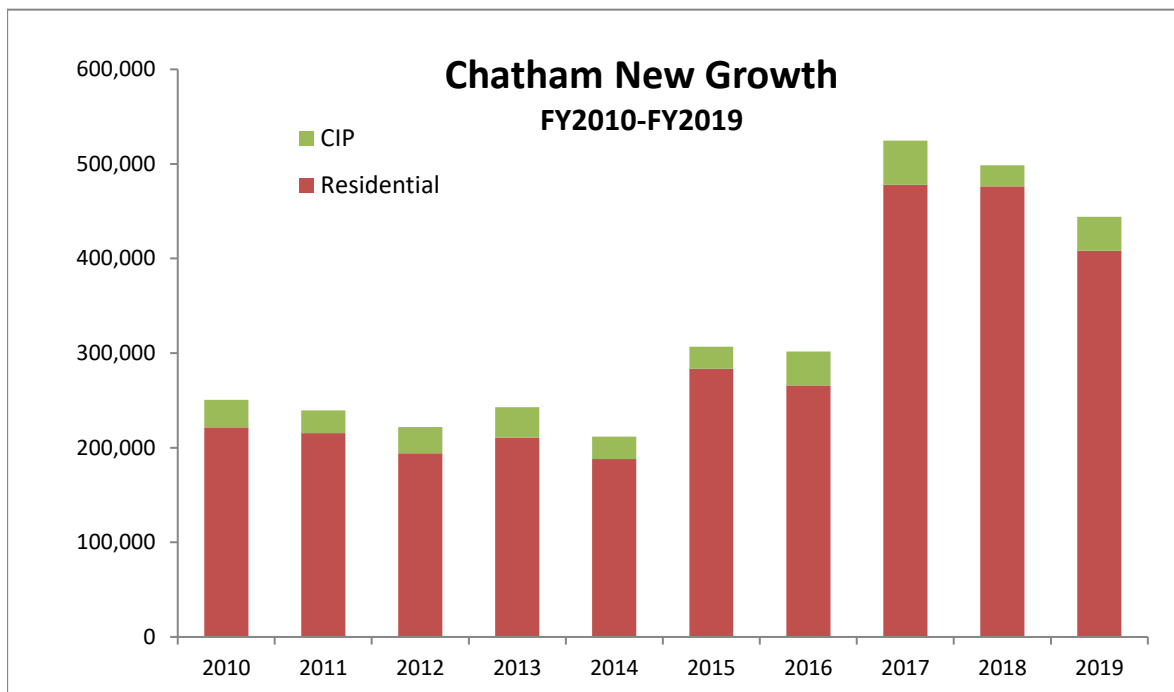
Appendix 3: 10-year Tax Levy History

Appendix 4: Projected Debt

Appendix 5: DRAFT Capital Financing Policy

CHATHAM NEW GROWTH HISTORY

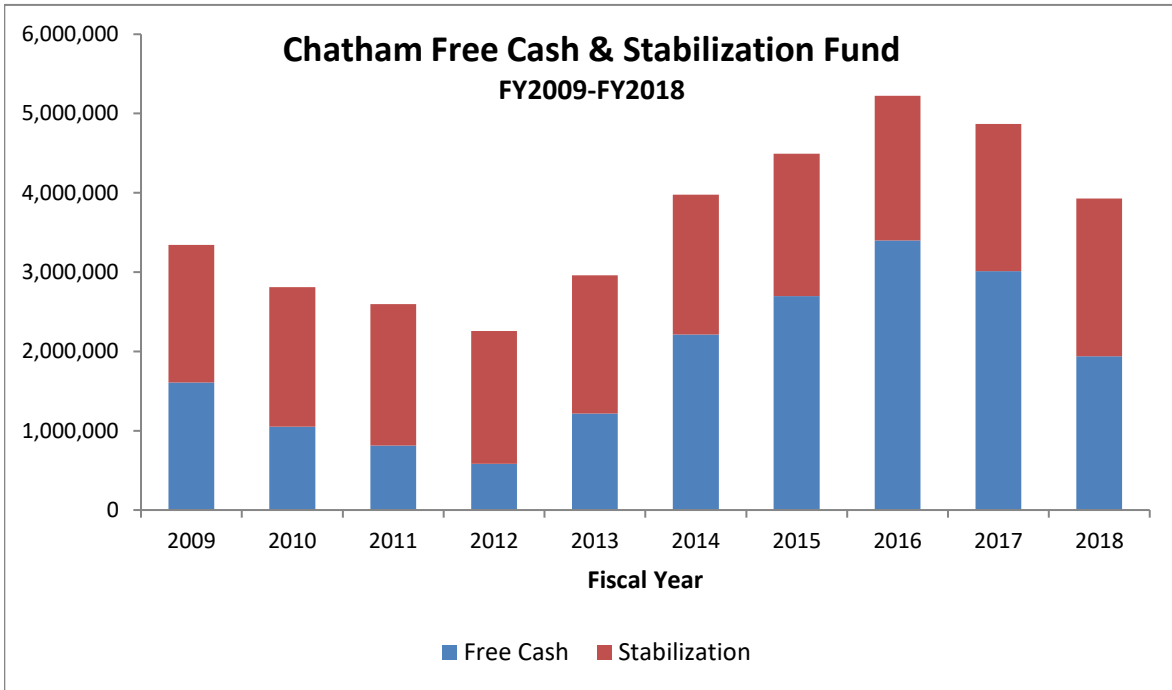
Year	Residential New Growth	Comm Ind Per Prop New Growth	Total New Growth Applied to the Levy Limit
2010	221,594	28,949	250,543
2011	215,572	23,838	239,410
2012	194,065	27,733	221,798
2013	210,708	32,328	243,036
2014	188,222	23,421	211,643
2015	283,317	23,578	306,895
2016	265,763	36,118	301,881
2017	477,936	46,644	524,580
2018	476,424	22,222	498,646
2019	408,269	35,841	444,110
10-Year Avg	294,187	30,067	324,254



Source: Division of Local Services, MA Department of Revenue, Municipal Databank

CHATHAM FREE CASH & STABILIZATION FUND HISTORY

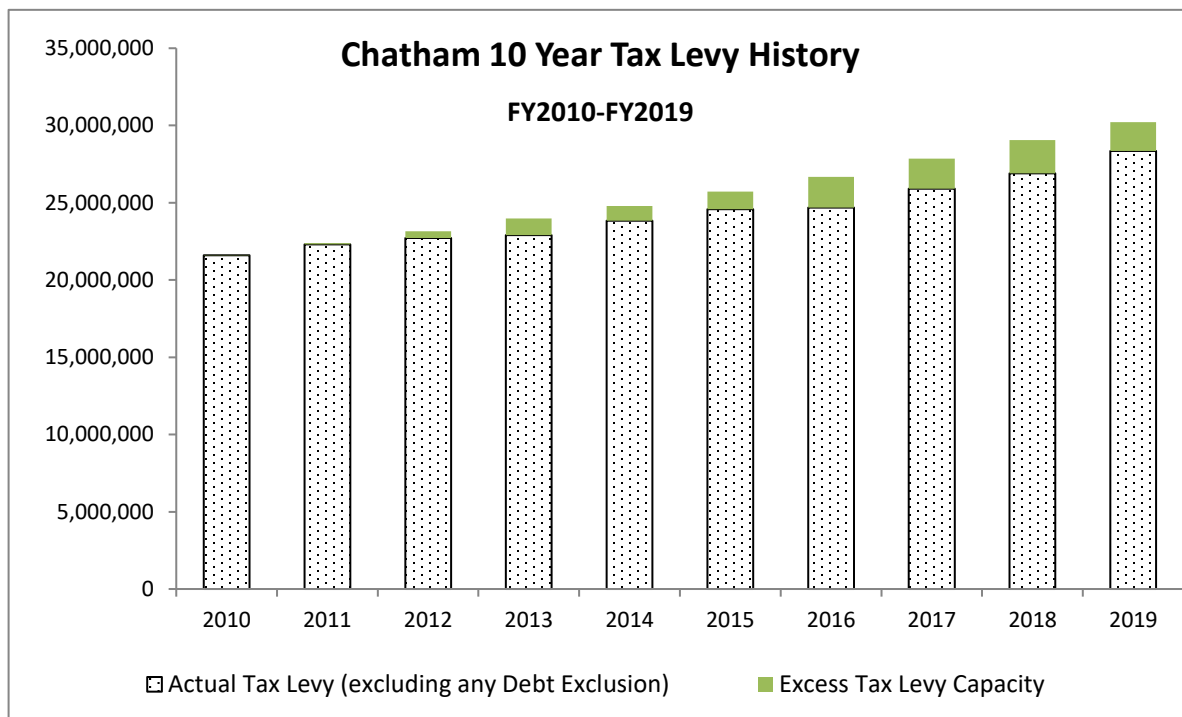
Year	Free Cash	Stabilization Fund	TOTAL
2009	1,606,285	1,737,959	3,344,244
2010	1,051,336	1,760,452	2,811,788
2011	814,322	1,781,154	2,595,476
2012	582,327	1,676,998	2,259,325
2013	1,218,029	1,742,960	2,960,989
2014	2,211,995	1,765,909	3,977,904
2015	2,696,692	1,797,111	4,493,803
2016	3,398,198	1,826,370	5,224,568
2017	3,014,245	1,854,122	4,868,367
2018	1,937,551	1,991,406	3,928,957



Source: Division of Local Services, MA Department of Revenue, Municipal Databank

CHATHAM TAX LEVY HISTORY (excluding Prop 2 1/2 exclusion)

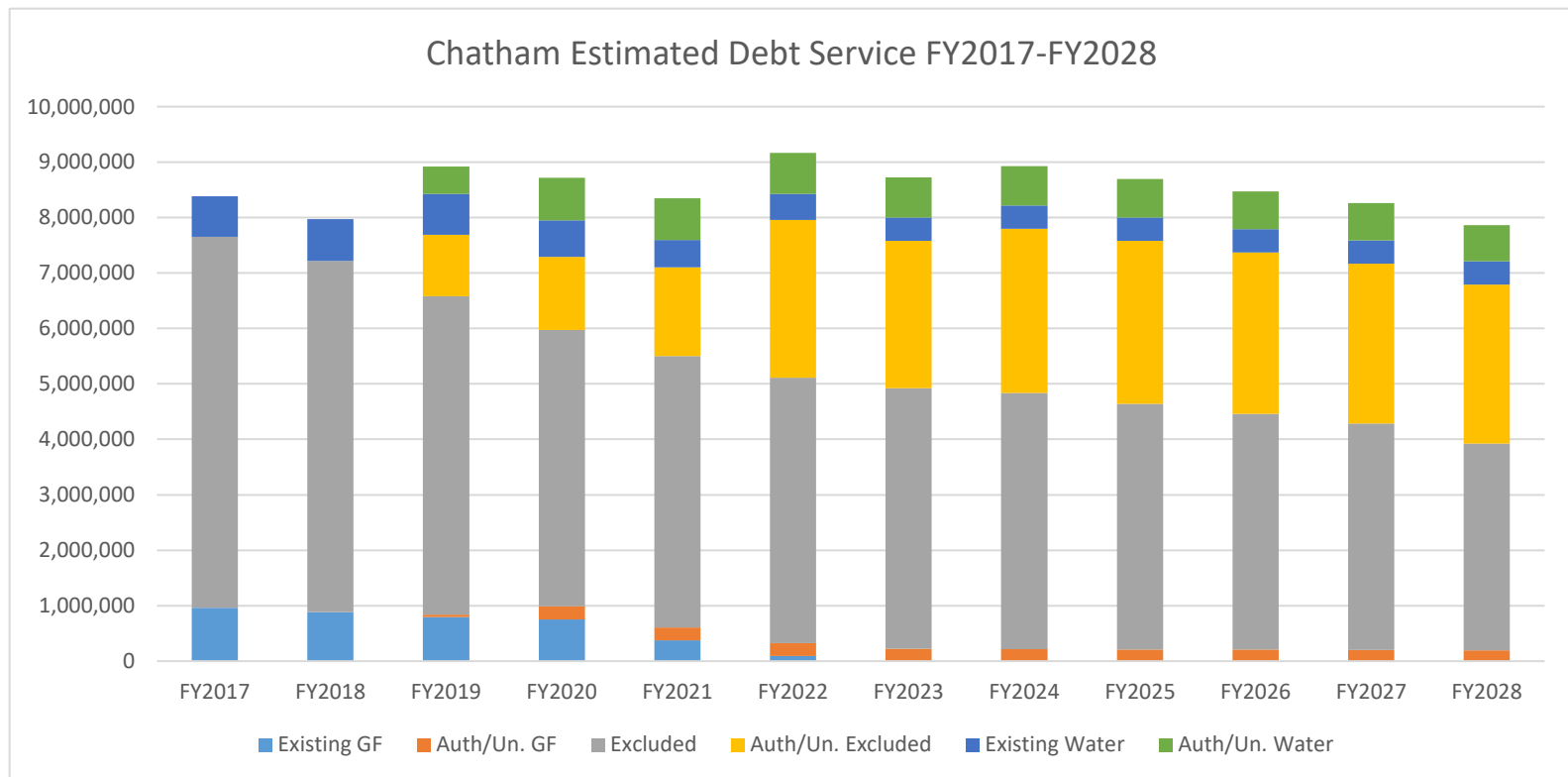
Year	Actual Tax Levy (excluding any Debt Exclusion)	Excess Tax Levy Capacity	Total Tax Levy Limit (excluding Debt Exclusion)
2010	21,590,755	7,752	21,598,507
2011	22,304,197	73,683	22,377,880
2012	22,725,506	433,619	23,159,125
2013	22,894,446	1,086,693	23,981,139
2014	23,844,343	947,967	24,792,310
2015	24,590,612	1,128,401	25,719,013
2016	24,677,973	1,985,896	26,663,869
2017	25,900,601	1,954,445	27,855,046
2018	26,899,992	2,150,076	29,050,068
2019	28,342,393	1,878,037	30,220,430



Source: Mass Dept of Revenue/Division of Local Services data bank

TOWN OF CHATHAM PROJECTED DEBT SERVICE

	Existing General Fund Non-excluded Debt	Authorized & Unissued General Fund Non-excluded Debt	Existing Excluded Debt	Authorized & Unissued Excluded Debt	Existing Water Debt	Authorized & Unissued Water Debt	Total Debt	Net Budget
FY2017	964,178		6,687,317		732,234		8,383,729	33,719,230
FY2018	886,034		6,331,324		756,368		7,973,725	34,733,227
FY2019	796,719	46,100	5,740,502	1,106,810	733,949	499,247	8,923,326	35,862,308
FY2020	752,489	237,829	4,984,706	1,315,858	658,460	765,963	8,715,304	36,938,177
FY2021	377,750	232,237	4,889,107	1,605,348	488,483	752,245	8,345,169	38,046,323
FY2022	97,000	226,645	4,789,667	2,846,620	467,084	738,527	9,165,542	39,187,712
FY2023	2,500	221,053	4,697,032	2,658,172	420,303	724,809	8,723,869	40,363,344
FY2024	2,500	215,461	4,616,312	2,963,974	420,303	711,092	8,929,641	41,574,244
FY2025	2,500	209,868	4,430,124	2,938,589	420,303	697,374	8,698,758	42,821,471
FY2026	2,500	204,276	4,249,691	2,913,203	420,303	683,656	8,473,630	44,106,115
FY2027	0	198,684	4,084,159	2,887,818	420,303	669,939	8,260,902	45,429,299
FY2028	0	193,092	3,731,886	2,862,433	420,303	656,221	7,863,934	46,792,178



Financing Capital Improvements

Background:

The Town of Chatham has extensive capital needs due to its environmentally sensitive location, the need to provide services to an extraordinary influx of summer residents and visitors and provide access to, preserve, protect, and patrol its extensive waterways and beaches. The policy below provides spending parameters around general fund capital expenditures and does not include spending from the Water Department special revenue fund, Community Preservation Act funds, Land Bank or Chapter 90 funds. Similar to an enterprise fund, it is assumed that the Water special revenue fund will cover all of its capital and debt service needs separately. School department and Sewer department capital needs are included in the general fund, although sewer system build-out expenses are financed separately through debt exclusions and not included as Sewer department capital costs.

The policy affords a comprehensive view of general fund capital spending by including all capital spending, including debt service and capital lease payments, as well as pay-as-you go financing. The use of debt is an important tool to finance larger capital needs and is an equitable financing mechanism for taxpayers in that the benefits the asset provides matches well with the costs of the annual debt service.

For the purpose of this policy, the following definitions shall apply:

- Projected Net Revenue - Gross projected revenues, less debt exclusions, Community Preservation Fund revenues, enterprise and water special revenue fund revenues and appropriations from available funds (e.g., free cash, stabilization, Land Bank and overlay surplus).
- Net Capital Investment - Gross costs from local debt, less Proposition 2 ½ debt exclusion amounts, plus the cost of capital leases, direct capital expenses (e.g., “pay-as-you-go capital) funded from free cash, the capital stabilization fund and the general fund, and other local amounts approved as part of the capital budget.
- Capital Investment as a Percent of Net Revenue – The Net Capital Investment divided by the projected Net Revenue for that year.

Policy:

The Chatham capital improvement program shall be prepared and financed in accordance with the following policies:

- Outside Funding – State, federal, or private grant funding shall be pursued and used to finance the capital budget wherever possible.

- Capital Project – A capital project shall include the purchase of equipment, acquisition of assets or the building of or improvements to town facilities that exceed \$10,000 in cost and may be borrowed for under Massachusetts General Laws.
- Net Capital Investment as % of Projected Net Revenues – The annual Net Capital Investment target is 6-9 percent of the projected Net Revenue for that year. Annual capital investment may take the form of debt service, capital leases or pay-as-you go capital outlays, but shall not exceed the 9 percent target, except in extraordinary circumstances as determined by the Town Manager and Board of Selectmen.

ABOUT THE CENTER

The Edward J. Collins, Jr. Center for Public Management in the McCormack Graduate School of Policy and Global Studies at the University of Massachusetts Boston was established in 2008 to improve the efficiency and effectiveness of all levels of government. The Center is funded by the Commonwealth and through fees charged for its services.



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