

CAPITAL IMPROVEMENT PLAN (FY2018 – FY2022)

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Town of Wellfleet

*Prepared for the Town of Wellfleet by the
Edward J. Collins, Jr. Center for Public Management
at the University of Massachusetts, Boston
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INTRODUCTION

The Town of Wellfleet's nearly \$27 million all funds five-year Capital Improvement Plan (CIP) for FY2018-FY2022 will make much needed investments in equipment, facilities, information technology, schools, public safety, roads, information technology, recreation, and water projects. The \$27 million capital plan includes nearly \$8 million in projects funded through general fund debt, \$1.76 million in pay as you go projects, nearly \$3.4 million in special revenues or unexpended Town Meeting articles, \$240,000 from the water enterprise fund, and over \$13.5 million in state and federal grant funds.

In his last report to the town, Town Administrator Harry Terkanian stated, "A significant challenge facing the Town is the condition of our public facilities. Many Town buildings are in need of long-delayed maintenance."¹ To address these concerns, the Town of Wellfleet has already embarked on several ambitious projects, including re-roofing the elementary school and Town Hall and appropriating \$7,476,320 in November 2016 for the Police Station Renovation project funded via a voter-approved debt exclusion. Moving forward, Wellfleet will continue to make plans for the future by adequately investing in its infrastructure and resources.

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;
- 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;

¹ Town of Wellfleet. *2015 Annual Town Report*, p. 14

- 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 WELFLEET

Within the Town of Wellfleet's 20.47 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 system. 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 Wellfleet's infrastructure systems is critically important to the health and safety of the town's approximately 3,000 residents (U.S. Census, 2010). 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.

Information Technology (IT)

Since 2012, the Barnstable County IT Department has provided all IT services to the Town of Wellfleet. According to the 2015 Annual Report, services provided by Barnstable County IT include "on-site tech support multiple days per week, full-time access to Help Desk support, project management, procurement assistance and 24/7 critical incident response."² The Town currently licenses Microsoft Office software and operates on the Windows operating system. In 2015, the Town saw several upgrades to its IT infrastructure, including installation of town-wide WiFi with 25 access points, updates to the Town's computer virus protection software, connection of Town buildings through Town-owned fiber optics and microwave wireless and high speed internet connections between some buildings through the OpenCape fiber optic network.

Parks and Open Space

Town residents and visitors have access to hundreds of acres of recreational areas including parks, playgrounds, skate parks, woods, walking and biking trails and beaches. In addition to being home to several of Cape Cod's most famous beaches. Wellfleet has 44 miles of shoreline that can be used by residents and visitors for activities such as swimming, surfing, fishing and walking. Wellfleet' is also home to a portion of the famous Cape Cod Rail Trail, a 22 mile bike trail owned and maintained by the Massachusetts Department of Conservation and Recreation, which runs from Wellfleet to Dennis.

In addition, according to Wellfleet's 2005 Open Spaces Plan, the Commonwealth of Massachusetts owns and controls approximately 81.94 acres of land across eight parcels. These state owned lands include, "three conservation or recreation areas in Wellfleet, two within the Fox Island Conservation Area; one on the east side of Indian Neck and the other at Field Point, the other is part of the Cape Cod Rail Trail near LeCount Hollow Road"³.

² IBID, p. 127

³ Town of Wellfleet. 2005 Open Spaces and Recreation Plan. P.107.

EXAMPLES OF LOCALLY OWNED/MANAGED PARKS & OPEN SPACE FACILITIES IN WELLFLEET		
Facility	Location	Size (Approx Acres)
Baker's Field	Kendrick Avenue	6
Cahoon Hollow Ocean Beach	Cahoon Hollow Road	2
Duck Harbor Bay Beach	Duck Harbor Road	6
Great Pond	Cahoon Hollow Road	2.5
Gull Pond	School House Hill Road	5
Hamblen Park/Uncle Tim's Bridge	Pine Point Road	12
Indian Neck Beach	Nauset Road	35
Long Pond	Long Pond Road	2
Mayo Beach	Kendrick Avenue	8
Newcomb Hollow Ocean Beach	Cross Hill Road	1.5
Powers Landing	Chewuessett Neck Road	0.5
Town Pier	Commercial Street	8
Whitecrest Ocean Beach	Ocean View Drive	7

Significant work is being done through the Herring River Restoration project, one of the largest salt marsh restoration projects on the East Coast. The goal of the project is “to restore a healthy, functioning tidal marsh within the Herring River flood plain by re-establishing tidal exchange in the river basin and its sub-basins. Tidal exchange will be increased incrementally over time using an adaptive management approach to achieve desired conditions for native estuarine habitats.”⁴

Roadways

A network of approximately 71 miles of roadway crisscrosses Wellfleet. This includes approximately 54 miles of City roadway, eight (8) miles of State roadway managed by MassDOT, and five (5) miles of unaccepted or private roadway.⁵

Roads are typically classified into three categories:

- Local streets comprise approximately 44 miles of the roads in Wellfleet. These roads provide access to residential properties and generally have lower speed limits.
- Collector streets make up about 18 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 8 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 Friend of the Herring River. Restoration Project Summary. <http://www.friendsofherringriver.org/Project-Summary>

⁵ “Road Inventory Year End Report 2016,” Massachusetts Department of Transportation – Office of Transportation Planning

School Facilities

The Town of Wellfleet provides public education for grades K-5 at the local town elementary school. Town Meeting appropriates the elementary school budget. The Nauset Regional School District provides public education for grades 6-8 at a middle school and grades 9-12 at a high school. Wellfleet is one of 4 school districts in the Nauset system, which also includes Brewster, Eastham, and Orleans. Wellfleet is assessed its share of operating and capital costs.

In addition, a few students attend Cape Cod Regional Technical High School and charter schools.

A total of 113 students attended Wellfleet Elementary School (PK-5) during the 2016-2017 academic year. Wellfleet students in grades 6-8 attend Nauset Regional Middle School at 70 Route 28 in Orleans and students in grades 9-12 attend the Nauset Regional High School at 100 Cable Road in North Eastham.

LOCAL PUBLIC SCHOOL FACILITIES		
School	Address	Enrollment 2016-17
Wellfleet Elementary School	100 Lawrence Road, Wellfleet	113
Nauset Regional Middle School	70 Route 28, Orleans	535
Nauset Regional High School	100 Cable Road, North Eastham	929
Cape Cod Regional Technical High School	351 Pleasant Lake Ave, Harwich	623

The Town of Wellfleet is responsible for capital improvements made at the elementary school and a proportionate share of expenses at the middle and high schools.

Town Facilities

The Town manages a series of buildings and building complexes that serve a multitude of purposes from Town Hall and the Public Library to the Police Station and DPW facility. 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.

WELLFLEET TOWN FACILITIES	
Facility	Location
Council on Aging	715 Old Kings Hwy
DPW	220 West Main Street
Fire Station	10 Lawrence Road
Harbormaster	255 Commercial Street (Town Pier)
Library	55 West Main Street
Old Council on Aging Building	95 Lawrence Road
Old Fire Station	South Wellfleet, Rte 6
Old Shell Fish Building	35 Kendrick Avenue
Police Station	36 Gross Hill Road
Shell Fish Constable	255 Commercial Street (Town Pier)
Trash Transfer Station	370 Coles Neck Road
Town Hall	300 Main Street

Several significant capital projects are currently underway, having been initiated prior to the *FY2018-FY2022 Capital Improvement Plan*. The acceptance of Wellfleet as a Green Community by the Commonwealth has provided funding used to undertake several energy efficiency projects across the town. The design of the new Police Station is also underway.

Water System

Wellfleet municipal water comes from two well fields located in town. The Coles Neck Well Field, off Gristmill Way, is composed of three deep wells that draw water from a sub-surface aquifer. This water source is located on 10.91 protected acres of undeveloped land that abuts the Cape Cod National Seashore and the Wellfleet Woods subdivision. In addition, the new Boy Scout Camp Well Field is located off Old County Road. It is comprised of two 10-inch deep gravel pack wells. Water is then pumped to a 500,000 gallon water storage tank on Lawrence Road and delivered via 4, 8, and 12 inch water mains.⁶

Vehicles and Equipment

The Town’s vehicle inventory records a total of 85 vehicles which have an average age of 10.0 years. However the actual age of vehicle varies significantly from tractor trucks and pumper trucks with average ages of 20 and 19.5 years, respectively, to a DPW tanker truck bought this past year. The oldest vehicle in the inventory is a 1979 Peterbilt Tractor used by the Department of Public Works.

WELLFLEET VEHICLE INVENTORY									
Vehicle Type	COA	DPW	Fire	Harbor-master	Parks/Rec	PD	Shellfish	Total	Avg Age
All Terrain Vehicle		1						1	19
Ambulance			2					2	2
Backhoe		1						1	13
Boat				1			1	2	n/a
Chipper		1						1	12
Dump Truck, Med		4						4	4
Dump/sander trk		7						7	13
Flail Mower		1						1	9
Front End Loader		2						2	10.5
Pickup Truck		9	2	3	1		1	16	12
Police Cruiser						3		3	5
Pumper Truck		4						4	19.5
Road Grader		1						1	11
Roll-off		1						1	16
Sedan						1		1	2
SUVs	1					5		6	5.5

⁶ Facts about Wellfleet Municipal Water Quality http://www.wellfleet-ma.gov/sites/wellfleetma/files/file/file/facts_water_quality_1.pdf

WELLFLEET VEHICLE INVENTORY									
Vehicle Type	COA	DPW	Fire	Harbor- master	Parks/ Rec	PD	Shellfish	Total	Avg Age
Sweeper		1						1	9
Tanker Truck		1						1	1
Tractor		4						4	20
Trailer		13	3	2	1	3	2	24	11.5
Van		1	1					2	5
TOTAL	1	52	8	6	2	12	4	85	10.0

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.⁷
 - **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

⁷ 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.

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.

- **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.
- **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.

Federal, State, and Private Grants and Loans

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

- **Federal Community Development Block Grant (CDBG):** The U.S. Department of Housing & Urban Development (HUD) “provides communities with resources to address a wide range of unique community development needs.”⁸ Funds are granted directly to “entitlement” communities which are cities with a population of at least 50,000 or counties with a population of at least 200,000. To secure entitle funds, each town must prepare a Consolidated Plan every five years outlining the town’s goals for use of the funds, and an annual plan must be prepared each year. Funding for smaller communities flow through State administered CDBG programs. As it relates to capital projects, HUD funds can be used for: acquisition of real property; relocation and demolition of housing; rehabilitation of residential and non-residential structures; construction of public facilities and improvements, such as water and sewer

⁸ U.S. Department of Housing and Urban Development (HUD), “Community Development Block Grant (CDBG) Program”, retrieved December 3, 2015 from http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs.

facilities, streets, neighborhood centers, and the conversion of school buildings for eligible purposes; activities relating to energy conservation and renewable energy resources.

- **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 FY2016.
- **Massachusetts Department of Environmental Protection's State Revolving Loan Funds (SRF):** The Clean Water State Revolving Loan 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 interest (2%) loans and grant funds. Repayment does not begin until two years after the monies have been borrowed.
- **Massachusetts School Building Authority (MSBA)** – The MSBA provides funding for school feasibility, design, and construction. Projects must be accepted into the process in response to the submission of a Statement of Interest which identifies a facility problem to be solved. Subsequently, the community must appropriate funding for schematic design and later for construction before the MSBA will commit to its share of the project. If accepted, the MSBA determines the amount of reimbursement it will offer based upon community need, with a minimum base rate of 31%. The percent of reimbursement can then be increased based upon three factors: community income factor, community property wealth factor, and community poverty factor.

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 (FY2018-FY2022)

The Town of Wellfleet 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 FY2018 to FY2022. 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, 81 project requests were submitted, totaling almost \$27.3 million across all funds. Project requests exceeding \$500,000 included:

- \$875,000 for a Fire Department ladder truck replacement;
- \$625,000 for a Fire Department pumper replacement;
- \$15,000,000 to dredge the harbor;
- \$683,000 in renovations to public facilities at Baker's Field;
- \$1,200,000 in study and design costs for Nauset Regional High School;
- \$1,526,000 in study and design costs for Cape Cod Regional Technical High School; and,
- \$1,210,000 in Chapter 90 roadway improvements.

Departments with the highest total dollar value of project requests include Harbor (\$15.1 million), Schools (\$3.9 million), Fire (\$2.6 million, and DPW (\$2.1 million). The year with greatest dollar value of project requests was FY2020 (\$18.6 million) which includes \$15 million for the harbor dredging project.

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
- Economic Growth
- Education
- Environmental Sustainability
- Public Health
- Public Safety

While these criteria were used to differentiate between the merits of the 81 projects, it should be noted that they were not used rigidly in developing the FY2018-FY2022 CIP. At times, projects that received modest scores, predominantly because they did not contribute to the policy areas, but were critically needed - were elevated for consideration in the plan based upon need and resource availability.

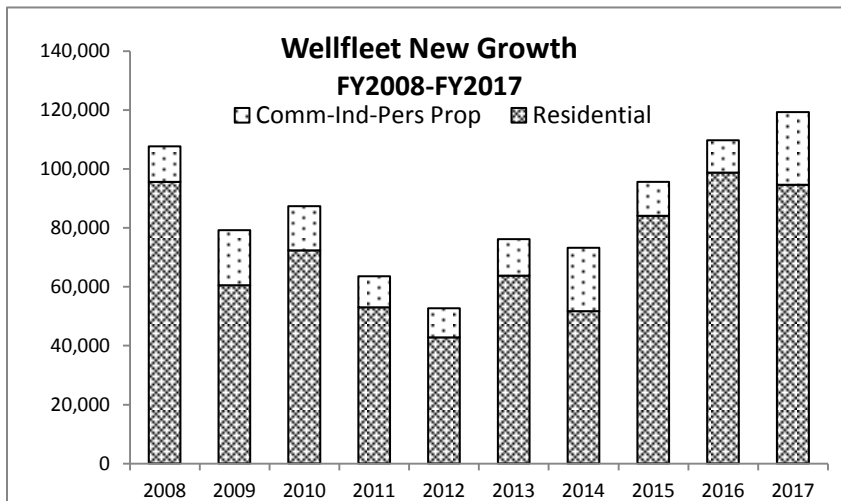
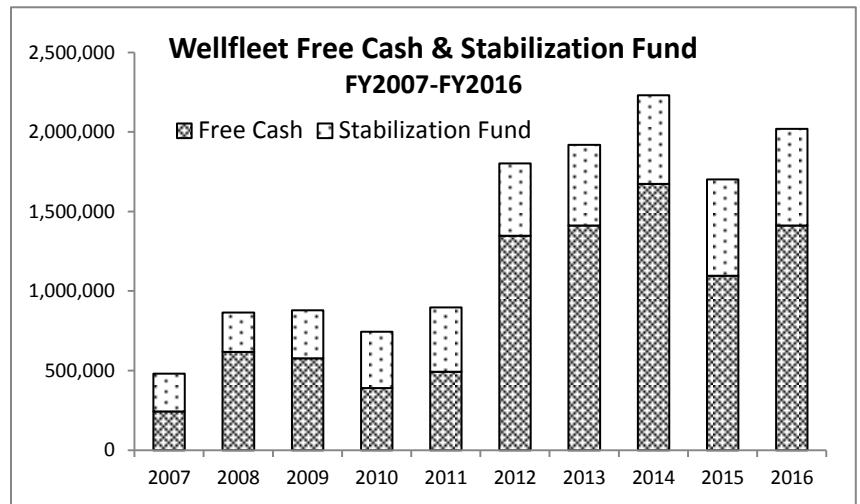
RESOURCES AVAILABLE AND SPENDING PLAN

An array of funding sources will be used to fund the *FY2018-FY2022 Capital Improvement Plan*. The most significant of these are:

- General Fund - including debt service, annual budget appropriation, and unexpended balances from prior town meetings;
- Special Revenue and Enterprise Funds - including the Water Enterprise, Marina Enterprise, and Ambulance Funds;
- State Grant Funds - including Chapter 90 roadway improvement funds, MSBA school funding.

General Fund Capital Investment

Since the end of the Great Recession in 2007-2008, the Town of Wellfleet has significantly increased its free cash balance, from approximately \$244,000 in FY2007 to over \$1.4 million in FY2016. Over the same time period, the Town has increased its stabilization fund reserves from \$239,000 to \$607,000. Even in FY2012, when new growth was limited, the Town was able to increase the amount of free cash and balance in the stabilization fund.



In terms of new growth, i.e., increased property tax revenues generated by new construction or renovation, the 10-year average (FY2008-FY2017) rate of growth has been \$86,385. However, annual growth has ranged from a high of +\$119,190, over the course of the last fiscal year and recorded in FY2017, to a low of \$53,631 recorded in FY2012. Although the amount of new growth has been increasing in recent years, it took until FY2016 for new growth to reach the levels experienced in FY2008.

Overall, it can be seen that the Town has been doing what it can to provide relief to local taxpayers by allowing some local taxing capacity to remain untapped; in FY2017, nearly \$500,000 in taxing capacity was unused (see

Appendix 4). In FY2017, the average single family tax bill in Wellfleet ranked 218 out of 351 cities and towns in Massachusetts (see Appendix 5).

Each year, the Board of Selectmen adopts its annual “Budget Policy and Fiscal Management Goals”, with the most recent statements adopted on October 4, 2016. This statement specifies a target of having annual capital expenditures - excluding items to be financed by borrowing – totaling 3 -7% of the operating budget. A review of recent fiscal years and the *FY2018-FY2022 CIP* (see below) reveals that the Town has been within the Board of Selectmen’s policy between FY2015 and FY2017. Further, the capital plan also reaches the target in FY2018 and FY2019, but leaves a balance uncommitted in the subsequent three years. This conservative approach will provide capacity in the later years of the plan for projects that are presently unanticipated or changing cost estimates.

WELLFLEET ANNUAL CAPITAL EXPENDITURES (exclusive of borrowing)								
<i>The Board of Selectmen's Budget and Financial Management Policy specifies annual capital expenditures (exclusive of items financed by borrowing) of between three and seven percent of the operating budget. (approved 10/4/2016)</i>								
CIP Plan	Approp FY2015	Approp FY2016	Approp FY2017	Approp FY2018	Proj FY2019	Proj FY2020	Proj FY2021	Proj FY2022
Annual Capital Expenditures	1,021,555	625,514	624,248	702,000				
Proposed PayGo Capital					608,000	320,000	187,000	115,000
Op Budget (less Capital debt svce) ⁹	15,230,157	15,903,219	16,639,217	17,672,279	18,555,893	19,483,688	20,457,872	21,480,766
PayGo Capital as % of Budget	6.71%	3.93%	3.75%	3.97%	3.28%	1.64%	0.91%	0.54%
Selectmen's Policy -Annual PayGo Capital as % of Budget								
3%	See above			530,168	556,677	584,511	613,736	644,423
7%	See above			1,237,060	1,298,913	1,363,858	1,432,051	1,503,654
Available for future CIP allocation								
3%	N/A					264,511	426,736	529,423
7%	N/A			575,030	728,913	1,043,858	1,245,051	1,388,654

Altogether, over the five years of the *FY2018-FY2022 Capital Improvement Plan*, pay as you go capital spending will total \$1.19 million.

General Fund Debt

Wellfleet has generally paid for its major projects by receiving voter approval for debt exclusions, i.e., funding that generated via an additional allocation on the property tax bill. This practice allows the Town to undertake significant capital projects without impacting the operating budget given the revenue limitations of Proposition 2 ½. Debt service for exempt projects that have already been approved by voters will total approximately \$1.3 million in FY2018. In addition, this past year voters authorized a debt exclusion for the renovation of the police station.

⁹ A five percent increase in the operating budget is projected each year for the purpose of this table. This is the average of growth from FY2015 to FY2018.

The below chart provides an overview of existing and projected debt service in the near term (see Appendix 7 for long term debt service). This includes: 1) the small amount of debt service for projects that were funded without a debt exclusion (\$10,000 per year); 2) existing debt service for approved projects funded via debt exclusion; 3) projected debt service for the police station renovation; and, 4) projected debt service for projects included in the FY2018-FY2022 capital plan. Even after the plan is approved, individual projects will still need to be reviewed by the Finance Committee, Board of Selectmen, and receive approval from local residents.

WELLFLEET GENERAL FUND DEBT SERVICE – Existing and Projected					
FISCAL YEAR	Existing Non-Exempt Debt Service	Prop 2 1/2 Exempt		FY2018-22 CIP Debt Service (projected)	GRAND TOTAL
		Existing Debt Service	Author/Unissued Police Station Renov		
2017	10,000	1,477,367			1,487,367
2018	10,000	1,295,704	577,500		1,901,378
2019	10,000	1,287,693	566,125	119,575	2,001,021
2020	10,000	1,242,499	554,750	612,945	2,437,354
2021	10,000	1,044,291	543,375	658,590	2,272,870
2022	10,000	924,918	532,000	1,146,953	2,630,017

The projected debt service identified above will provide funding for just under \$8.05 million in new capital projects over the next five years.

Water and Marina Fund

Wellfleet has two enterprise funds that are self- supporting, i.e., user fees are designed to support the operation of the enterprise and associated capital costs. These include the Water Enterprise Fund and the Marina Fund. In addition, the Town has an Ambulance Fund which is supported by ambulance fees and is used towards cost of the operation. Capital projects may be funded by debt, retained earnings, or current revenues.

SPECIAL FUNDS DEBT SERVICE		
FISCAL YEAR	Existing Water Enterprise Debt Service	FY2018-22 CIP Marina Fund Debt Service
2017	111,852	
2018	111,147	
2019	110,442	
2020	109,736	30,000
2021	109,031	357,000
2022	108,326	357,000
2023	107,621	357,000

At present, the Water Enterprise has existing debt that is being paid down each year. No new water-funded debt is planned in this CIP. The Marina Fund presently does not have any debt, but the CIP anticipates borrowing \$3 million as a local match to support dredging of the harbor. This has been projected as level debt service of \$357,000 per year for 10 years beginning in FY2021, with short term debt in FY2020.

Capital Spending Plan – All Funds

The below charts lists the amount of capital spending projects included in the CIP by funding source, including estimates of the debt service requirements for those projects that will be funded by borrowing. The single greatest project included in the plan is a \$15 million dredging of the harbor. As anticipated, this project would include \$12 million in grant funds from State and Federal authorities, to be matched with \$3 million in local funding. The Town recently received \$150,000 in funding from the Army Corps of Engineers to help plan and organize the project.¹⁰ As noted above, the local match would be provided by the Marina Fund via a 10-year borrowing. No grant award has been confirmed to date, but for the purpose of illustrating the project as part of the CIP, it has been scheduled for FY2020, with repayment of the debt to begin in earnest in FY2021.

CAPITAL SPENDING PLAN BY FUNDING SOURCE (FY2018-FY2022)						
	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL
GF Debt Service	0	119,575	612,945	658,590	1,146,953	2,538,063
GF Annual Tax Levy (pay as you go)	525,000	608,000	320,000	187,000	115,000	1,755,000
Water Enterprise	100,000	20,000	120,000	0	0	240,000
Chapter 90	222,000	247,000	247,000	247,000	247,000	1,210,000
MSBA	0	0	0	0	156,000	156,000
State/Federal Grants	0	0	12,000,000	0	0	12,000,000
Marina Fund	0	110,000	30,000	357,000	357,000	854,000
Ambulance Fund	299,000	14,000	14,000	15,000	15,000	357,000
Unexpended TM Art	177,000	0	0	0	0	177,000
TOTAL	1,323,000	1,118,575	13,343,945	1,464,590	2,036,953	19,287,063

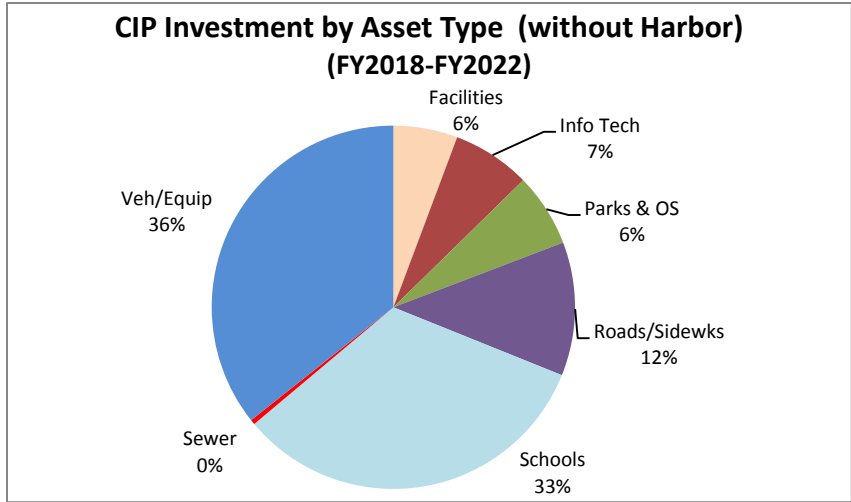
Combined, these resource support just under \$27 million in capital projects over the five year period.

¹⁰ Retrieved from <http://www.capecod.com/newscenter/federal-funding-secured-for-wellfleet-harbor-dredging/>, June 27, 2017.

FY2018-FY2022 CIP PROJECT PLAN

A total of 73 projects are included in this five year capital improvement plan. An additional eight (8) projects (\$310,000) were submitted, but not funded. These will be re-evaluated during next year’s process. These capital investments will continue Wellfleet’s commitment to maintaining and improving its facilities, equipment, and public infrastructure.

Across all asset types, the most significant proposed spending is on the harbor dredging project (\$15 million) which is contingent on securing the necessary state and/or federal funds. If the dredging project is taken out, it can be seen that investment in vehicles and equipment and school facilities are the next two greatest categories, followed by roads and sidewalks. Investments in school facilities are primarily for the Town’s share of the planning and design for a replacement to the Nauset Regional High School and design work for a new Cape Cod Technical High School. The vast majority of roadway work is funded by the State, via the Town’s Chapter 90 allocation.



CAPITAL PROJECTS BY DEPARTMENT BY YEAR (ALL FUNDS)							
Department	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total Cost	% of Total
Assessing	0	65,000	0	0	0	65,000	0.2%
DPW	255,000	805,000	385,000	390,000	305,000	2,140,000	7.9%
Fire	364,000	260,000	969,000	15,000	960,000	2,568,000	9.5%
Harbor Master	5,000	105,000	15,000,000	0	0	15,110,000	56.0%
Health & Cons	40,000	0	0	0	0	40,000	0.2%
Highway	222,000	247,000	247,000	247,000	247,000	1,210,000	4.5%
IT	80,000	0	0	0	0	80,000	0.3%
Library	6,000	154,000	206,000	0	0	366,000	1.4%
Police	55,000	80,000	75,000	80,000	105,000	395,000	1.5%
Recreation	83,000	383,000	300,000	0	0	766,000	2.8%
Schools	106,000	440,000	1,329,000	277,000	1,786,000	3,938,000	14.6%
Shellfish	12,000	30,000	0	15,000	0	57,000	0.2%
Water	100,000	20,000	120,000	0	0	240,000	0.9%
TOTAL	1,328,000	2,589,000	18,631,000	1,024,000	3,403,000	26,975,000	100.0%

By department, after the dredging project recorded under the Harbor Master, the department with the next greatest project value is the schools, including design work on two high schools, as noted above. Other school projects include a series of projects at the elementary school including, but not limited to, repair and replacement of exterior shingles, roof replacement, and investing in computer equipment. The Fire Department will also receive significant funding for the replacement of vehicles and equipment.

Projected funded by the general fund total \$9,725,000, of which \$1.677 million is paid for directly in the year when the work is performed or item purchased (“pay as you go”) – this are listed under “tax levy” below. Approximately \$8.05 million in projects are anticipated to be funded via borrowing which can include projects funded via debt exclusion and those funded directly from the general fund budget. Projects funded via pay as you go include items such as the replacement of police cruisers, technology improvements at the library, and expanding the pad at the trash transfer station, among other projects. Projects to be funded by borrowing are typically larger and include projects such as replacement of a front end loader at the trash transfer station and replacement of a fire ladder truck.

Funding sources outside of the general fund include the water enterprise fund, Chapter 90 roadway funds, State and Federal Grants, and MSBA which collectively total \$13,606,000 of the CIP projects. Other Local Funds, which include the Marina Fund, the ambulance fund, and prior year Town Meeting articles total \$3,644,000 of the CIP projects.

It should be noted that some projects may be funded by more than one source, most commonly when a grant-funded project also requires a local match. The project detail table below identifies the funding source(s) for each project.

CAPITAL PROJECTS BY FUND AND FISCAL YEAR								
Fiscal Year	Tax Levy	GF Debt	Water Enterprise	Chapter 90	State-Federal Program	MSBA	Other Local Funds	Total By Fiscal Year
2018	525,000	0	100,000	222,000	0	0	476,000	1,361,000
2019	608,000	1,595,000	20,000	247,000	0	0	124,000	2,556,000
2020	320,000	2,930,000	120,000	247,000	12,000,000	0	3,014,000	18,631,000
2021	187,000	575,000	0	247,000	0	0	15,000	1,024,000
2022	115,000	2,870,000	0	247,000	0	156,000	15,000	3,403,000
TOTAL	1,755,000	7,970,000	240,000	1,210,000	12,000,000	156,000	3,644,000	26,975,000

PROJECT SUMMARY BY DEPARTMENT (FY2018-FY2022)

Project #	Project Title	Project Description	Total Project Cost
ASSESSORS DEPARTMENT			
Assess01	Purchase permit tracking software	This project will purchase and install permit tracking software to enable computerized/online building, electrical, plumbing, health, conservation, zoning & marina permits, business, liquor, shellfish and dog licenses, and beach & transfer station stickers. Permits currently get lost, paper is cumbersome, and tracking is non-existent.	50,000
Assess02	Purchase vehicle for data collector	This project will provide the data collector with Town-owned vehicle for field inspections. With a Town vehicle, the Data Collector, who captures much revenue through building permit inspections, becomes a visible presence in the community.	15,000
DEPARTMENT OF PUBLIC WORKS			
DPW02	Re-purpose old fire station building	This project will result in the building being repurposed for another department; some adaptation work may be required depending on the final use. This building has been vacated after a new station was built which houses all the department's current needs.	25,000
DPW04	Repair and improve elevator	This project will replace the controls and make general upgrade in Town Hall elevator to ensure accessibility for the public. The elevator currently works, but will fail without warning, leaving no means for handicap persons to attend the Selectmen's public meetings.	10,000
DPW05	Repair to vinyl siding on Town Hall	This project will replace approximately 4,500sq. ft. of vinyl siding that is damaged. About 60% of the siding is cracked/broken allowing moisture to enter the envelope with the potential to cause further damage.	60,000
DPW06	Replace Salt Shed	This project will design and replace the original building from the 1980s' in an alternate location to facilitate traffic flow and efficiency. The current salt shed is showing signs of failure with design and repair needed in the next 5 years if it is not replaced.	140,000
DPW07	Replace front end loader	This project will replace a 2005 front end loader. The front end loader is a key piece of equipment used daily to respond to snow emergencies, load construction materials, and move debris in the DPW yard, etc. The Department has two loaders.	175,000
DPW08	Replace pick-up truck with plow	This project will replace a 2004 pick-up truck. This pick-up is used year round, allowing the foreman to get to work sites and deliver material and tools. It is also used for plowing smaller/tighter common areas which the public uses in the winter.	45,000
DPW09	Replace a dump truck with sander and plow	This project will replace a 2000 dump truck with sander and plow. The dump truck is one of nine in the fleet, critical for emergency operations fighting snow in the winter and hauling spoil from projects in the summer.	110,000

Project Summary by Department (FY2018-FY2022)

Project #	Project Title	Project Description	Total Project Cost
DPW10	Replace street sweeper	This project will replace the 2008 street sweeper. The Town has only one sweeper used to clean Town and designated private streets year-round. Detritus and sand accumulate over the year making for dangerous driving conditions.	220,000
DPW11	Replace backhoe	This project will replace the 2004 backhoe. This backhoe is a workhorse that is critical to the mission of the department. Delaying the replacement will jeopardize the work to be performed. Repair costs are an increasing annual expense.	100,000
DPW12	Replace dump truck with sander/plow	This project will replace the 2006 six-wheel dump truck. This truck is key to conducting emergency work during winter snow fighting.	100,000
DPW13	Replace roll-off truck	This project will replace the 2000 tractor-trailer roll-off. This vehicle hauls white goods and recyclable materials several times per week off-island for disposal.	180,000
DPW14	Replace tractor	This project will replace the 1999 tractor. The tractor is used for multiple tasks with various attachments for brush cutting, hauling, and plowing, etc.	125,000
DPW15	Replace dump truck with plow	This project will replace a 2003 ten-wheeler dump with plow. This truck is used for heaviest of tasks in the department and needed year round for snow fighting and construction excavation hauling.	120,000
DPW16	Replace flail mower	This project will replace 2008 flail mower. This mower is critical to maintaining the roadside vegetation during the busy tourist season.	75,000
DPW17	Replace front end loader	This project will replace a 2008 front end loader. The loader is used daily at the Transfer Station to move debris, load roll-off trucks, and plow snow, etc..	180,000
DPW18	Construct new swap shop at the transfer station	This project will replace the old swap shop at the transfer station. The current shop is dated and needs several major repairs. In addition, the layout is not conducive to efficient operations and the structure has outlived its usefulness.	65,000
DPW19	Construct equipment storage shed	This project will construct a shed of approximately 500 SF which can house equipment and small vehicles. Putting equipment under cover will extend the life expectancy, saving on replacement costs.	60,000
DPW20	Repair Lieutenant. Island Bridge Pier	This project will repair selected piers supporting the Lieutenant Island Bridge. This bridge is the only access to the island by land and with tides submerging the bridge during high tide, it is subject to harsh environmental conditions, and has shown deterioration when inspected by MassDOT. These repairs are necessary to ensure the year-round access and safety response to the residents of the island.	160,000
DPW22	Construct storage building at the transfer station	This project will erect an equipment storage building at the Transfer Station. Much of DPW equipment used seasonally is stored outside and the environment corrodes the fittings and moving parts, thereby reducing equipment life by several years.	150,000
DPW23	Expand concrete pad at the transfer station	This project will expand the existing concrete pad used for collection of recycled materials to facilitate the collection of construction demolition, scrap steel, and other recyclables. This is needed to make the drop off of materials safer and more visible.	40,000

Project Summary by Department (FY2018-FY2022)

FIRE DEPARTMENT			
Fire01	Replace turnout gear	This project will replace turnout gear at IAW manufacturers guidance and Fire Safety Regulations. Turnout gear is the first line defense for personnel responding to an active fire and is needed to ensure their safety.	72,000
Fire02	Replace ambulance	This project will replace 2008 Ambulance that will have 110,000 miles on it. The ambulance needs replacement to ensure it is safe and available to respond to calls.	285,000
Fire03	Replace portable radios	This project will replace 1/3 of portable radios per year in the department. Existing portable radios have approached 'end of life' status with manufacturer and have begun experiencing sudden and unexpected failures that place officers at risk.	105,000
Fire04	Replace 4" supply hoses	This project will replace 1,500 LF per year of water supply hoses. These hoses are critical to reach facilities not within reach of a hydrant which is 85% of the community.	18,000
Fire05	Replace Mobile Data Terminals	This project will replace outdated mobile data terminals over two years. The data terminals process critical response data in order to respond to a fire in the most efficient and effective manner.	28,000
Fire06	Maintain water supply	This project will keep the rural water supply in working condition. Work on underground storage tanks and cisterns that are located outside the hydrant district. Is needed.	7,000
Fire07	Replace command vehicle (C-81)	This project will replace 2013 command vehicle. Primarily used by the Chief, this vehicle provides critical command and control platform for managing emergency events. It is used daily and is approaching 90,000 miles..	45,000
Fire08	Purchase fire inspection vehicle	This project will purchase a new prevention and inspection vehicle. This vehicle is critical for providing support in the line of inspections of every home and business to ensure they are meeting code.	38,000
Fire09	Construct training/command center	This project includes retrofitting and furnishing the existing basement room that was designed for this use. During significant emergencies, the EOC would be staffed by various departments throughout the emergency and provide the technological support to manage the emergency for up to several days at a time.	150,000
Fire10	Replace Ladder Truck	This project well replace the 1986 ladder truck to specifications to be determined by the Chief. The current ladder truck will be 34 years old at its time of replacement and has exceeded its useful life.	875,000
Fire11	Replace Engine (E-95)	This project will replace 1998 pumper/engine. Critical to Fire Operations. This truck has outlived its useful life but could be retained and used as a back-up vehicle once a replacement has been purchased.	625,000
Fire12	Replace Ambulance (A-98)	This project will replace a 2015 front line ambulance. This emergency vehicle is critical so that first responders arrive at calls with proper equipment and communications for patient care and transport.	320,000
HARBORMASTER			
HbrMstr01	Rebuild L Pier	This project will replace timbers on the L Pier. Current timbers are wearing out and getting very thin. Heavy truck and machinery is used on Pier so they need to be strong.	5,000

Project Summary by Department (FY2018-FY2022)

HbrMstr02	Dredging Harbor	This project will dredge approximately 340,000 cubic yards of sediment from the harbor floor to support navigation and moorings. Dredging is critical to Wellfleet's shellfish industry and navigation. The harbor was last dredged 16 years ago and 19 years before that.	15,000,000
HbrMstr03	Replace pick-up truck	This project will replace the pick-up truck for daily operations and snow plowing. This 2006 vehicle is 10 years old and has experienced salt water decay which has rendered unsafe to operate.	30,000
HbrMstr04	Replace Pile Driver	This project will replace the pile driver. Current equipment is from 1940's. The floatation has failed and the machinery is currently failing and is dangerous to the workers. Cost will be shared with the Shellfish Constable.	75,000
HEALTH & CONSERVATION			
Hlth&Con02	Replace 2002 truck	This project will replace the primary vehicle used on a daily basis by COA staff to conduct inspections and other duties. The existing vehicle is subject to frequent breakdowns, leaving the department unable to perform its duties.	40,000
HIGHWAY DEPARTMENT			
HWY01	Repaving of roads and sidewalks	This project will conduct repaving throughout Town based on the recent assessment of condition. As a roadway degrades, it impacts the safety and general enjoyment of traveling throughout the Town.	1,210,000
INFORMATION TECHNOLOGY			
IT01	Expand Fiber Optic: Phase 4	This project will expand the fiber optic network townwide. It will bring electronic services to all departments in a faster, more efficient, and reliable manner while lowering costs.	25,000
IT02	Upgrade wireless town network: Phase 3	This project will improve the wireless network equipment for both public and employee access. Wireless access is the state of the art upon which both municipal work and the general public rely.	5,000
IT03	Upgrade cable network: Phase 5	This project will address issues associated with inadequate or malfunctioning data cabling for the Library and DPW buildings. The project will improve service delivery to end users and other systems.	20,000
IT04	Upgrade phone system	This project will migrate the Town office's phone system to a new platform, after consideration of alternatives. The municipal phone system requires a new platform to remain efficient and compatible with external systems.	30,000
LIBRARY			
LIB01	Upgrade technology	This project will upgrade computer technology in the library. A large segment of the public relies on the library for computer and associated technology such as WiFi router and scanners.	10,000
LIB03	Convert video studio to meeting space	This project will renovate the video studio into a meeting space. It could serve multiple purposes ranging from programming to Town use (committees and commissions) to other types of public interest meetings (e.g., drug task force).	300,000
LIB04	Paint and line the upper parking	This project will pave and mark the upper parking lot at the library with a binder course	5,000

Project Summary by Department (FY2018-FY2022)

	lot	of asphalt stabilize the surface so that patrons can safely and efficiently park. It is dangerous in its current state as a gravel lot with no line markers.	
LIB05	Assess/repair/replace septic tank	This project will assess the septic system, followed by repair or replacement. Cost is a place holder and cannot be confirmed without inspection. DPW has determined that at least one section of the system absolutely needs replacement.	51,000
POLICE DEPARTMENT			
PD01	Purchase body cameras	This project will equip all on-duty police officers with body cameras. The department currently has no body cameras. The public generally is interested in having the PD implement body cameras.	50,000
PD02	Replace police cruiser	This project will make fleet replacements as part of the ongoing cycle to replace one marked cruiser, as part of a four year cycle with an administrative vehicle every other year. Cars typically have 150,000 miles on them at the time of trade in and are experiencing general wear and tear.	280,000
PD07	Purchase portable radios	This project will replace portable radios that have reached the end of their useful life. The department is currently using 20 portable analog radios, some as old as 20 years and is under decree from the State to move from analog to digital radios.	45,000
PD08	Replace tasers	This project will replace existing tasers that have reached the end of their 6-7 year useful life. Department currently has 6 tasers that are shared. The batteries have stopped charging or the electronics have begun to break down.	20,000
RECREATION DEPARTMENT			
Rec01	Replace Baker's Field Playground	This project will replace the existing playground apparatus with updated equipment in the same location. This is the only public playground in Wellfleet and is widely used year round and especially in the summer. The playground is in such bad repair that it may need to be partially or completely shut down for the summer of 2017.	83,000
Rec02	Renovate Baker's Field restroom/building	The project will renovate the recreation building and add public restrooms. The department provides recreational programming for its 3,000 residents and thousands of seasonal visitors annually.	683,000
SCHOOLS			
Sch01	Reseal school parking lot at the elementary school	This project will reseal the Elementary School parking lot. Failure to reseal the parking lot will result in significant cracking, potholes and other public safety concerns.	20,000
Sch02	Paint and repair the elementary school exterior	This project will prep, prime, paint egress stairs at café, exterior ceilings, and soffits. Failure to make these exterior improvements will result in rot, deterioration of infrastructure and increased maintenance costs.	10,000
Sch03	Replace computers/ technology at the elementary school	This project will replace necessary computer and technology components on a recurring basis. Failure to replace outdated computers and technology will result in equipment failures, costly repairs, and a diminished learning/teaching environment for students and faculty, and may not support the State testing platform.	65,000
Sch04	Replace/repair exterior shingles on the South and West	Replace or repair exterior cladding at the South and West exposures. Last installed in 1992 (with some repairs in 2015), the siding is failing and allowing moisture through	280,000

Project Summary by Department (FY2018-FY2022)

	exposures of the elementary school	the envelope of the building.	
Sch06	Replace exterior wood column at the elementary school	This project will replace wood columns and replace with fiberglass columns. The structural integrity of the support columns could be compromised if not replaced, causing failure and loss of support for the overhead roof sections. Fiberglass is resistant to decay in the cape environment and can look like the original wood columns.	50,000
Sch07	Replace school yard fence at the elementary school	This project will remove and replace approximately 2,500 linear feet of chain link around school yard. The school yard fencing is important for the safety of school children and is in poor condition creating a contact hazard as well as an eyesore.	24,000
Sch09	Replace/repair exterior shingles on the North and East exposures at the elementary school	This project will replace exterior cladding at the North and East exposures. Last installed in 1992, siding is failing and allowing moisture into the building. Failure to make these improvements will result in accelerated deterioration of the envelope and risk potential damage to the interior.	260,000
Sch10	Replace mower/tractor	This project will replace the existing mower/tractor. The current mower is over 30 years old. Failure to replace the mower/tractor will result in high maintenance costs and will likely leave the department unable to do routine mowing.	7,000
Sch12	Replace roof at the elementary school	This project will replace the roof on original school building. 20,000 SF of roof needs replacement as it is approximately 20 years old. Failure to replace the roof will result in accelerated failure, leakage, and destruction of property due to water damage.	390,000
Sch13	Improve elementary school	This project addresses capital improvement in several areas including the parking lot, building access, exterior envelope repairs, and interior walls and flooring as well as IT technology. Several areas require investments at this time to improve the safety, accessibility, and preservation of the school and grounds.	40,000
Sch14	Improve regional high school	This project addresses several areas of capital investment to include: IT, and facilities and grounds improvements. Funds will be utilized for capital investment for the High School to include a new IT server, electrical and plumbing repairs, exterior envelope work, and replacement of HVAC boilers and pumps.	66,000
Sch15	Study and design for Nauset Regional High School replacement	This project will replace the regional High School. Funds are budgeted for the feasibility study (FY18) followed by design (FY20). As a regional school district, Wellfleet has joined with other communities to rebuild the current high school which has become outdated for its education function. The apportionment for costs is currently 13.47%.	1,200,000
Sch16	Study and design for new Cape Cod Technical High School	This project proposes to replace the current facility, by first conducting a feasibility study followed by design services. The current high school is outdated and not adequately meeting its intended needs.	1,526,000
SHELLFISH			
ShIFsh02	Improve office space Shellfish Constable	This project will construct and replace office space for the Shellfish Constable and 2 FTE's. Office space could attract the public interested in facts about shellfishing and provide office space for employees.	30,000
ShIFsh03	Replace outboard motor	This project will replace the outboard motor which is unreliable and critical to the	12,000

Project Summary by Department (FY2018-FY2022)

		operation of the Shellfish Boat used to navigate the bay and waters where oyster cultivation occurs.	
ShIFsh03	Replace truck	This project will replace the 4 wheel drive pick-up truck (F150 or larger) used vehicle. Two trucks are necessary for daily operations to monitor all shellfish flats, east and west ends of Wellfleet.	15,000
WATER			
Water01	Update master plan of the water system	This project will appropriate funds and resources to update the 2003 Master Plan of the Water System. The existing plan is outdated in terms of water quality data, residents' needs for Town water and cost estimates to extend the system past the existing layout.	20,000
Water02	Replace Coles Neck water main	This project will replace the Coles Neck Water Main. The Coles Neck water main was built in 1990 to provide public water to properties with contaminated wells around the landfill. The water main lacks sufficient volume for adequate fire suppression. This project seeks to upgrade the water main from the current 4 inch pipe to an 8-12 inch pipe.	120,000
Water03	Upgrade the meter reading software	This project will upgrade 280+ water meters. The existing remote meter reading software has limited functions and capacity. Change in software will also involve meter replacement, since the current meters are designed to work with this particular software only.	100,000

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PROJECTS BY FUNDING SOURCE AND YEAR (FY2018 – FY2022)

Project #	Project Title	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total	
DEBT FUNDED PROJECTS								
DPW6	Replace Salt Shed				15,000	125,000	140,000	
DPW7	Replace front end loader		175,000				175,000	
DPW9	Replace a dump truck with sander and plow		110,000				110,000	
DPW10	Replace street sweeper		220,000				220,000	
DPW11	Replace backhoe			100,000			100,000	
DPW12	Replace dump truck with sander/plow			100,000			100,000	
DPW13	Replace roll-off truck				180,000		180,000	
DPW14	Replace tractor			125,000			125,000	
DPW15	Replace dump truck with plow				120,000		120,000	
DPW17	Replace front end loader					180,000	180,000	
DPW22	Construct equipment storage building at transfer station		150,000				150,000	
Fire9	Construct training room/command center		150,000				150,000	
Fire10	Replace Ladder Truck			875,000			875,000	
Fire11	Replace Engine (E-95)					625,000	625,000	
Fire12	Replace Ambulance (A-98)					320,000	320,000	
LIB3	Convert video studio to meeting space		100,000	200,000			300,000	
Rec2	Renovate Baker's Field public restroom and building		300,000	300,000			600,000	See also PayGo
Sch4	Replace/repair S/W exterior shingles at elementary school		280,000				280,000	
Sch9	Replace/repair N/S exterior shingles at elementary school				260,000		260,000	
Sch12	Replace roof at elementary school					234,000	234,000	See also MSBA
Sch15	Study and design for Nauset Regional High School replacement		110,000	1,090,000			1,200,000	
Sch16	Study and design for new Cape Cod Technical High School			140,000		1,386,000	1,526,000	
	SUB-TOTAL	0	1,595,000	2,930,000	575,000	2,870,000	8,048,000	

Projects by Funding Source and Year (FY2018-FY2022)

Project #	Project Title	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total	
PAY-AS-YOU-GO PROJECTS								
Assess1	Purchase permit tracking software		50,000				50,000	
Assess2	Purchase administrative vehicle for data collector		15,000				15,000	
DPW2	Re-purpose old fire station building		25,000				25,000	
DPW5	Repair to vinyl siding on Town Hall			60,000			60,000	
DPW16	Replace flail mower				75,000		75,000	
DPW18	Construct new swap shop at transfer station		65,000				65,000	
DPW19	Construct equipment storage shed at transfer station		60,000				60,000	
DPW20	Repair Lieutenant Island Bridge Pier	160,000					160,000	
DPW23	Expand concrete pad at the transfer station	40,000					40,000	
Fire3	Replace portable radios	0	35,000	35,000			70,000	See Prior Yr Articles
Fire4	Replace 4" supply hoses	9,000	9,000				18,000	
Fire5	Replace Mobile Data Terminals	14,000	14,000				28,000	
Fire7	Replace command vehicle (C-81)			45,000			45,000	
Fire8	Purchase fire prevention /inspection vehicle		38,000				38,000	
Hlth2	Replace 2002 truck	40,000					40,000	
LIB1	Upgrade technology		4,000	6,000			10,000	
LIB4	Paint and line the upper parking lot	5,000					5,000	
LIB5	Assess and possibly repair or replace septic tank	1,000	50,000				51,000	
PD1	Purchase body cameras					50,000	50,000	
PD2	Replace police cruiser	40,000	80,000	40,000	80,000	40,000	280,000	
PD7	Purchase portable radios	15,000		15,000		15,000	45,000	
PD8	Replace tasers			20,000			20,000	
Rec1	Replace Baker's Field Playground	83,000					83,000	
Rec2	Renovate Baker's Field public restroom and building		83,000				83,000	See also debt-funded
Sch1	Reseal school parking lot at elementary school		20,000				20,000	
Sch2	Paint and repair elementary school exterior		10,000				10,000	
Sch3	Replace computers/technology at		20,000	25,000	10,000	10,000	65,000	

Projects by Funding Source and Year (FY2018-FY2022)

Project #	Project Title	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total	
	elementary school							
Sch6	Replace exterior wood column at elementary school			50,000			50,000	
Sch7	Replace school yard fence at elementary school			24,000			24,000	
Sch10	Replace mower/tractor				7,000		7,000	
Sch13	Improve elementary school	40,000					40,000	
Sch14	Improve regional high school	66,000					66,000	
ShlFsh2	Construct/Improve office space for Shellfish Constable		30,000				30,000	
ShlFsh3	Replace outboard motor	12,000					12,000	
ShlFsh4	Replace truck				15,000		15,000	
	SUB-TOTAL	525,000	608,000	320,000	187,000	115,000	1,677,000	
WATER ENTERPRISE								
Water1	Update master plan of the water system		20,000				20,000	
Water2	Replace Coles Neck water main			120,000			120,000	
Water3	Upgrade the meter reading software	100,000					100,000	
	SUB-TOTAL	100,000	20,000	120,000	0	0	240,000	
CHAPTER 90- STATE ROADWAY FUNDS								
HWY1	Repaving of roads and sidewalks	222,000	247,000	247,000	247,000	247,000	1,210,000	
	SUB-TOTAL	222,000	247,000	247,000	247,000	247,000	1,210,000	
MASSACHUSETTS SCHOOL BUILDING AUTHORITY (MSBA)								
Sch12	Replace roof at elementary school					156,000	156,000	See also debt-funded
	SUB-TOTAL	0	0	0	0	156,000	156,000	
STATE/FEDERAL GRANTS (ARMY CORPS OF ENGINEERS AND OTHER)								
Harbor2	Dredging Harbor			12,000,000			12,000,000	See also Marina Fund
	SUB-TOTAL	0	0	12,000,000	0	0	12,000,000	
MARINA FUNDS								
Harbor1	Rebuild Lieutenant Island Pier		5,000				5,000	
Harbor2	Dredging Harbor			3,000,000			3,000,000	See State/Fed Grants
Harbor3	Replace pick-up truck		30,000				30,000	
Harbor4	Replace Pile Driver		75,000				75,000	
	SUB-TOTAL	0	110,000	3,000,000	0	0	3,110,000	
AMBULANCE FUND								
Fire1	Replace turnout gear	14,000	14,000	14,000	15,000	15,000	72,000	
Fire2	Replace Ambulance	285,000					285,000	

Projects by Funding Source and Year (FY2018-FY2022)

Project #	Project Title	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total	
	SUB-TOTAL	299,000	14,000	14,000	15,000	15,000	357,000	
PRIOR TOWN MEETING ARTICLES								
DPW4	Repair and improve elevator	10,000					10,000	
DPW8	Replace pick-up truck with plow	45,000					45,000	
Fire3	Replace portable radios	35,000					35,000	See also PayGo
Fire6	Maintain water supply	7,000					7,000	
IT1	Expand Fiber Optic: Phase 4	25,000					25,000	
IT2	Upgrade wireless town network: Phase 3	5,000					5,000	
IT3	Upgrade cable network: Phase 5	20,000					20,000	
IT4	Upgrade phone system	30,000					30,000	
	SUB-TOTAL	177,000	0	0	0	0	177,000	
	GRAND TOTAL	1,361,000	2,556,000	18,631,000	1,024,000	3,403,000	26,975,000	

APPENDICES

Appendix 1: Wellfleet At A Glance Report

Appendix 2: New Growth History

Appendix 3: Free Cash and Stabilization

Appendix 4: Tax Levy Limit History

Appendix 5: Average Single Family Tax Bill History

Appendix 6: Enterprise Funds Retained Earnings

Appendix 7: General Fund Debt Service

Appendix 8: Select Items from DLS Municipal Finance Glossary

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DLS At A Glance Report for Wellfleet

Socioeconomic	
County	BARNSTABLE
School Structure	K-05
Form of Government	OPEN TOWN MEETING
2013 Population	2,733
2015 Labor Force	1,723
2015 Unemployment Rate	5.90
2012 DOR Income Per Capita	37,996
2009 Housing Units per Sq Mile	201.61
2013 Road Miles	71.00
EQV Per Capita (2014 EQV/2013 Population)	847,420
Number of Registered Vehicles (2012)	4,145
2012 Number of Registered Voters	2,721

Bond Ratings	
Moody's Bond Ratings as of December 2015*	
Standard and Poor's Bond Ratings as of December 2015*	AAA

*Blank indicates the community has not been rated by the bond agency

Fiscal Year 2017 Estimated Cherry Sheet Aid	
Education Aid	185,664
General Government	91,545
Total Receipts	277,209
Total Assessments	387,241
Net State Aid	-110,032

Fiscal Year 2017 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	2,216,708,889	15,029,286	6.78
Open Space	0	0	0
Commercial	80,070,561	542,878	6.78
Industrial	1,150,400	7,800	6.78
Personal Property	22,573,530	153,049	6.78
Total	2,320,503,380	15,733,013	

Fiscal Year 2017 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	15,733,013	70.29
State Aid	277,209	1.24
Local Receipts	3,838,785	17.15
Other Available	2,534,454	11.32
Total	22,383,461	

Fiscal Year 2017 Proposition 2 1/2 Levy Capacity	
New Growth	119,190
Override	
Debt Exclusion	1,509,839
Levy Limit	16,231,059
Excess Capacity	498,046
Ceiling	58,012,585
Override Capacity	43,391,095

Other Available Funds		
2016 Free Cash	FY2016 Stabilization Fund	FY2017 Overlay Reserve
1,412,819	607,464	122,837

Fiscal Year 2017 Average Single Family Tax Bill**	
Number of Single Family Parcels	3,075
Assessed Value of Single Family	603,741
Average Single Family Tax Bill	4,093
State Average Family Tax Bill	
Fiscal Year 2013	5,020
Fiscal Year 2014	5,020
Fiscal Year 2015	5,419

Wellfleet issues tax bills on a Semi-Annual basis

**For the communities granting the residential exemptions, DLS does not collect enough information to calculate an average single family tax bill. In FY16, those communities are Barnstable, Boston, Brookline, Cambridge, Chelsea, Everett, Malden, Nantucket, Somerville, Somerset, Tisbury, Waltham and Watertown. Therefore, the average single family tax bill information in this report will be blank.

Fiscal Year 2016 Schedule A - Actual Revenues and Expenditures						
	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	17,273,483	3,180,735	273,915	851,787	94,596	21,674,516
Expenditures	17,915,446	848,642	1,138,555	825,965	84,369	20,812,977
Police	1,646,651	0	0	0	0	1,646,651
Fire	1,328,143	0	0	0	0	1,328,143
Education	5,299,781	102,020	0	0	0	5,401,801
Public Works	2,008,243	114,169	286,169	229,938	0	2,638,519
Debt Service	1,283,579					1,283,579
Health Ins	1,180,105				0	1,180,105
Pension	985,738				0	985,738
All Other	4,183,206	632,453	852,386	596,027	84,369	6,348,441

Total Revenues and Expenditures per Capita						
	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	6,320.3	1,163.8	100.2	311.7	34.6	7,930.7
Expenditures	6,555.2	310.5	416.6	302.2	30.9	7,615.4

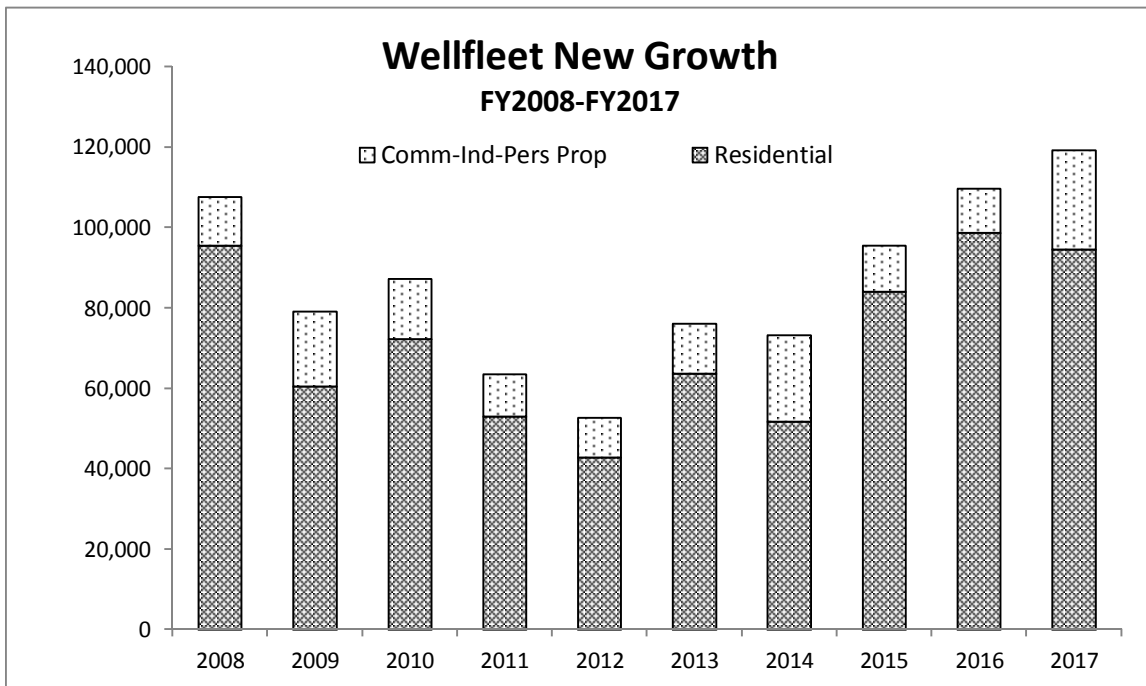
This data only represents the revenues and expenditures occurring in these funds and does not reflect and transfers to or from other funds. Therefore, this data should not be used to calculate an ending fund balance.

If you have questions regarding the data contained in this report, please contact the Municipal Databank/Local Aid Section at (617) 626-2384 or databank@dor.state.ma.us

[Click here to see if the Division of Local Services' Technical Assistance Section has conducted a financial management review or other analysis for Wellfleet](#)

WELLFLEET NEW GROWTH HISTORY

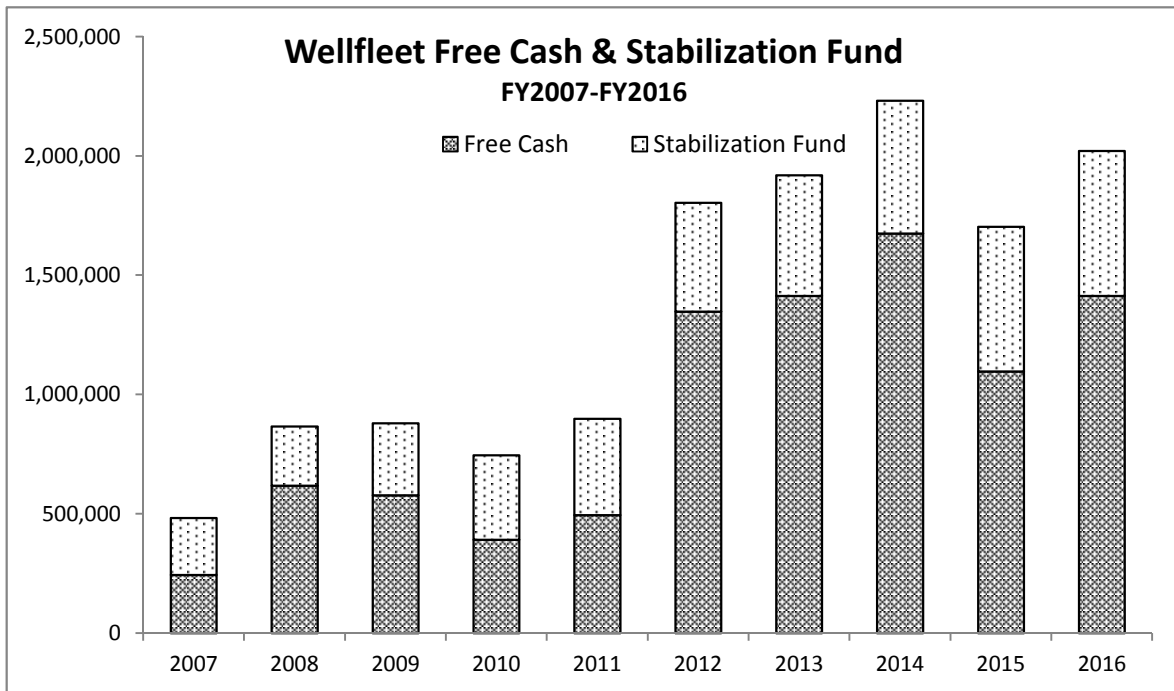
Year	Residential New Growth	Comm Ind Per Prop New Growth	Total New Growth Applied to the Levy Limit
2008	95,507	12,117	107,624
2009	60,465	18,713	79,178
2010	72,321	14,973	87,294
2011	52,996	10,545	63,541
2012	42,809	9,822	52,631
2013	63,739	12,335	76,074
2014	51,680	21,494	73,174
2015	84,021	11,513	95,534
2016	98,707	10,901	109,608
2017	94,595	24,595	119,190
10-Year Avg	71,684	14,701	86,385



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

WELLFLEET FREE CASH & STABILIZATION FUND HISTORY

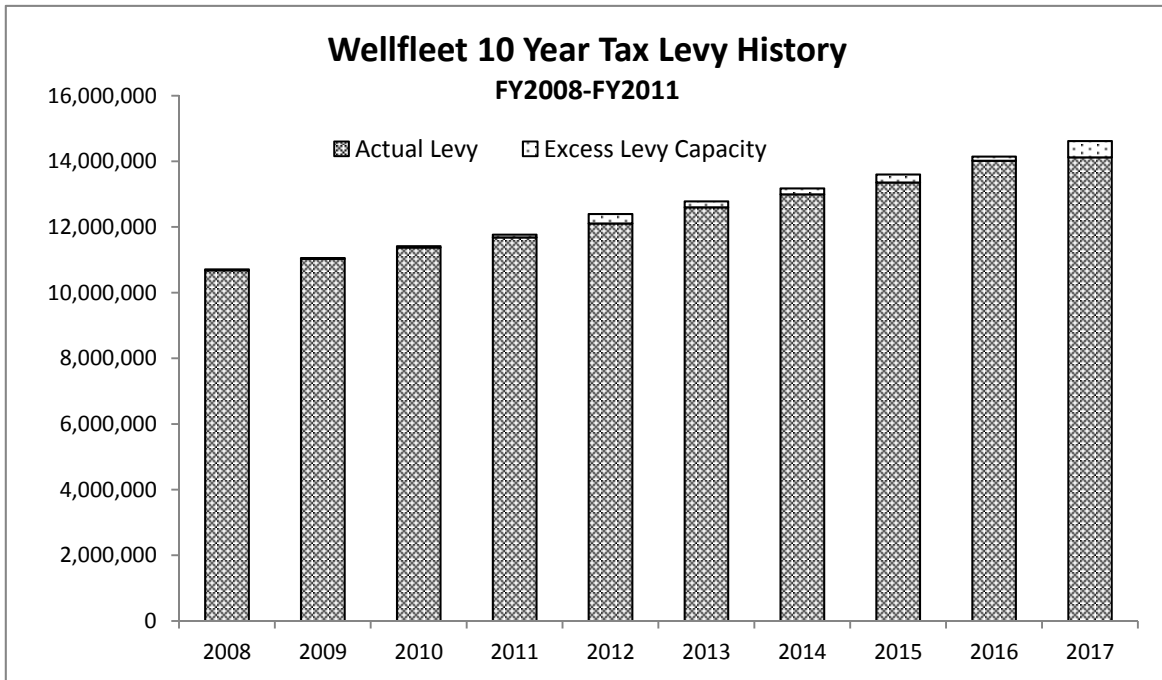
Year	Free Cash	Stabilization Fund	TOTAL
2007	244,050	238,578	482,628
2008	618,662	247,782	866,444
2009	578,319	301,799	880,118
2010	391,427	353,468	744,895
2011	494,538	404,481	899,019
2012	1,348,259	455,202	1,803,461
2013	1,413,560	505,751	1,919,311
2014	1,674,927	556,307	2,231,234
2015	1,096,258	606,864	1,703,122
2016	1,412,819	607,464	2,020,283



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

WELLFLEET TAX LEVY HISTORY

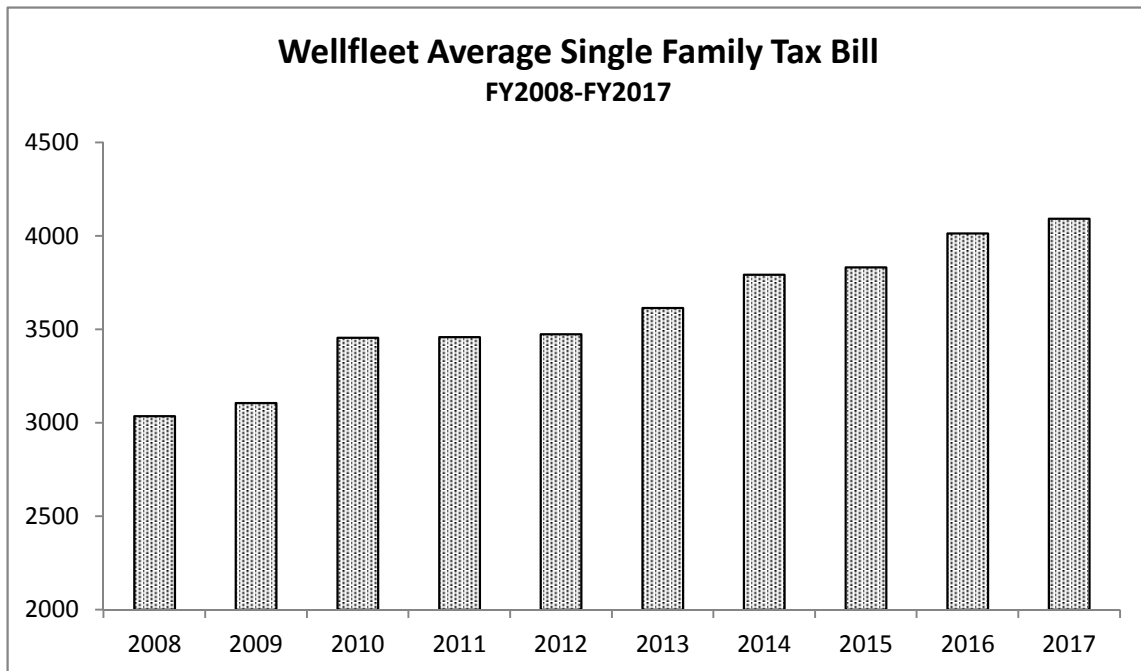
Year	Actual Tax Levy (excluding any Debt Exclusion)	Excess Tax Levy Capacity	Total Tax Levy Limit (excluding Debt Exclusion)	Total Levy (incl. exclusions)
2008	10,681,255	26,815	10,708,070	11,617,532
2009	11,031,825	23,125	11,054,950	11,925,036
2010	11,376,071	42,547	11,418,618	13,336,483
2011	11,684,136	83,488	11,767,624	13,344,144
2012	12,110,125	285,321	12,395,446	13,382,730
2013	12,600,760	180,646	12,781,406	13,906,744
2014	12,998,286	175,829	13,174,115	14,523,047
2015	13,358,886	240,116	13,599,002	14,689,893
2016	14,021,879	126,706	14,148,585	15,385,408
2017	14,123,444	498,046	14,621,490	15,733,013



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

WELLFLEET
AVERAGE SINGLE FAMILY TAX BILL HISTORY

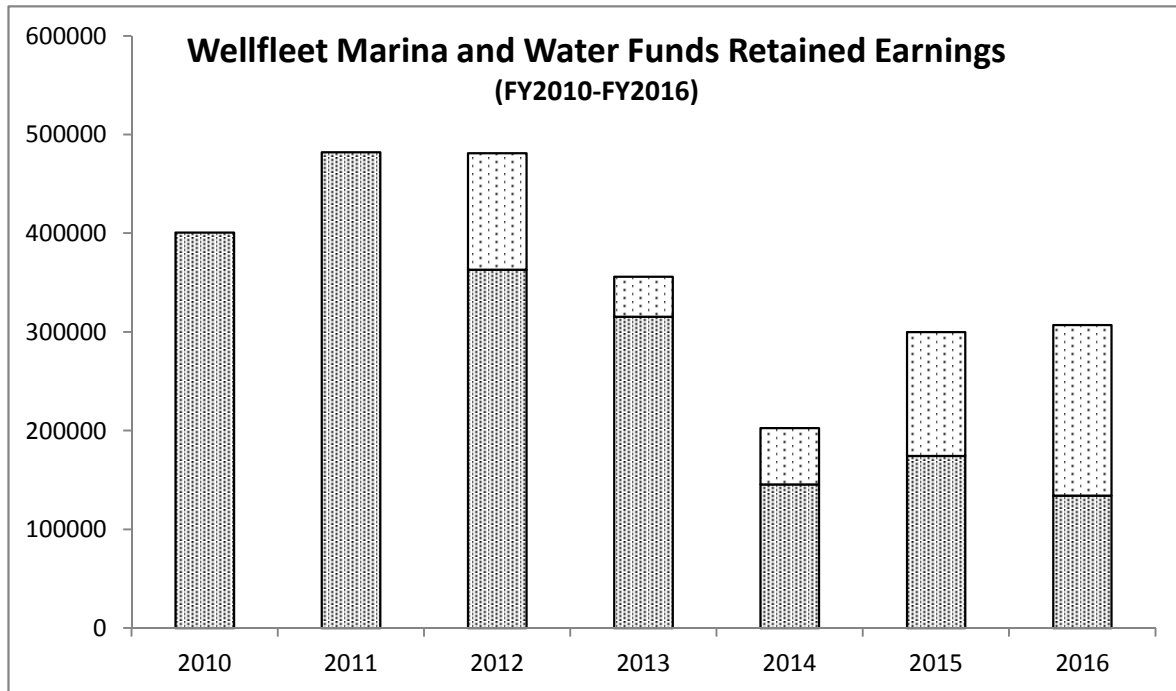
Fiscal Year	Avg SF Tax Bill	Annual Change		State Rank
		Amount	Percent	
2008	3,035			234
2009	3,105	70	2.3%	233
2010	3,455	350	11.3%	196
2011	3,459	4	0.1%	208
2012	3,474	15	0.4%	228
2013	3,614	140	4.0%	222
2014	3,792	178	4.9%	208
2015	3,832	40	1.1%	221
2016	4,014	182	4.7%	218
2017	4,093	79	2.0%	NA



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

**WELLFLEET
MARINA AND WATER FUND RETAINED EARNINGS**

Fiscal Year	Marina Fund	Water Fund	TOTAL
2010	400,720	0	400,720
2011	482,237	0	482,237
2012	363,340	117,716	481,056
2013	315,656	40,287	355,943
2014	145,564	57,069	202,633
2015	174,426	125,634	300,060
2016	134,365	172,640	307,005



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

WELLFLEET GENERAL FUND DEBT SERVICE

FISCAL YEAR	Existing Non-Exempt Debt Service	Existing Prop 2 1/2 Exempt Debt Service	Est Auth/Unissued Exempt Police Station Renov	FY18-22 CIP Proposed Debt (projected)	GRAND TOTAL
2017	10,000	1,477,367	-	-	1,487,367
2018	10,000	1,295,704	577,500	-	1,883,204
2019	10,000	1,287,693	566,125	119,575	1,983,393
2020	10,000	1,242,499	554,750	612,945	2,420,194
2021	10,000	1,044,291	543,375	658,590	2,256,256
2022	10,000	924,918	532,000	1,146,953	2,613,871
2023	10,000	900,737	520,525	1,114,978	2,546,240
2024	10,000	825,827	509,250	1,085,359	2,430,436
2025		732,098	497,875	813,384	2,043,357
2026		663,591	486,500	790,965	1,941,056
2027		508,283	475,125	462,190	1,445,598
2028		421,501	463,750	448,927	1,334,178
2029		139,994	452,375	407,534	999,903
2030		132,893	441,000	362,626	936,519
2031		130,200	429,625	339,848	899,673
2032		12,356	418,250	311,100	741,706
2033		12,375	406,875	301,342	720,592
2034		11,938	395,500	247,764	655,202
2035		12,416	384,125	179,656	576,197
2036		-	372,750	144,148	516,898
2037		-	361,375	108,640	470,015
2038				104,872	104,872
2039				93,604	93,604
2040				46,386	46,386
2041				44,668	44,668
TOTAL	80,000	11,776,681	9,388,650	9,946,054	31,191,385