

A map of Cape Elizabeth, Maine, serves as the background. The map shows various streets including Broadway, Barberry Creek, Highland Ave, Evans St, Fickett St, Trout Brook, Mitchell Rd, Shore Rd, Fowler Rd, and Spurwink Rd. It also depicts geographical features like Great Pond, Crescent Beach State Park, and Two Lights State Park. A central text box with a decorative rope border contains the title and dates. On the right side, a portion of an old nautical chart is visible, showing depth soundings and place names like 'Ledge', 'Corwin Rock', and 'Cry Rocks'.

2027 Budget Town of Cape Elizabeth

July 01, 2026 - June 30, 2027

TABLE OF CONTENTS

Introduction

Letter of Transmittal 1

Budget Book Notes 3

Budget Book Dedication 4

Town Council Narrative 6

Fiscal Summary

Initial Pro Forma.....7

General Fund Expenditures Chart.....8

General Fund Revenues Detail 11

General Government Administration

Administration Narrative.....13

Finance Narrative 15

Clerk Narrative.....16

Expense Detail.....19

Admin, Council, Legal and Audit, Elections, Boards and Commissions, Insurance, Employee Benefits, Debt Service

Assessing, Code Enforcement, Planning (ACP)

ACP Narrative 28

Expense Detail.....31

Information Technology / Communications

Information Technology Narrative 32

Communications Narrative 33

Expense Detail 35

Police Department

Police Narrative.....36

Expense Detail.....43

Department, Animal Control, Dispatch, Public Protection

Fire Department

Fire Narrative 47

Expense Detail.....49

Fire, Rescue, WETeam, Fire Police, Emergency Preparedness

Public Works

Public Works Narrative..... 54

Expense Detail.....56

Operations, Recycling and Refuse, Parks & Grounds

Facilities Management

Facilities Narrative 60

Expense Detail.....63

Operations, Town Hall, Pubic Works, Recycling, Parks, Spurwink Church, Fort Williams, Library, Spurwink School, Town Center Fire, Community Center, Richards Pool, Police Station, Cape Cottage Fire

Community Services

Community Services Narrative 76

Expense Detail.....78

Administraction, Fitness Center, Richards Pool Programs, Adult Programs, Youth Programs, Cape Care

Thomas Memorial Library

Library Narrative 86

Expense Detail 90

Human Services

Expense Detail 91

County and Other Assessments

Expense Detail 92

County, GPCOG, Maine Municipal, Contributions, Transfers

Special Funds

Sewer Fund Narrative 95

Revenue and Expense Detail 96

Fort Williams Park Narrative 98

Revenue and Expense Detail 101

Portland Head Light Narrative 103

Revenue and Expense Detail 105

Riverside Cemetery Narrative 107

Revenue and Expense Detail 108

Thomas Jordan Trust Fund Revenue and Expense Detail 112

Library Fund Revenue and Expense Detail 114

Tax Incremental Financing (TIF) Fund Revenue Detail 118

Sewer, Fort Williams Park, Portland Head Light, Riverside Cemetery, Thomas Jordan Trust, Library Fund, Tax Incremental Financing (TIF) Fund

Capital Improvement Plan

Plan Narrative.....120

Expense Detail..... 12

Town Asset Values, Life Cycle Costs, 5-Year Capital Plan dashboard, Capital Projects by Asset Type

BUDGET TRANSMITTAL LETTER

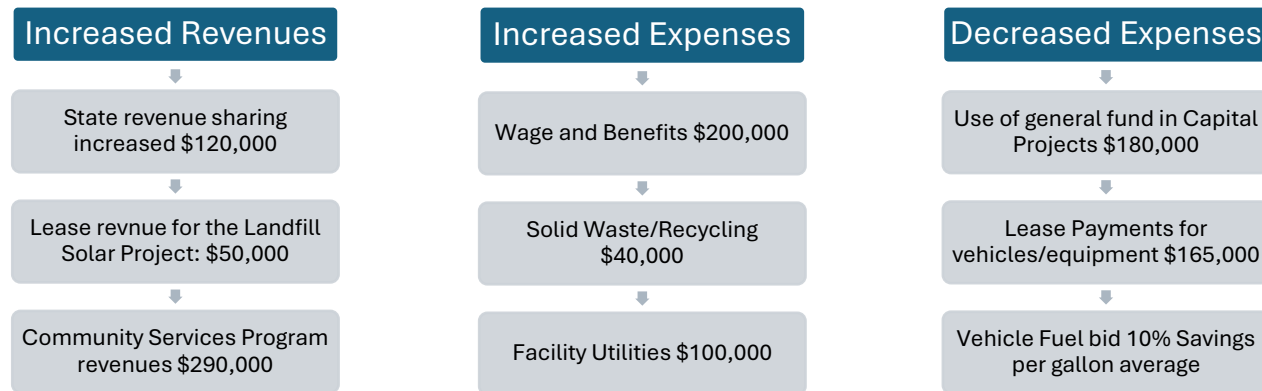
March 16, 2026

To: Council Chair Scifres, Finance Chair Swayze and members of the Town Council,

In accordance with Article V of the Town Charter, please accept the Manager's proposed municipal budget for Fiscal Year July 1, 2026- June 30, 2027 (FY 27). As your Town Manager, I look forward to working with you over the next two months to build on this draft budget put together by staff over the last few months. Together we can review our anticipated expenditures, explore new revenues, and make sure our plans for FY 27 align with Council goals and citizen expectations.

The proposed General Operating Budget Expenditures for the Town are 20,192,516 which represents an increase of \$641,869 over FY 2026. General Municipal Revenues are proposed to be \$9,602,261, which is an increase of \$442,677 from last year. This results in a net amount of taxes to be raised of \$10,590,255, an increase of \$199,192 over Fiscal Year 2026. Without considering any School and County increases, this represents a \$0.07 increase to the municipal mill rate, which is a 2.71% increase over last year's municipal tax rate.

Some of the more significant changes to this year's budget include:



Key considerations in developing this budget included:

- Restoring Fund Balance: We remain committed to restricting the use of the unassigned fund balance to reach our policy goal over the next few years. Accordingly, this budget proposes no draw on the unassigned fund balance.
- Maintaining Service Levels: This budget ensures that existing service levels across all departments are maintained for the coming year.
- Attracting and Retaining Talent: In response to the regional recruitment and retention pressures, this budget focuses on fostering a positive environment and experience for our employees.

BUDGET TRANSMITTAL LETTER

- Council Goals: We have maintained the necessary resources to continue making progress on Council established goals.
- Capital Funding: There was a focus on leveraging non-property tax funding mechanisms for this year's capital projects, while still working towards our targeted overall infrastructure investment goals.

While some community and department requests were not supported in this draft budget proposal due to fiscal considerations, many requests were well-reasoned, aligned with Council goals, and met industry best practices. Key items for further discussion and budget consideration over the coming weeks include:

- Various infrastructure repairs, replacements, or enhancements related to facilities, technology, utilities, and roadways.
- Expansions to property tax relief beyond the senior tax relief program.
- Technology, record storage solutions, and outreach tools proposed by multiple departments.

A special thank you goes out to the many Department Heads and staff members that helped compile this budget for your consideration, and to all Town employees that make the goals and objectives stated in this document possible through their consistent hard work for the Town of Cape Elizabeth.

Sincerely,



Patrick Fox
Town Manager

BUDGET BOOK EXPLANATORY NOTES

While this budget document follows the same format as last year, some account codes will change year to year as services or reporting requirements change, or to better take advantage of the reporting features of our financial accounting software. There is a goal to maintain the same account numbers year over year for accurate historical comparisons whenever possible.

- ◆ Notable changes to bring to your attention this year include:
- ◆ Wage adjustments for FY 27 are consolidated in account 1017000-2980D to allow for adjustments during the budget process. The adjustments to individual wage lines following the FY 26 budget approval are the value reflected FY 27 budget tables.
- ◆ Social Security expenses were moved from individual departments to the Employee Benefits section of the budget (1017000-2240A) to align with all other employee benefit costs in FY 2026. Prior to that it was in each department's budget section.
- ◆ Professional Development, Training, Conferences and Meeting line items were combined into a single Training and Professional Development line (3300A) per department to allow for more consistent tracking of these employee investments across the organization as a whole, and to recognize the changing ways in which people learn and advance in their careers.
- ◆ FY 2025 Actuals- Some line items do not have expenses listed for FY 2025. This is due to new account numbers being established in the FY 2026 budget book.
- ◆ FY 26 to FY 27 Budget % change is comparing FY 26 original budget to FY 27 Manager Req. The revised budget numbers in FY 26 reflect changes to the budget and transfers during the fiscal year. Some carry forward to the FY 27 proposed budget, but many were one time transfers that are not requested for the next year.
- ◆ Department Narrative at the front of each section that covers the Department's: *Overview of Services, Recent Accomplishments, Goals and Objectives, Key Budget Considerations*. Department Heads will be available throughout the budget process to elaborate on individual line items during their March presentations, or as requested by Councilors.
- ◆ The Capital Plan dashboard and project categorization has been changes to provide an improved picture of where we are in funding all of our needs across all asset groups, as well as how we are utilizing the multiple funding mechanisms available for capital expenditures.



FISCAL YEAR 2027: BUDGET BOOK DEDICATION

As we begin fiscal year 2027, I want to pause to reflect on Fiscal Year 2026. Once again, our employees have gone above and beyond to make this community a place where people from around the world come to visit. When it came to dedicating the budget book this year, it was an easy decision.

Public Safety Clerk Ed Hunt is set to retire in the coming fiscal year after an impressive fifty-two-year career in Cape Elizabeth. Ed is the longest-serving town employee in the history of Cape Elizabeth, and it goes without saying that we will probably never have another employee who serves as long as Ed has.

Ed began his career with the Police Department on December 31, 1973, when he was hired as a Public Safety Dispatcher. Ed worked in this role until December 31, 2000, when he was officially promoted to Head Dispatcher. On July 1, 2009, our local dispatch center ceased operations, and Ed took over as Public Safety Clerk.

Throughout his tenure with the town, Ed has received several commendations for his dedicated work. On November 23, 1981 Ed was presented with a commendation for his involvement in the Two Lights State Park active shooter incident. On December 15, 1991, Ed received a letter of commendation for phone negotiations with a domestic violence suspect who eventually surrendered peacefully.

Ed has been fortunate to work with four Police Chiefs, seven Fire Chiefs, and hundreds of dedicated police officers, firefighters, and EMS providers. Over his five decades of service to our community, Ed has seen the town grow and evolve in numerous ways. The one thing that has stayed the same throughout this time is Ed and his devoted service to the community.

If you've called the police or fire department in the past fifty-two years, chances are that you spoke with Ed on the phone. Ed's calm and steady voice has guided callers through medical emergencies, missing children, car crashes, and everything in between. Ed's ability to stay focused under pressure, gather critical information quickly, and direct the correct resources where they were needed most made an



immeasurable difference to both the public and the officers in the field. Through every shift, Ed proved that the voice on the other end of the line can be just as vital as the people responding on scene.

In addition to being the voice of the department for those who call, Ed was also an essential cog in almost every administrative aspect. Ed often arrived to work early or stayed late to complete payroll, upload reports to the court, or to locate files. These tasks may not make the awards list, but they are absolutely essential to the successful function of the police department. Ed did all of this with a positive attitude, even though he often pretended to be pessimistic.

Written by Chief Paul Fenton on behalf of Town Staff

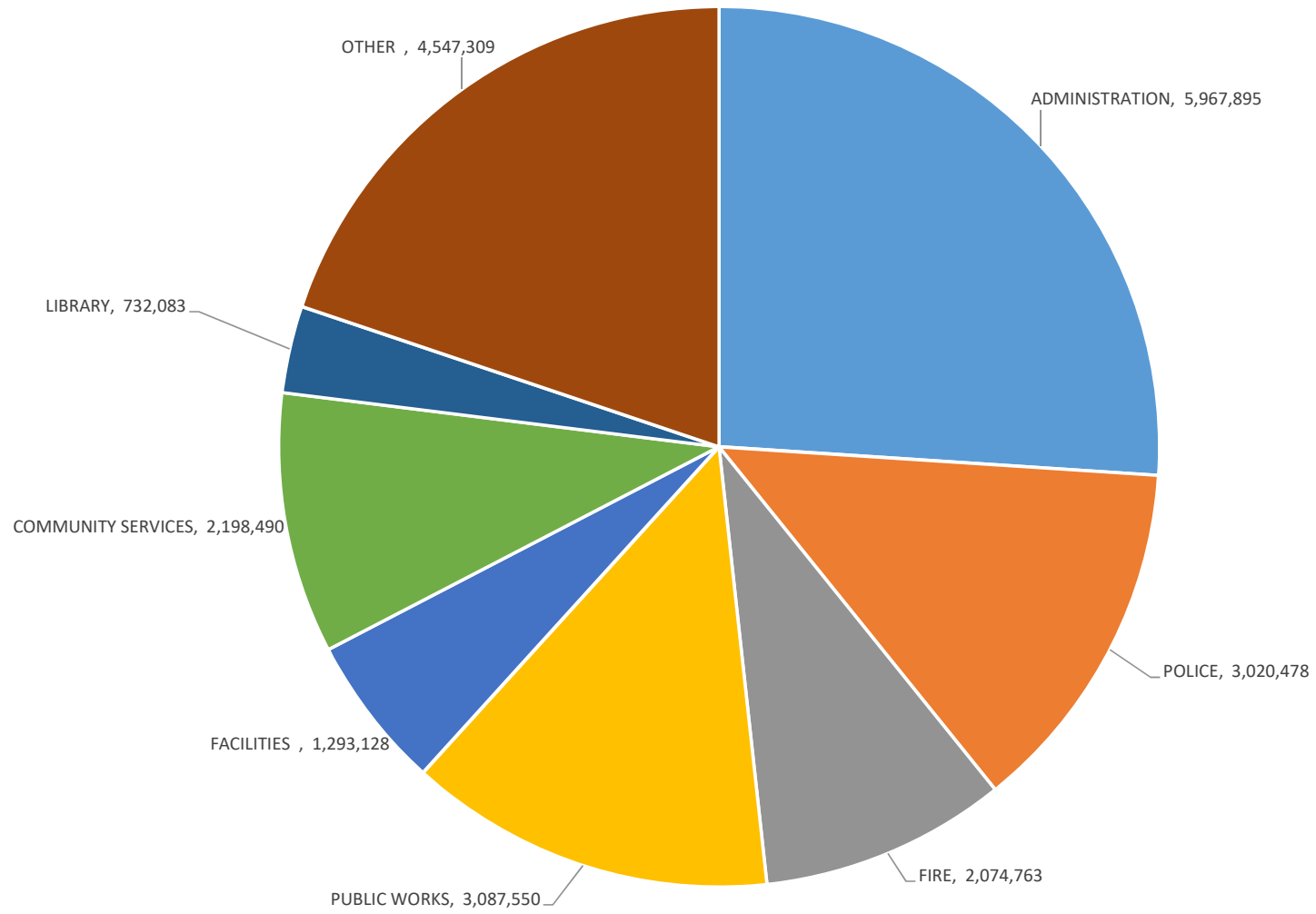


	FY 2026	FY 2027	\$ CHANGE	% CHANGE
	BUDGET	BUDGET	FY26 TO FY27	FY26 TO FY27
TAX RATE VALUATION BASIS	\$ 3,883,457,807	\$ 3,893,457,807	10,000,000	0.26%
EXPENSES				
MUNICIPAL EXPENSES	\$ 19,550,647	\$ 20,192,516	641,869	3.28%
TIF	182,903	190,000	7,097	3.88%
OVERLAY	140,405	100,000	(40,405)	-28.78%
COUNTY TAX EXPENSE	2,188,380	2,349,180	160,800	7.35%
SCHOOL EXPENSES	36,318,456	37,952,787	1,634,331	4.50%
TOTAL EXPENSES	\$ 58,380,791	\$ 60,784,483	2,403,692	4.12%
REVENUES				
MUNICIPAL REVENUES	\$ 9,159,584	\$ 9,602,261	442,677	4.83%
MUNICIPAL FUND BALANCE	\$ -	\$ -	-	0.00%
SCHOOL REVENUES	2,654,644	2,387,448	(267,196)	-10.07%
SCHOOL FUND BALANCE	1,000,000	650,000	(350,000)	-35.00%
TOTAL REVENUES	\$ 12,814,228	\$ 12,639,709	(174,519)	-1.36%
TAXES TO BE RAISED				
MUNICIPAL	\$ 10,391,063	\$ 10,590,255	199,192	1.92%
TIF	182,903	190,000	7,097	3.88%
OVERLAY	140,405	100,000	(40,405)	-28.78%
COUNTY	2,188,380	2,349,180	160,800	7.35%
SCHOOL	32,663,812	34,915,339	2,251,527	6.89%
TOTAL TAXES TO BE RAISED	\$ 45,566,563	\$ 48,144,774	2,578,211	5.66%
TAX RATES				
MUNICIPAL	\$ 2.73	\$ 2.80	\$ 0.07	2.71%
COUNTY	0.57	\$ 0.60	0.03	5.79%
SCHOOL	8.43	\$ 8.97	0.54	6.37%
TOTAL TAX RATE (ESTIMATED)	\$ 11.73	\$ 12.37	0.64	5.45%

*Property value growth is a preliminary estimate.

*The School expenses and revenues are preliminary estimates.

Total General Fund Expenditures Budget by Department





CAPE ELIZABETH TOWN COUNCIL

OVERVIEW OF SERVICES:

The Town Council is comprised of 7 members, elected to serve a three-year term by the voters of Cape Elizabeth. The Town Council has legislative authority and is responsible for setting policy, adopting the municipal budget, and providing overall direction for the Town. Acting on behalf of the residents and in partnership with the Town Manager, staff, boards, and committees, the Town Council supports delivery of services and initiatives that best meet the community priorities and ensure responsible stewardship of public resources.



COUNCIL GOALS:

Each year, the Council is responsible for setting annual goals that support policies reflecting the community's shared values and long-term vision. Through a review of ordinances, capital investments, and public engagement, the Council develops goals and monitors progress, ensuring guidance and accountability.

On January 5, 2026, the Town Council approved goals for 2026 that build on best-management practices established in the previous year. This includes 9 goal areas, which will be reported on throughout the year.

Asset Management

- 1934 Building
- Expore infrastructure funding and bond

Communication Infrastructure

- Examine site location and tower alternative
- Regional emergency radio signal and tower improvements

Community Driven Projects

- Ice Arena - design proposals and user agreements
- Basketball Court Construction

Economic Development

- Town Center Vitality and Events
- Communication on Development Process

Environment

- Solar Grants for Town Facilities

Housing Diversity & Growth

- LD 1829
- LD 2173

Informed & Engaged Citizenry

- Council Articles
- Feedback loop for Citizen Commnets and Engagement

Property Tax Relief

- Support GPCOG, MMA county and statewide efforts
- Investigate property tax relief tools
- New Revenues or Market Rate Adjustments

Transportation Safety

- Sidewalk Connectivity
- Traffic and Safety Evaluations
- Town Center Crosswalk Evaluation
- Public Outreach on Multi-modal Safety

ACCOUNTS FOR:			2025	2026			2027		
				ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
0001	TOWN GENERAL FUND REVENUES		ACTUAL						
ADMINISTRATION									
1011010	1011	FEES: CABLE FRANCHISE	121,400.74	140,000.00	140,000.00	-	125,000.00	(15,000.00)	-11%
1011010	1033	FEES: NSF CHECK	269.00	300.00	300.00	250.00	300.00	-	0%
1011010	1036	FEES: PARKING PAY AND DISPLAY	591,755.70	754,600.00	754,600.00	585,509.38	754,600.00	-	0%
1011010	1051	FEES: CLERKS FEES	10,138.20	6,725.00	6,725.00	6,134.80	6,725.00	-	0%
1011010	1052	FEES: DOG LICENSES	5,825.00	3,500.00	3,500.00	2,117.00	3,500.00	-	0%
1011010	1053	FEES: HUNTING/FISHING LICENSES	168.50	100.00	100.00	76.25	100.00	-	0%
1011010	1054	FEES: MARRIAGE LICENSES	540.00	2,100.00	2,100.00	-	-	(2,100.00)	-100%
1011010	1057	FEES: REGISTRATION FEES	33,353.50	33,000.00	33,000.00	22,142.00	33,000.00	-	0%
1011010	1800	RENT: TOWN HALL SPACE	3,300.00	3,000.00	3,000.00	2,860.00	3,000.00	-	0%
1011010	1801	RENT: LAND LEASE - POOR FARM	4,000.00	4,000.00	4,000.00	-	4,000.00	-	0%
1011010	1851	REVENUE: MISCELLANEOUS	21,241.04	5,000.00	5,000.00	844.87	5,000.00	-	0%
1011030	1700	INTEREST INCOME	416,687.81	400,000.00	400,000.00	231,050.45	300,000.00	(100,000.00)	-25%
1011040	2001	TAXES: AIRCRAFT EXCISE	-	1,000.00	1,000.00	-	-	(1,000.00)	-100%
1011040	2002	TAXES: BOAT EXCISE TAXES	17,083.14	20,000.00	20,000.00	4,180.40	20,000.00	-	0%
1011040	2003	TAXES: EXCISE TAXES	2,792,286.84	2,700,000.00	2,700,000.00	1,877,056.80	2,700,000.00	-	0%
1011050	1852	REVENUE: MISCELLANEOUS FEDERAL	-	1,000.00	1,000.00	-	1,000.00	-	0%
1011060	1951	STATE: GENERAL REIMBURSEMENT	14,465.37	10,000.00	10,000.00	3,113.99	10,000.00	-	0%
1011060	1952	STATE: PARK FEE SHARING	12,180.56	11,000.00	11,000.00	13,135.70	13,000.00	2,000.00	18%
1011060	1953	STATE: RENEWABLE ENERGY	-	3,500.00	3,500.00	7,491.00	5,000.00	1,500.00	43%
1011060	1954	STATE: SNOWMOBILE REIMBURSE	403.82	500.00	500.00	-	500.00	-	0%
1011010	1060	FEES: INTEREST/LATE CHARGES	34,537.00	30,000.00	30,000.00	29,533.90	30,000.00	-	0%
1011010	1061	INSURANCE CLAIM RECOVERED	3,940.33	5,000.00	5,000.00	-	-	(5,000.00)	-100%
1011010	1065	MMA PROPERTY DIVIDEND	11,637.00	-	-	-	-	-	
1011010	1500	DIVIDEND: MMA WORKERS COMP	-	10,000.00	10,000.00	-	10,000.00	-	0%
1011010	1750	REFUND: LEGAL FEES	-	1,000.00	1,000.00	-	-	(1,000.00)	-100%
1011060	1950	STATE: GA REIMBURSEMENT	3,601.34	35,000.00	35,000.00	-	35,000.00	-	0%
TOTAL	ADMINISTRATION		4,098,814.89	4,180,325.00	4,180,325.00	2,785,496.54	4,059,725.00	(120,600.00)	-3%
ASSESSING/CODES/PLANNING								-	
1012010	1008	FEES: BUILDING PERMIT	299,143.22	160,000.00	160,000.00	210,760.44	200,000.00	40,000.00	25%
1012010	1020	FEES: ELECTRICAL PERMIT	42,930.00	30,000.00	30,000.00	28,308.00	35,000.00	5,000.00	17%
1012010	1023	FEES: HEALTH PERMITS	-	800.00	800.00	-	-	(800.00)	-100%
1012010	1024	FEES: HEATING PERMIT	650.00	1,000.00	1,000.00	1,400.00	1,000.00	-	0%
1012010	1047	FEES: SHORT-TERM RENTAL	20,500.00	20,000.00	20,000.00	20,000.00	20,000.00	-	0%
1012010	1050	FEES: ZONING BOARD	8,150.00	6,000.00	6,000.00	9,850.00	6,000.00	-	0%

ACCOUNTS FOR:			2025	2026			2027		
0001	TOWN GENERAL FUND REVENUES		ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
1012060	1955	STATE: TREE GROWTH	-	20,000.00	20,000.00	15,470.52	20,000.00	-	0%
1012060	1956	STATE: VETERANS REIMBURSEMENT	4,510.00	15,000.00	15,000.00	-	5,000.00	(10,000.00)	-67%
1012010	1040	FEES: PLUMBING PERMITS	14,225.00	12,000.00	12,000.00	7,780.00	12,000.00	-	0%
TOTAL	ASSESSING/CODES/PLANNI		390,108.22	264,800.00	264,800.00	293,568.96	299,000.00	34,200.00	13%
	POLICE DEPARTMENT							-	
1021010	1005	FEES & FINES: POLICE	6,019.37	5,000.00	5,000.00	2,900.44	5,000.00	-	0%
1021010	1032	FEES: MOORING PERMITS	3,050.00	2,500.00	2,500.00	550.00	2,500.00	-	0%
1021010	1751	REIMBURSEMENT: PD SPECIAL DET	7,215.00	15,000.00	15,000.00	5,187.50	15,000.00	-	0%
1021010	1903	SALE: PD VEHICLES/EQUIPMENT	-	10,000.00	10,000.00	-	10,000.00	-	0%
1021010	1068	PD MISC REVENUES	3,740.11	-	-	-	-	-	
TOTAL	POLICE DEPARTMENT		20,024.48	32,500.00	32,500.00	8,637.94	32,500.00	-	0%
	FIRE DEPARTMENT							-	
1023010	1001	FEES: AMB BILLING	593,207.00	550,000.00	550,000.00	372,832.00	550,000.00	-	0%
1023010	1002	FEES: AMB BILLING - ADJUST	(214,464.29)	(215,000.00)	(215,000.00)	(133,275.10)	(215,000.00)	-	0%
1023010	1101	DONATIONS: AMBULANCE	-	-	-	300.00	-	-	
1023010	1752	REIMBURSEMENT: FIRE/POLICE	700.00	-	-	1,640.00	-	-	
TOTAL	FIRE DEPARTMENT		379,442.71	335,000.00	335,000.00	241,496.90	335,000.00	-	0%
	PUBLIC WORKS							-	
1025010	1042	FEES: PW POLE LOCATION PRM	110.00	-	-	30.00	30.00	30.00	
1025010	1044	FEES: REFUSE DISPOSAL REVENUES	100,815.08	90,000.00	90,000.00	68,393.71	100,000.00	10,000.00	11%
1025010	1048	FEES: STREET OPENING PERMITS	6,075.00	5,000.00	5,000.00	4,675.00	5,000.00	-	0%
1025010	1855	PW - MISC REVENUE	284.93	100.00	100.00	2,778.56	100.00	-	0%
1025060	1958	STATE: MDOT BLOCK GRANT	99,232.00	98,000.00	144,528.00	144,528.00	144,000.00	46,000.00	47%
1025060	1852	REV: MISC FEDERAL	175,648.83	-	185,513.00	9,864.00	-	-	
1025010	1807	LEASE: TXFR STATION	1,000.00	4,000.00	4,000.00	-	50,000.00	46,000.00	1150%
1025060	1070	EPR PACKAGING	-	-	-	-	10,000.00	10,000.00	
TOTAL	PUBLIC WORKS		383,165.84	197,100.00	429,141.00	230,269.27	309,130.00	112,030.00	57%
	COMMUNITY SVC ADMINISTRATION							-	
1030000	1851	REVENUE: MISCELLANEOUS	2,000.00	-	-	-	-	-	
1030010	1014	FEES: CS ADULT PROGRAMS	180,121.56	135,000.00	135,000.00	125,879.86	180,000.00	45,000.00	33%
1030010	1015	FEES: CS CAPE CARE	264,108.07	243,000.00	243,000.00	197,034.72	276,000.00	33,000.00	14%
1030010	1016	FEES: CS FITNESS CENTER	70,756.67	58,000.00	58,000.00	50,430.57	66,000.00	8,000.00	14%
1030010	1017	FEES: CS YOUTH PROGRAMS	1,412,703.10	1,000,000.00	1,000,000.00	391,178.77	1,200,000.00	200,000.00	20%
1030010	1018	FEES: CS POOL	313,876.14	315,000.00	315,000.00	244,941.13	320,000.00	5,000.00	2%

ACCOUNTS FOR:			2025	2026			2027		
0001	TOWN GENERAL FUND REVENUES		ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
1030010	1102	DONATION: CS SOUNDS/SEA	2,999.00	6,000.00	6,000.00	1,000.00	6,000.00	-	0%
1030010	1802	RENT: COMMUNITY CENTER BLDG	26,855.72	26,000.00	26,000.00	20,881.18	26,000.00	-	0%
1030010	1064	FEES: PASSPORTS	7,338.00	10,500.00	10,500.00	7,953.00	11,000.00	500.00	5%
TOTAL	COMMUNITY SVC ADMINIST		2,280,758.26	1,793,500.00	1,793,500.00	1,039,299.23	2,085,000.00	291,500.00	16%
	CAPE CARE							-	
1030500	1970	FEDERAL: ARPA CHILD CARE	43,136.91	-	-	33,586.80	-	-	
TOTAL	CAPE CARE		43,136.91	-	-	33,586.80	-	-	
	LIBRARY							-	
1031010	1004	FEES & FINES: LIBRARY	32.00	-	-	-	-	-	
1031010	1026	FEES: LIBRARY ART SALES	68.00	200.00	200.00	200.00	200.00	-	0%
1031010	1027	FEES: LIBRARY COPIER	1,942.85	1,800.00	1,800.00	886.72	1,800.00	-	0%
TOTAL	LIBRARY		2,042.85	2,000.00	2,000.00	1,086.72	2,000.00	-	0%
	TAXES/COMPONENTS							-	
1090060	1959	STATE: BETE REIMBURSEMENT	23,701.00	23,000.00	23,000.00	29,929.00	29,000.00	6,000.00	26%
1090060	1960	STATE: HOMESTEAD REIMBURSEMENT	374,633.00	800,000.00	800,000.00	519,441.28	800,000.00	-	0%
1090060	1961	STATE: REVENUE SHARING	1,287,305.40	1,300,000.00	1,300,000.00	932,065.10	1,421,637.00	121,637.00	9%
1090060	2005	TAXES: SUPPLEMENTAL	-	-	-	641.63	-	-	
1090090	2004	TAXES: REAL ESTATE TAXES	10,308,685.00	12,762,346.34	12,762,346.34	-	13,319,434.80	557,088.46	4%
1090090	2006	TAXES: TREE GROWTH PENALTY	75,780.00	-	-	-	-	-	
TOTAL	TAXES/COMPONENTS		12,070,104.40	14,885,346.34	14,885,346.34	1,482,077.01	15,570,071.80	684,725.46	5%
	TRANSFERS							-	
1100070	2051	TXFR IN: INFRASTRUCTURE FUND	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	-	0%
1100070	2052	TXFR IN: LIBRARY FUND	2,792.00	2,792.00	2,792.00	2,792.00	2,792.00	-	0%
1100070	2053	TXFR IN: PORTLAND HEAD LIGHT	15,149.00	15,149.00	15,149.00	15,149.00	15,149.00	-	0%
1100070	2054	TXFR IN: RIVERSIDE CEMETERY PC	1,867.00	1,894.00	1,894.00	1,894.00	2,143.00	249.00	13%
1100070	2055	TXFR IN: SEWER FUND	83,717.00	86,144.00	86,144.00	86,144.00	83,805.00	(2,339.00)	-3%
1100070	2056	TXFR IN: T JORDAN TRUST FUND	36,030.00	36,030.00	36,030.00	36,030.00	36,030.00	-	0%
1100070	2057	TXFR IN: TIF FUND	374,363.00	-	-	-	-	-	
1100070	2050	TXFR IN: FORT WMS PARK CIP	250,350.00	19,350.00	19,350.00	19,350.00	19,350.00	-	0%
TOTAL	TRANSFERS		834,268.00	231,359.00	231,359.00	231,359.00	229,269.00	(2,090.00)	-1%
	USE OF FUND BALANCE							-	
1105080	2100	USE OF SURPLUS	198,500.00	-	18,000.00	-	-	-	
TOTAL	USE OF FUND BALANCE		198,500.00	-	18,000.00	-	-	-	
TOTAL	TOWN GENERAL FUND		20,700,366.56	21,921,930.34	22,171,971.17	6,346,878.37	22,921,695.80	999,765.46	5%

ACCOUNTS FOR:	2025	2026			2027		
0001 TOWN GENERAL FUND REVENUES	ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
GRAND TOTAL	20,700,366.56	21,921,930.34	22,171,971.17	6,346,878.37	22,921,695.80	999,765.46	5%



TOWN ADMINISTRATION

OVERVIEW OF SERVICES:

Town Administration coordinates townwide operations across 12+ municipal departments, implementing administrative and fiscal policies adopted by the Council. Areas of focus include long term planning, employee relations, budgeting, and public communication. The Department facilitates the staff connections with: Council, boards, committees, external agencies, patrons and residents of Cape Elizabeth.

Through the Manager's office and School Business Office, the Town operates a "One-Town Concept", consolidating the functions of human resources, payroll, accounts payable, facilities maintenance, and information technology.



RECENT ACCOMPLISHMENTS:

2025 was a year of progress in the areas of public engagement, fiscal responsibility, and personnel best practices. The tasks within these areas include:

Public Engagement

- Business community listening sessions.
- Public Hearings for grant funded projects.
- Formation of a Traffic Safety Working Group with public notices and meetings.
- Public parking forums and ordinance changes.

Fiscal Responsibility

- Reduced reliance on unassigned fund balance to maintain AAA bond rating.
- Revised scope of ongoing capital projects to reach budget constraints.
- Entered voluntary safety compliance program to reduce workers comp insurance rates.
- Updated purchasing policy and procedures.

Personnel Best Practices

- Developed an employee-lead Safety & Wellness Committee representing all departments.
- Approved three- year union contracts with improved recruitment and retention provisions.
- Formed an employee handbook working group to create a comprehensive policy handbook for 2026 implementation.

GOALS & OBJECTIVES:

The overall goal of Administration is always continuous improvement and progress in the efficient delivery of local services. Alignment between staff, elected officials, and community members determines the rate of success in achieving our short- and long-term objectives. Focus areas for the coming year include:

- Public Engagement and Accessibility – Use of videos, articles, and on-line survey tools to keep residents informed and their feedback incorporated in the decision-making process.
- Document formatting – Keep presentations, reports, and materials easily readable and understandable, as well as ADA-compliant.
- Invest in our Human Resources Department to improve employee engagement, reduce employer liability, and find cost savings and efficiencies in benefits and programs.
- Regional collaboration in the areas of housing, tax relief, transportation, and economic development.

KEY BUDGET CONSIDERATIONS:

The Administration draft budget sections, including insurance and benefits, are built around a continuity of existing services, and remaining a competitive and attractive place to work. The one growth area in this budget is expanding our Human Resources capabilities, with a goal of cost savings in future budget cycles through reduced insurance premiums, legal fees, position vacancies, and consolidated training time.





FINANCE DEPARTMENT

OVERVIEW OF SERVICES:

The Finance Department, staffed by four full-time employees, plays a vital role in managing the Town's financial operations.

Responsibilities include:

- ♦ Billing and collection of real estate and personal property taxes, excise taxes (vehicles, trailers, ATVs, and boat registration), dog licensing, and notary fees.
- ♦ Overseeing financial statement, budgeting, and accounting for all Town departments.
- ♦ Ensuring the responsible management of revenues and expenditures.

RECENT ACCOMPLISHMENTS:

In fiscal year 2025, the Finance Department processed:

- ♦ 9,519 in-person motor vehicle registrations.
- ♦ 3,255 online vehicle registrations.
- ♦ Collecting all tax payments by citizens to keep the collection rate above 98%.

The Finance team remains committed to accuracy, efficiency, and continuous improvement management.

GOALS AND OBJECTIVES:

The department's ongoing priorities include:

- Managing the Town's financial functions while providing valuable insights to departments, the Town Manager, Town Council, and residents.
- Delivering high-quality, friendly customer service through cross-training and operational efficiency.
- Developing and updating operational policies and procedural manuals.

KEY BUDGET CONSIDERATIONS:

- The proposed budget maintains current staffing levels and services. No new employees or programs are included – funding requests focus on sustaining existing operations.





ELECTIONS: TOWN CLERK

OVERVIEW OF SERVICES:

The FY27 Elections budget provides for the November 2026 State General Election and the June 2027 Municipal Election. The Clerk's Office is tasked with forecasting voter turnout to determine the required number of ballots, absentee voting needs, and staffing levels both for Election Day and the 30-day absentee in-person voting period. Cape Elizabeth continues to see exceptional engagement; the most recent November election saw a 59% turnout of active registered voters, significantly higher than the state average of 47%. Our goal is to submit a budget that accurately reflects these predictive factors while meeting the high expectations of our residents.

RECENT ACCOMPLISHMENTS:

The Clerk's Office takes great pride in administering safe, secure, and accessible elections. Our success is built upon our dedicated election staff and the expertise of our Deputy Clerk, Melissa. We are also grateful for the continued collaboration with the School, Facilities, Public Works, and Public Safety Departments; their support is vital to our operational efficiency.

Key achievements from the FY26 budget cycle include:

- ◆ **Equipment Modernization:** Replaced damaged totes used for absentee ballot batching and installed new shelving to organize the election inventory.
- ◆ **Safety * Security:** Purchased a caged roller cart to secure ballots at polling locations. This cart also allows for faster, more secure evacuation of sensitive materials in the event of an emergency.



GOALS & OBJECTIVES:

While many view elections as a single-day event, our operations span a three-to-four-month period. Absentee voting remains a preferred method in Cape Elizabeth, as it increases accessibility for the elderly, those with disabilities, and voters with scheduling conflicts.

Our objectives for the coming year include:

- **Streamlined Processing:** We plan to purchase a mobile printer for polling locations to generate real-time absentee reports, ensuring accurate reconciliation of ballots returned on Election Day.
- **State Equipment Updates:** The State plans to replace aging DS200 tabulators prior to the November 2026 election. While the state is currently in the procurement process, the specific cost to municipalities is not yet clear. Consequently, we believe it is prudent to maintain the \$9,000 Equipment Rental line at its current level.
- **Safety Training:** In alignment with Secretary of State initiatives, we will provide specialized training to ensure our staff is prepared for emergency scenarios.
- **New Voter Registration System:** The State will roll out a new Central Voter Registration (CVR) system this spring. We will conduct several training sessions to ensure staff are proficient with the new software before the next election cycle.

STAFFING AND WAGES

To maintain our high standard of service and retain our experienced team, I propose a 3% base increase in hourly wages for ballot clerks and election wardens. This dedicated group frequently adjusts their personal schedules to accommodate the Town's needs. Notably, this budget does not propose an increase to the total part-time election staffing line. We will absorb the 3% wage increase by remaining flexible with staffing levels during the in-person absentee period, adjusting personnel based on real-time turnout predictions.



KEY BUDGET CONSIDERATIONS:

The majority of the election budget is allocated to staffing the month-long absentee voting period. By optimizing our in-person absentee setup, we aim to achieve:

- ◆ Increased efficiency in voter registration.
- ◆ The capacity to serve more in-person absentee voters simultaneously.
- ◆ Enhanced accommodation of voter accessibility needs.

The overall FY27 Elections budget request represents a 0% increase over FY26 (which was already 22.5% lower than FY25). I am pleased to propose a wage increase for our workers while maintaining a flat budget that ensures safe, secure, and efficient election administration.



ACCOUNTS FOR:			2025	2026			2027		
				ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
0001	TOWN GENERAL FUND		ACTUAL						
ADMINISTRATION									
1011000	1040A	TOWN MANAGER	134,695.46	160,000.00	165,777.00	109,107.70	165,777.00	5,777.00	4%
1011000	1040B	DEPARTMENT HEADS	394,101.20	203,386.00	211,760.00	140,820.86	211,760.00	8,374.00	4%
1011000	1040D	PROFESSIONAL	49,450.99	-	-	1,388.69	-	-	
1011000	1180A	DEPUTY	70,179.38	72,100.00	75,063.00	50,853.62	75,063.00	2,963.00	4%
1011000	1180C	CLERKS	173,966.36	172,000.00	178,839.00	119,399.21	178,839.00	6,839.00	4%
1011000	1300A	OVERTIME	181.98	500.00	500.00	-	500.00	-	0%
1011000	2240A	SOCIAL SECURITY	60,885.83	-	-	1,755.69	-	-	
1011000	3100A	PROFESSIONAL SERVICES	16,943.05	-	-	769.00	-	-	
1011000	3100B	CYBER SECURITY & TECH SVCS	39,950.00	-	-	-	-	-	
1011000	3100C	GA CONTRACT ADMIN	21,446.57	23,400.00	23,400.00	21,091.20	24,400.00	1,000.00	4%
1011000	3100O	CONTRACTED SERVICES	-	-	-	-	5,000.00	5,000.00	
1011000	3300A	TRAINING/PROFESSIONAL DEVELOP	3,391.71	17,000.00	17,000.00	4,801.28	17,000.00	-	0%
1011000	3300B	CONFERENCES & MEETINGS	3,154.07	-	-	-	-	-	
1011000	3400A	RECORDS PRESERVATION	3,399.32	-	-	5,344.56	-	-	
1011000	3520A	SCHOOL PROVIDED TECH SERVICES	-	20,000.00	20,000.00	-	-	(20,000.00)	-100%
1011000	4320A	COMPUTER MAINTENANCE	45,876.90	-	-	23,925.24	-	-	
1011000	5310A	POSTAGE	2,107.27	10,000.00	10,000.00	5,962.16	10,000.00	-	0%
1011000	5320A	CELLULAR PHONES	523.40	2,000.00	2,000.00	348.94	2,000.00	-	0%
1011000	5320B	TELEPHONE	29,451.27	30,000.00	30,000.00	21,951.25	30,000.00	-	0%
1011000	5330A	INTERNET ON-LINE CHARGES	49,611.98	-	-	438.90	-	-	
1011000	5400A	ADVERTISING	1,577.79	6,500.00	6,500.00	2,037.78	5,000.00	(1,500.00)	-23%
1011000	5500A	PRINTING	16,557.30	8,000.00	8,000.00	2,263.02	8,000.00	-	0%
1011000	5801A	TRAVEL - MILEAGE	4,422.55	6,000.00	6,000.00	4,027.53	6,000.00	-	0%
1011000	6050A	OFFICE EQUIPMENT	2,076.99	2,500.00	2,500.00	1,421.46	2,500.00	-	0%
1011000	6170A	OFFICE SUPPLIES	3,229.94	5,000.00	5,000.00	905.11	5,000.00	-	0%
1011000	7340A	TECHNOLOGY EQUIPMENT	114,150.93	-	-	897.67	-	-	
1011000	8100A	DUES & MEMBERSHIPS	1,039.50	2,500.00	2,500.00	1,971.90	2,500.00	-	0%
1011000	8110A	BANK FEES	24,907.02	20,000.00	20,000.00	12,130.02	20,000.00	-	0%
1011000	8900A	MISC. EXPENSES	550.00	-	-	-	-	-	
TOTAL	ADMINISTRATION		1,267,828.76	760,886.00	784,839.00	533,612.79	769,339.00	8,453.00	1%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
TOWN COUNCIL								-	
1013000	3300B	CONFERENCES & MEETINGS	225.00	2,000.00	2,000.00	-	2,000.00	-	0%
TOTAL TOWN COUNCIL			225.00	2,000.00	2,000.00	-	2,000.00	-	0%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
LEGAL AND AUDIT								-	
1013500	3450A	LEGAL SERVICES	81,893.92	66,000.00	66,000.00	36,199.80	66,000.00	-	0%
1013500	3460A	AUDIT SERVICES	48,750.00	46,000.00	46,000.00	52,500.00	46,000.00	-	0%
TOTAL LEGAL AND AUDIT			130,643.92	112,000.00	112,000.00	88,699.80	112,000.00	-	0%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
ELECTIONS								-	
1014000	1180P	PART TIME	48,395.41	64,900.00	67,500.00	19,432.36	67,500.00	2,600.00	4%
1014000	2240A	SOCIAL SECURITY	3,708.97	-	-	44.22	-	-	
1014000	3100A	PROFESSIONAL SERVICES	4,695.65	-	-	-	-	-	
1014000	3100O	CONTRACTED SERVICES	-	4,000.00	4,000.00	1,834.60	4,000.00	-	0%
1014000	4400A	EQUIPMENT RENTAL	11,998.44	9,000.00	9,000.00	-	9,000.00	-	0%
1014000	5310A	POSTAGE	3,897.19	5,720.00	5,720.00	2,096.84	5,720.00	-	0%
1014000	5400A	ADVERTISING	321.97	700.00	700.00	435.40	700.00	-	0%
1014000	5500A	PRINTING	7,484.48	4,800.00	4,800.00	2,008.72	4,800.00	-	0%
1014000	6170A	OFFICE SUPPLIES	3,097.59	3,370.00	3,370.00	2,798.07	3,370.00	-	0%
TOTAL ELECTIONS			83,599.70	92,490.00	95,090.00	28,650.21	95,090.00	2,600.00	3%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
BOARDS AND COMMISSIONS								-	
1015000	1180P	PART TIME	1,249.25	4,120.00	4,120.00	497.82	4,120.00	-	0%
1015000	2240A	SOCIAL SECURITY	48.76	-	-	9.51	-	-	
1015000	3100H	PLANNING BD PROJECTS	1,137.50	2,000.00	2,000.00	-	2,000.00	-	0%
1015000	3100I	CONSERVATION COMMISSION	13.86	1,000.00	1,000.00	80.00	1,000.00	-	0%
1015000	3100J	RECYCLING COMMITTEE	-	1,000.00	1,000.00	791.58	1,200.00	200.00	20%
1015000	3100K	SPECIAL COMMITTEES	20,396.87	16,000.00	16,000.00	20,250.00	16,000.00	-	0%
1015000	3100L	VOLUNTEER/STAFF APPRECIATION	8,628.61	12,000.00	12,000.00	4,865.77	12,000.00	-	0%
1015000	3300B	CONFERENCES & MEETINGS	-	200.00	200.00	-	200.00	-	0%
TOTAL	BOARDS AND COMMISSIONS		31,474.85	36,320.00	36,320.00	26,494.68	36,520.00	200.00	1%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
INSURANCE								-	
1016000	5210C	PROPERTY & CASUALTY INSURANCE	167,459.12	180,000.00	180,000.00	176,941.99	180,000.00	-	0%
1016000	5210D	SELF INS/DEDUCTIBLE	-	5,000.00	5,000.00	-	-	(5,000.00)	-100%
TOTAL INSURANCE			167,459.12	185,000.00	185,000.00	176,941.99	180,000.00	(5,000.00)	-3%

ACCOUNTS FOR:			2025	2026			2027		
0001	TOWN GENERAL FUND		ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
EMPLOYEE BENEFITS								-	
1017000	2180A	HEALTH INSURANCE	1,265,590.34	1,438,803.00	1,438,803.00	929,171.27	1,582,700.00	143,897.00	10%
1017000	2240A	SOCIAL SECURITY	-	611,412.00	611,412.00	374,734.97	625,000.00	13,588.00	2%
1017000	2380A	MAINE PERS	253,065.32	200,000.00	200,000.00	188,167.73	230,000.00	30,000.00	15%
1017000	2380B	ICMA RETIREMENT	393,002.73	337,000.00	337,000.00	266,741.91	375,000.00	38,000.00	11%
1017000	2680A	UNEMPLOYMENT	6,423.00	23,700.00	23,700.00	3,117.00	15,000.00	(8,700.00)	-37%
1017000	2790A	WORKERS COMPENSATION	209,330.93	190,000.00	190,000.00	127,253.87	200,000.00	10,000.00	5%
1017000	2980A	DISABILITY	27,248.89	33,000.00	33,000.00	17,829.67	30,000.00	(3,000.00)	-9%
1017000	2980B	GROUP INSURANCE	2,131.47	3,000.00	3,000.00	865.36	3,000.00	-	0%
1017000	2980D	SALARY ADJUSTMENTS	-	450,000.00	89,357.00	-	400,000.00	(50,000.00)	-11%
1017000	2980E	WELLNESS PROGRAM	2,452.69	9,600.00	9,600.00	10,327.92	15,000.00	5,400.00	56%
1017000	2980F	CAFETERIA PLAN	96.81	1,000.00	1,000.00	556.50	1,000.00	-	0%
1017000	2981C	PAID FAMILY MEDICAL LEAVE - TW	28,871.82	46,000.00	46,000.00	26,696.13	47,380.00	1,380.00	3%
1017000	3100A	PROFESSIONAL SERVICES	1,139.00	-	-	1,575.00	-	-	
1017000	3100M	SCHOOL PROVIDED SERVICES	65,000.00	65,000.00	65,000.00	-	73,730.00	8,730.00	13%
1017000	3100O	CONTRACTED SERVICES	-	20,000.00	20,000.00	125.00	20,000.00	-	0%
1017000	3300A	TRAINING/PROFESSIONAL DEVELOP	-	1,800.00	1,800.00	-	1,800.00	-	0%
TOTAL	EMPLOYEE BENEFITS		2,254,353.00	3,430,315.00	3,069,672.00	1,947,162.33	3,619,610.00	189,295.00	6%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
DEBT SERVICE								-	
1035000	8310A	PRINCIPAL PAYMENT	515,000.00	693,772.00	693,772.00	245,411.69	693,772.00	-	0%
1035000	8311A	CAPITAL LEASE PAYMENT	596,951.94	227,744.00	227,744.00	227,743.72	62,500.00	(165,244.00)	-73%
1035000	8320A	INTEREST PAYMENT	125,710.87	101,680.00	101,680.00	52,123.99	101,680.00	-	0%
TOTAL DEBT SERVICE			1,237,662.81	1,023,196.00	1,023,196.00	525,279.40	857,952.00	(165,244.00)	-16%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
INTERFUND TRANSFERS								-	
1036000	3493C	TXFR FWP	48,000.00	-	-	-	-	-	
1036000	3493D	TXFR TIF	162,281.00	182,903.00	182,903.00	182,903.00	190,000.00	7,097.00	4%
1036000	3493F	TXFR TURF	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	-	0%
1036000	3493H	TXFR CIP	779,200.00	845,000.00	1,077,040.83	1,011,240.83	663,000.00	(182,000.00)	-22%
TOTAL INTERFUND TRANSFERS			1,004,481.00	1,042,903.00	1,274,943.83	1,209,143.83	868,000.00	(174,903.00)	-17%



ASSESSING, CODES, AND PLANNING DEPARTMENTS

OVERVIEW OF SERVICES:

The Assessing Department is the record keeper of property information on each separate parcel, including but not limited to ownership, sales data, and exemptions. Land and building data are maintained to derive a valuation for taxation purposes. Furthermore, we adjust property data as needed, not only in an effort to improve and maintain accuracy but also to improve fairness and equity.

The Code Enforcement Department includes a Code Enforcement Officer and Assistant Code Enforcement Officer. We review, approve and do inspections based on several types of permits, such as Building, Plumbing, Electrical and Short term rental. We enforce several ordinances, such as Zoning, Pesticides, Signs and Health. We also staff the Board of Zoning Appeals.

The Planning Department manages development review, primarily through staff support to the Planning Board, staff support to the Conservation Committee and the Ordinance Committee, and management of the Geographic Information System (GIS). All three departments share 2 full-time support staff.

RECENT ACCOMPLISHMENTS:

This past year being the first year of service as the Assessor, the focus has been meeting with many residents in an effort to understand the challenges, becoming more proficient with our assessing software, and beginning to build a multi-phased process moving forward to improve overall assessment equity town-wide.

The Code Enforcement Department had another busy year with building permits. We also successfully implemented new permitting software.

Much of the Planning Department function is convening multidisciplinary teams to review and manage development, to research and draft ordinance provisions and to activate committees from policy development through implementation. The Conservation Committee's greenbelt trail improvement program is in its sixth year, and permitting for the remaining Greenbelt Assessment projects is pending. The transition to ArcGISPro for our computerized mapping has advanced to the end phases when we will be serving up updated Nearmap aerial imagery and are expanding usage to multiple departments.

GOALS & OBJECTIVES:

- In October we put out a short video on the website explaining a multi-phased process (6 Phases) with the long-term goal to create a greater level of valuation equity town-wide. This is a new endeavor for Cape Elizabeth and currently we have no timetable for completion as we are focused on each individual phase. At this time, phase 1 is underway which includes a breakdown of all valuation components for each market value sale retroactive to January 2024 at a minimum. The short-term goal is once phase 1 is complete and we begin phase 2 which is analyzing data, valuation components will be more understood as we begin to prepare what valuation components need adjusting for greater levels of equity.
- Code Enforcement's main initiatives this year is digitizing our files for online access and continuing to facilitate the development of ADU's.
- The Planning Department's main goals this year are to process ordinance amendment packages as directed by the Town Council, continue greenbelt network improvements and complete the ArcGisPro transition.

KEY BUDGET CONSIDERATIONS:

The assessment restructure project is underway! In an effort to begin creating the long-term goal of a high-level assessment product, we will need some additional services. Assessing softwares are built from cost tables and later market adjusted. Purchasing the Marshall & Swift Residential Cost estimator RE7 will help us build these costs tables providing more supportive data for differentiating building components. This will be the foundation for our building assessments. Included in this is a commercial cost book. Quarterly updates are provided through this service. The yearly cost is \$2,100.

Residential properties provide us with many market values sales. On the other hand, commercial market value sales are rare. CoStar is a well-known platform which provides current market conditions on commercial properties including income projections, rental and vacancy rates, investor anticipated profits and much more. Many other Assessors use this platform. Cape Elizabeth has only approximately 2% of the total taxable base as commercial, which is much smaller than most of our neighbors. Still, with a roughly \$45 million valuation, collection of taxable properties commercial is roughly \$900,000 in taxable revenue. This service is \$6,000 per year. My reasoning is when it's time to make town wide valuation adjustments,

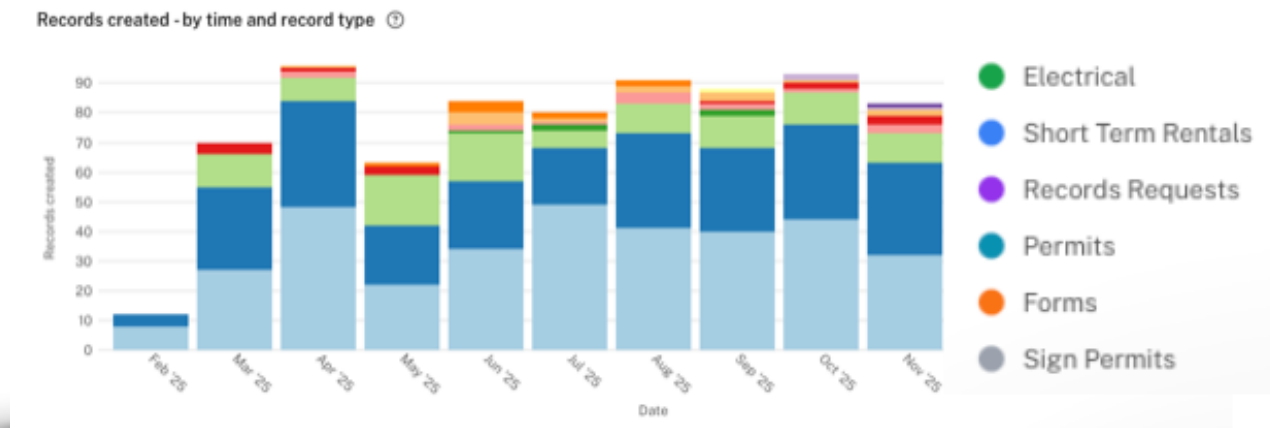


this platform will provide the necessary data to adjust commercial properties. The other option is to pay an outside firm. Either way we will need to look into these numbers in some fashion when its time.

Lastly \$4,000 had been added for a future mailing to inform residents. Having funds available for a future mailing is vital. When we are ready to send out a mailing, we will provide the details and importance at the appropriate time. These budget items would fall under contracted services.

A \$45,000 investment is proposed to move the Code Enforcement records to a digital format. To provide a scope, the office currently has 12 file cabinets of Code Enforcement files plus more than that amount stored elsewhere in the building. Having our files digitized is becoming more important every year from a customer service perspective. Otherwise, the Code Department added \$700 for inspection ipads and a modest increase in our training budget to match inflation.

The ACP budget includes some investment in the GIS system as we update our public interface. The annual allotment for planning consulting services if needs arise has been restored.



ACCOUNTS FOR:			2025	2026			2027		
0001	TOWN GENERAL FUND		ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
ASSESSING/CODES/PLANNING								-	
1012000	10010	FULLTIME-PAYROLL	480,710.00	486,574.00	506,597.00	340,373.85	506,597.00	20,023.00	4%
1012000	2240A	SOCIAL SECURITY	35,927.86	-	-	1,446.55	-	-	
1012000	3100A	PROFESSIONAL SERVICES	3,843.13	-	-	19.00	-	-	
1012000	3100D	GIS IMPROVEMENTS	27,080.61	19,500.00	19,500.00	19,604.00	24,000.00	4,500.00	23%
1012000	3100E	PLANNING CONSULTANT	2,784.90	-	-	-	3,000.00	3,000.00	
1012000	3100F	CODE TECHNICAL SUPPORT	3,143.92	3,000.00	3,000.00	1,396.56	28,000.00	25,000.00	833%
1012000	3100G	SHORT TERM RENTAL CNTCT	2,000.00	2,500.00	2,500.00	1,000.00	2,500.00	-	0%
1012000	3100O	CONTRACTED SERVICES	-	4,300.00	4,300.00	778.00	8,000.00	3,700.00	86%
1012000	3300A	TRAINING/PROFESSIONAL DEVELOP	279.00	6,680.00	6,680.00	3,386.31	7,545.00	865.00	13%
1012000	3300B	CONFERENCES & MEETINGS	5,437.16	-	-	-	-	-	
1012000	4432A	CODES SOFTWARE	9,600.00	10,000.00	10,000.00	10,000.00	10,000.00	-	0%
1012000	4432B	ASSESSOR SOFTWARE	5,000.00	5,000.00	5,000.00	13,620.00	12,000.00	7,000.00	140%
1012000	5310A	POSTAGE	-	50.00	50.00	50.00	50.00	-	0%
1012000	5320A	CELLULAR PHONES	2,957.38	2,800.00	2,800.00	1,751.87	2,800.00	-	0%
1012000	5400A	ADVERTISING	6,443.10	3,500.00	3,500.00	2,643.24	3,800.00	300.00	9%
1012000	5500A	PRINTING	1,170.40	1,800.00	1,800.00	728.30	1,800.00	-	0%
1012000	5801A	TRAVEL - MILEAGE	13,080.18	13,000.00	13,000.00	9,702.22	13,000.00	-	0%
1012000	6050A	OFFICE EQUIPMENT	1,573.83	2,700.00	2,700.00	1,228.96	2,700.00	-	0%
1012000	6170A	OFFICE SUPPLIES	1,466.23	1,600.00	1,600.00	1,024.33	1,700.00	100.00	6%
1012000	6400A	BOOKS & PUBLICATIONS	849.99	975.00	975.00	90.00	600.00	(375.00)	-38%
1012000	8100A	DUES & MEMBERSHIPS	415.00	1,500.00	1,500.00	1,126.00	1,500.00	-	0%
TOTAL	ASSESSING/CODES/PLANNI		603,762.69	565,479.00	585,502.00	409,969.19	629,592.00	64,113.00	11%



TECHNOLOGY DEPARTMENT

OVERVIEW OF SERVICES:

Since 1999, the Technology Department has supported the town and schools of Cape Elizabeth. Our department is made up of two Technology Support Specialist, one Network and Computer Systems Administrator, the Town IT Coordinator, the school's Director of Technology Education, and the school's Data Specialist. We support over 2000 users as well as network infrastructure, copier printers, AV, security systems, etc. of 16 buildings in addition to outside spaces across Cape Elizabeth.

RECENT ACCOMPLISHMENTS:

Started the privacy and security review RFP and currently working through the results. Completed the transition to the new agenda software and supporting staff on slowly working through all the different templates. Continued upgrades and replacement of both aged devices and security hardware. Replaced an aging data storage server.

GOALS & OBJECTIVES:

Complete the privacy and security review. This will require new policies to be created and approved, as well as implementing new measures based on the privacy and security results. Support the WCAG ADA upgrade. Start to fund the greatly aging AV equipment across both town and schools.



KEY BUDGET CONSIDERATIONS:

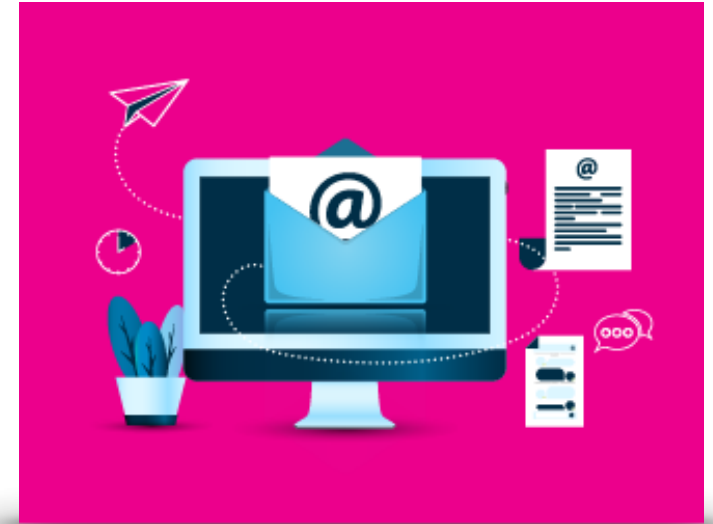
Now in our sophomore year of budgets, we start to look at what is needed for Cape. We are continuing to look at services that are needed to either meet new required standards like WCAG 2.1 for ADA compliance to better ways to gather citizen input. We have found one piece of software that needs a large adjustment but fortunately this will be a down year for our employee issued hardware to offset a bit. Do note that issued hardware fluctuates every year. On the CIP side, we are looking to add a new process to update our aging AV equipment across the town while also doing this on the schools side with their CIP budget. Like the council chamber, almost all of the spaces targeted are shared spaces across multiple departments, town school, and public usage. The oldest space that last had an update was in 2013. These supplements are a continued push to support the investments that the town has put into technology.



PUBLIC COMMUNICATIONS DEPARTMENTS

OVERVIEW OF SERVICES:

The Public Communications Department consists of one full-time employee, the Public Communications Coordinator. The Communications Coordinator manages the Town of Cape Elizabeth website, which provides users with efficient and comprehensive access to information pertaining to the town's government. This department facilitates the dissemination of public information through the website, social media accounts, email subscriptions, and streaming or broadcasting via local cable services. Part-time CETV producers are scheduled monthly to stream, record, and produce videos of meetings held by the Town Council, School Board, Planning Board, and Board of Zoning Appeals.



RECENT ACCOMPLISHMENTS:

- ♦ A new Town website was launched in 2025, providing significantly enhanced speed and curated search features. The redesign includes a more intuitive navigation menu and greater customization of webpages.
- ♦ Additionally, the Town completed the migration of archived meeting documents to a new agenda software platform used by all departments. The software ensures consistency, boosts staff efficiency, and provides direct engagement tools for residents.
- ♦ Efforts to increase resident engagement through the Town's E-Newsletters resulted in a 135% increase in subscribers.
- ♦ Lastly, a Digital Needs Assessment was conducted in December to help the Town achieve compliance with the Americans with Disabilities Act Title II Web and Mobile Application Accessibility Rule by April 2027.

GOALS & OBJECTIVES:

- Communicate and deliver town news promptly and effectively across various formats that reach all residents.
- Continue to increase engagement tools and assessment of effectiveness through direct community input.
- Strengthen sharing of information with other media outlets.
- Enhance best practices and improve communication methods through professional training and collaboration with other communication experts.

KEY BUDGET CONSIDERATIONS:

Training of staff to remediate digital files, video, and social content to meet the ADA Title II requirements by the spring of 2027.



ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
IT/COMMUNICATIONS								-	
1014500	10010	FULL TIME PAYROLL	-	170,000.00	176,158.00	116,056.98	176,158.00	6,158.00	4%
1014500	1180P	PART TIME	11,361.63	6,500.00	6,744.00	2,583.05	6,744.00	244.00	4%
1014500	1180Q	PART TIME WEBMASTER	70,002.79	-	-	139.95	-	-	
1014500	2240A	SOCIAL SECURITY	6,239.18	-	-	518.89	-	-	
1014500	3100O	CONTRACTED SERVICES	22.17	213,042.00	213,042.00	232,100.75	280,542.00	67,500.00	32%
1014500	3300A	TRAINING/PROFESSIONAL DEVELOP	-	10,000.00	10,000.00	400.00	10,000.00	-	0%
1014500	4300A	EQUIPMENT MAINTENANCE	3,452.00	-	-	-	-	-	
1014500	5320A	CELLULAR PHONES	-	600.00	600.00	-	600.00	-	0%
1014500	5400A	ADVERTISING	1,689.62	1,000.00	1,000.00	151.07	500.00	(500.00)	-50%
1014500	5801A	TRAVEL - MILEAGE	-	300.00	300.00	-	300.00	-	0%
1014500	6170A	OFFICE SUPPLIES	93.00	2,800.00	2,800.00	1,508.87	2,800.00	-	0%
1014500	7340A	TECHNOLOGY EQUIPMENT	-	66,100.00	66,100.00	56,226.03	46,100.00	(20,000.00)	-30%
TOTAL IT/COMMUNICATIONS			92,860.39	470,342.00	476,744.00	409,685.59	523,744.00	53,402.00	11%



CAPE ELIZABETH POLICE DEPARTMENT

OVERVIEW OF SERVICES:

The budget for the Police Department covers the following areas: Police Services (0210), Animal Control (0211), Dispatching (0212) and Miscellaneous Public Protection (0213). As we move towards FY2027, we are forecasting some increases in wages and benefits, as the town and union agreed to a new contract. It is imperative that we remain competitive with our wages and benefits to not only attract new officers, but to also retain our current officers. Police wages in neighboring departments have risen over the past few years as the supply of people wanting to enter this profession has decreased.

During the past year, officers responded to 12,025 calls for service, a 6.75% increase from last year, that included both citizen and officer-initiated calls. This is almost triple the increase we saw in calls for service the prior year. Officers also made just short 2,000 traffic stops and issued 266 traffic related summonses to ensure our roads remain safe for all members of our community. Last year, officers also performed an additional 256 hours of traffic enforcement details funded through Bureau of Highway Safety grants. The department's radar trailer was placed in 48 separate locations throughout the year and recorded the speeds of 779,842 vehicles traveling on our town's roadways. This data allows officers to perform more targeted enforcement by letting us know when and where speed violations are occurring most often.



The department did see a significant reduction in mental health calls this past year, with 21 calls for people experiencing mental health challenges or suicidal ideation. Out of those 21 calls, 11 people were taken into non-voluntary custody. On only three occasions, officers needed to use some type of force that resulted in no injuries to the subjects and only one officer injury. Unfortunately, nine of these incidents included the threatened use of weapons (knives and/or guns) that the subjects were in possession of at the time they were taken into custody. The department also invoked Maine's Yellow Flag Law on two separate occasions, ensuring people experiencing a mental health crisis would not be allowed access to firearms. Maine's new Red Flag Law goes into effect on February 21st, and we are actively preparing to ensure a smooth, responsible, and effective implementation. This law offers a new way to temporarily remove guns from people who appear to be suicidal or pose a risk of harm to others.

The Cape Elizabeth Police Department continues to have some of the lowest use of force statistics in the state. Between arrests and mental health calls, officers took forty-three people into custody. During all those critical events, on only three occasions officers needed to use some type of force that resulted in no significant injuries to the subjects or the officers. Our officers are consistently able to establish control without the use of conventional means of force. These low numbers can be directly connected to not only the character of our officers, but the ongoing training officers receive in de-escalation and crisis intervention.

RECENT ACCOMPLISHMENTS:

Regular engagement with community members through one-on-one conversations, meetings, and events helps establish trust. By developing comprehensive community engagement strategies, law enforcement and the community can work together to identify public safety solutions. To create a joint problem-solving partnership with your community, you need to know what their priority concerns are and where they feel there are gaps in service. Reaching out to individuals in the community results in greater cohesion with entire neighborhoods, creating lasting positive effects on mutual trust. Every part of a community can act as a force multiplier for good, and police can serve as a leader in these efforts.



Members of the department are always growing existing police/community events, assisting other town departments with their events or creating new ways to connect with community members. This past year officers continued growing our existing programs like Movie Nights, the High School STP Program, Fishing Club and the Bike Rodeo. We also created a new program titled Outdoor Adventure Club, for grades five through eight. The Outdoor Adventure Club has proven to be one of our more successful and popular events to date. This club is a youth outreach and engagement program that brings our police officers and the local youth together through outdoor activities such as canoeing, kayaking, hiking, and trail bike riding. The program is designed to foster positive relationships, build trust, and promote healthy lifestyles in a fun, non-enforcement environment. Officers participate alongside youth, emphasizing safety, teamwork, resilience, and respect for the outdoors while serving as positive role models. These shared experiences allow for natural conversation and mentorship, helping youth

see officers as approachable and invested members of the community.



This past year, members of the police department partnered with the schools on various safety projects. We helped facilitate the monthly “Cape Elizabeth Emergency Management Meetings” that bring together members of all town departments to discuss ongoing safety improvements and how each department could collaborate and assist one another in case of any type of emergency. These trainings often include table-top discussions about any type of emergency the town could face from weather events, major accidents, to acts of violence. At these meetings we develop plans, organize resources, train personnel, and coordinate actions to prepare for, respond to, and recover from a host of different emergencies. These meetings bring together members of each town department such as police, fire, school, technology, facilities, and community services to ensure a coordinated, proactive approach to safety. This collaboration is one of the many ways the department forges relationships to enhance safety in all areas of our community..

The last year resulted in many changes for the department, but none were more important than the changes to our staff. Just recently we added a new officer to our ranks and promoted two existing officers into new roles. Our people make us who we are and they are the most visible form of government within our community. I can be quoted often as saying “We hire for character and train for the rest”. This past year we hired Jack Griggs, a Cape Elizabeth resident and experienced police officer. Officer Griggs is a Michigan native and graduate from the University of Olivet with a Bachelor’s Degree with concentrations in Criminal Justice, Corrections and Psychology. Officer Griggs criminal justice career began in 2016 in the State of Michigan. Due to military relocations, Officer Griggs continued his career most recently in Florida, with the Indian Shores Police Department. Officer Griggs has participated in previous agency accreditation processes and has been praised for his dedication in work through recent natural disasters in Florida. Officer Griggs has also been recognized multiple times by MADD and the State of Florida for his dedication to DUI Enforcement. It is his goal to raise his family locally in Cape Elizabeth and serve for a long career.



The rank of Sergeant is often referred to as one of the most important ranks for a law enforcement agency because these officers ensure that the administration’s policies, philosophies, and direction are being applied appropriately on every shift. Sergeants are no longer just in charge, they are expected to take care of those in their charge. Supervisors need to focus on nurturing officers through ongoing training, mentoring, and leadership development. Accountability is the cornerstone of effective leadership and organizational success. It fosters a culture of responsibility, trust and continuous improvement. This fosters a motivated and engaged workforce, while upholding



high standards. At its core, accountability ensures that employees understand their roles, responsibilities, and the expectations set for them.

At a recent ceremony we promoted Detective Ben Davis to this very important rank. Sgt. Ben Davis is a fifteen-year veteran of the department and has spent the past five years assigned as Detective. Sgt. Davis has a Bachelor's Degree in Sociology from the University of Southern Maine and a Masters Degree in Criminal Justice Administration from Husson University. Sgt. Davis is a Field Training Officer, Pepperball Instructor, Civil Rights Officer, and a Crisis Negotiator with the Southern Maine Regional Crisis Negotiation Team.

Sgt. Davis's promotion resulted in the department having to fill another one of our most important roles, the Detective position. This position is immensely important as it involves dealing with real victims of serious crimes. These victims often endure profound trauma, and it is the Detective's responsibility to communicate with compassion, build trust, and establish rapport in order to conduct a thorough and effective investigation. Tammy has served as a law enforcement officer for 14 years and is the department's first female detective. Tammy brings extensive experience in patrol, training, and investigations. Throughout her career, she has earned multiple certifications, including Firearms Instructor, Field Training Officer, Taser Instructor, Self-Defense Instructor, and has completed specialized training in a wide variety of investigations. Tammy is particularly committed to investigating domestic violence and sexual assault cases and is motivated by the responsibility and complexity these investigations require.

GOALS & OBJECTIVES:

As we move into 2026, there are many areas that the department is trying to improve and position itself to deal with effectively. One specific area that could change the way we perform our everyday functions is technology. Authentic leadership means not just reacting to today's challenges, but anticipating tomorrow's needs. We are on the brink of a technological revolution and the integration of technology into policing presents both exciting possibilities and significant challenges. As chief, I must constantly explore new and emerging technology in order to provide officers with the tools they need to police effectively. Technology will never replace empathetic, critically thinking, trained professionals, but it can offer tools that help good people.

Embracing innovation is a strategic investment in public safety. By fostering a culture of adaptability and continuous learning, agencies can attract top talent and build a stronger connection with their communities.

The integration of technology with policing offers promising advancements in efficiency and effectiveness. However, it also presents challenges that must be navigated. These challenges include protecting the privacy of the public and officers while remaining transparent with the community. The deployment of technology must align with ethical standards and legal framework. Balancing an



individual's right to privacy against the benefits of surveillance technologies needs to be determined. We need to engage stakeholders in discussions about the potential benefits of technology, balanced against the possibility it could undermine community trust. The goal should be to deploy technological solutions that address the needs of contemporary policing while ensuring fair and equitable outcomes for all involved.

Two other areas of focus and challenge for the department moving forward are hiring and succession planning. In the next five years almost half of our department will be eligible to retire and right now we are operating one officer down. I am dedicated to filling these positions without lowering our standards at all. Across the country departments are relaxing their standards by lowering test scores, reducing educational requirements, or simply taking those who would not have been considered for positions 18 months ago. Through a



culture of support and pitching in when needed, we should be able to hold the course until we find officers that meet our rigorous standards. When positions remain vacant, there can be a huge strain on overtime. I am proud to say that officers at this department share my desire to only hire the top talent available. Nothing illustrates this more than officers shifting their hours and schedules to fill open shifts that would be traditionally filled with overtime. These moves resulted in officers covering almost 1000 hours left vacant by unfilled positions. Those hours represent a savings of over \$70,000 to our overtime budget.

Succession planning is more than simply replacing retiring officers, it also entails cultivating and training new personnel and infusing them with the skills and knowledge to push the agency ahead. It requires us to be forward thinkers on the part of our officers, department and the community.

KEY BUDGET CONSIDERATIONS:

One major budget line increase you will see this year is to Contracted Services. This significant increase will cover the costs of our new Body Camera Program. Transparency and accountability are two of the hottest topics in modern policing. The right tools and technology can help with this endeavor. The department's new body-worn camera program's success rests largely on policy and implementation. There is a lot of nuance involved in implementation. Bodycams also play a key role in helping agencies improve organizational culture and performance. This can only be done through culture and adherence to policy.



The presence of BWC's has been shown to de-escalate tense situations and encourage more respectful interactions. These systems also provide a reliable record of events, capturing high-quality video and audio that can be used as crucial evidence in criminal investigations and court proceedings. Furthermore, the availability of objective footage protects officers from false complaints, which can otherwise lead to stress, disciplinary action, or litigation. In addition, recorded footage offers valuable opportunities for training and performance review, allowing supervisors and officers to analyze real-life scenarios to refine tactics and decision-making.

From a community perspective, the use of body and in-car cameras fosters a culture of transparency and accountability. When citizens see that officers are wearing cameras and are being held to high standards of conduct, trust in the department increases. These tools also promote more constructive interactions between law enforcement and the public. Recorded footage can help resolve complaints or disputes efficiently, often without the need for lengthy investigations. Additionally, the presence of video evidence helps ensure that justice is served fairly in both criminal and civil proceedings, providing an unbiased account of what occurred during law enforcement interactions.

The Harbor Enforcement line should reflect a \$3,500 increase to offset the costs of migrating to an online platform for mooring renewal, waitlist management, and related processes. This transition aims to streamline operations, improve efficiency, and enhance user experience. In short, we are moving away from paper and pencil to an online system that can be more easily tracked and accessed by citizens and administrative staff. It also tracks and accepts payments.

This budget year you will once again see a large focus on training. As I indicated already, filling vacancies and succession planning have a large impact on the Training Budget. The events surrounding policing over the past two years have increased calls for officer performance and accountability. A major way we ensure improved performance and accountability beyond policy and supervision is training. Training allows us to adapt to contemporary societal needs and requests. It also assists with officer retention because when people are not afforded the opportunity to grow in their chosen profession, they will either change jobs or find another agency that will satisfy their training needs.

Training not only increases morale, but it adds to the service and expertise officers provide the community. The profession of policing requires a lifelong learning process, continued personal development through training and exposure to new ideas and ways of thinking. Exposure to different viewpoints and the ability to understand others perspectives is critical. You need to understand the foundation of other people's beliefs because they drive their decision making and behaviors.



For policing to continue evolving and for officers to meet the high expectations of the communities they serve, comprehensive education and ongoing training are essential. This foundation not only helps mitigate poor outcomes, but also develops officers into trusted community assets with a strong, service-oriented focus.

In the past, most law enforcement training was focused on basic skills such as knowledge of laws and procedures, firearm safety and use, defensive tactics, and physical fitness. Today, the scope of law enforcement training has expanded to include de-escalation, crisis intervention, cultural competency, understanding the psychological and emotional impact of trauma on officers, the importance of wellness, and many other topics.

My responsibility as police leader is to always be conscious of new and expanding training opportunities, to stay up-to-date on the latest laws and regulations and how they may impact training and tactics. Additionally I must also explore new and innovative approaches so that our officers remain safe and are able to effectively address the various situations that they face while maintaining trusting relationships with our communities.

From the moment we hire an officer and throughout their careers we have an obligation to ensure officers are receiving continuous, effective training that will equip them to handle the dynamic environment that police officers face every day. Meeting that challenge is made difficult by the reality that public expectations, evolving crime trends, new tactical approaches and changing laws can significantly impact how our agencies provide services. It is clear that to successfully meet this challenge will take significant and constant investment.

I encourage Councilors to contact me with questions before the budget hearings. By doing so, it may ease the pressure on the budget hearing process and open doors for other questions.

Paul Fenton, Chief of Police



ACCOUNTS FOR:			2025	2026			2027		
			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
0001	TOWN GENERAL FUND								
POLICE DEPARTMENT								-	
1021000	10010	FULLTIME-PAYROLL	1,291,673.44	1,401,230.00	1,502,801.00	958,457.87	1,502,801.00	101,571.00	7%
1021000	1180P	PART TIME	24,619.00	66,685.00	69,197.00	14,050.70	69,197.00	2,512.00	4%
1021000	1300A	OVERTIME	170,394.01	326,000.00	348,820.00	183,552.42	373,000.00	47,000.00	14%
1021000	1300B	TRAINING PAY	98,214.06	-	-	-	-	-	
1021000	1300C	SPECIAL ASSIGNMENTS	12,651.16	14,700.00	14,700.00	1,523.70	14,700.00	-	0%
1021000	2240A	SOCIAL SECURITY	117,911.44	-	-	4,229.46	-	-	
1021000	2580A	TUITION REIMBURSEMENT	2,184.92	4,160.00	4,160.00	768.93	2,500.00	(1,660.00)	-40%
1021000	2980E	WELLNESS PROGRAM	4,293.00	4,000.00	4,000.00	1,095.35	4,000.00	-	0%
1021000	3100N	CRIME LAB - CONTRACT	5,146.79	6,000.00	6,000.00	-	6,000.00	-	0%
1021000	3100O	CONTRACTED SERVICES	5,955.39	8,000.00	8,000.00	1,856.92	81,000.00	73,000.00	913%
1021000	3100P	PROMOTIONAL PROCESS CONTRACT	6,756.21	6,850.00	6,850.00	1,020.20	6,850.00	-	0%
1021000	3300A	TRAINING/PROFESSIONAL DEVELOP	93,320.26	88,000.00	88,000.00	21,293.55	95,000.00	7,000.00	8%
1021000	3300B	CONFERENCES & MEETINGS	4,451.14	-	-	-	-	-	
1021000	4300B	VEHICLE MAINTENANCE	16,967.75	25,000.00	25,000.00	5,592.11	25,000.00	-	0%
1021000	4300C	RADIO/PAGER MAINTENANCE	1,709.00	4,000.00	4,000.00	157.00	4,000.00	-	0%
1021000	5320A	CELLULAR PHONES	2,259.05	4,100.00	4,100.00	1,333.50	4,100.00	-	0%
1021000	5320B	TELEPHONE	1,426.21	1,750.00	1,750.00	959.17	1,750.00	-	0%
1021000	5330A	INTERNET ON-LINE CHARGES	1,892.69	4,000.00	4,000.00	1,381.28	4,000.00	-	0%
1021000	5400A	ADVERTISING	1,182.86	2,100.00	2,100.00	766.32	2,100.00	-	0%
1021000	5500A	PRINTING	2,456.74	3,400.00	3,400.00	812.18	3,400.00	-	0%
1021000	6050B	MINOR EQUIPMENT	33,104.47	24,000.00	24,000.00	2,602.80	24,000.00	-	0%
1021000	6050D	LESS LETHAL EQUIPMENT	7,846.22	12,480.00	12,480.00	9,399.08	14,000.00	1,520.00	12%
1021000	6050E	SWAT DETAIL EQUIPMENT	9,231.69	8,825.00	8,825.00	4,426.30	9,725.00	900.00	10%
1021000	6050G	BULLET PROOF VESTS	5,375.32	4,800.00	4,800.00	2,618.18	5,300.00	500.00	10%
1021000	6170A	OFFICE SUPPLIES	3,502.62	4,500.00	4,500.00	1,456.02	4,500.00	-	0%
1021000	6260A	GASOLINE	33,365.43	33,840.00	33,840.00	21,560.80	38,700.00	4,860.00	14%
1021000	6400A	BOOKS & PUBLICATIONS	91.26	2,000.00	2,000.00	1,490.96	2,000.00	-	0%
1021000	6900A	UNIFORMS	8,776.33	9,800.00	9,800.00	7,409.41	13,000.00	3,200.00	33%
1021000	7301A	EQUIPMENT OUTLAY	-	-	-	-	129,600.00	129,600.00	
1021000	8100A	DUES & MEMBERSHIPS	1,971.00	3,000.00	3,000.00	1,776.00	3,000.00	-	0%
TOTAL	POLICE DEPARTMENT		1,968,729.46	2,073,220.00	2,200,123.00	1,251,590.21	2,443,223.00	370,003.00	18%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
ANIMAL CONTROL								-	
1021100	3100Q	SOPO ANIMAL SVC CONTRACT	18,364.81	14,870.00	14,870.00	-	16,255.00	1,385.00	9%
1021100	3100R	REFUGE LEAGUE CONTRACT	16,281.87	17,017.00	17,017.00	7,008.22	17,500.00	483.00	3%
TOTAL ANIMAL CONTROL			34,646.68	31,887.00	31,887.00	7,008.22	33,755.00	1,868.00	6%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
DISPATCHERS								-	
1021200	3100S	PSAP CONTRACT	309,595.66	327,500.00	327,500.00	159,250.00	343,425.00	15,925.00	5%
TOTAL DISPATCHERS			309,595.66	327,500.00	327,500.00	159,250.00	343,425.00	15,925.00	5%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
MISC PUBLIC PROTECTION								-	
1021300	3100T	SCARBOROUGH HARBORMASTER CONT	6,991.95	8,033.00	8,033.00	-	8,033.00	-	0%
1021300	4420A	HYDRANT RENTAL	117,494.81	120,000.00	120,000.00	81,672.72	120,000.00	-	0%
1021300	6220C	STREET LIGHTS ELECTRICITY	52,769.35	56,925.00	56,925.00	31,243.85	58,542.00	1,617.00	3%
1021300	8900B	HARBOR ENFORCE - MISC. EXP	200.00	500.00	500.00	365.00	3,500.00	3,000.00	600%
1021300	8900C	COMMUNITY LIASON - MISC EXP	7,796.90	10,000.00	10,000.00	4,018.42	10,000.00	-	0%
TOTAL MISC PUBLIC PROTECTION			185,253.01	195,458.00	195,458.00	117,299.99	200,075.00	4,617.00	2%



CAPE ELIZABETH FIRE & RESCUE DEPARTMENT

OVERVIEW OF SERVICES:

The Cape Elizabeth Fire Rescue Department is a combination department, staffed by a combination of five on-duty personnel augmented by on-call members. Currently, the Department operates out of two stations, Town Center and Cape Cottage. Cape Cottage Station has one Engine staffed with on-call members. Town Center has one staffed Engine, one Quint, which is both an Engine and Ladder truck. The Quint is staffed by on-call members. One Ambulance is staffed, and the second ambulance is staffed by the on-duty Engine crew when needed. Water Extraction Team operates a Zodiac Rescue boat, a support truck and small inflatable approximately 15 on-call members. The Fire/Police Unit is staffed with 12 on-call members who assist the Police and Fire with all roadway incidents.

The Department answers over 1600 calls for service annually and is responsible for Fire Protection, Emergency Medical Service, water emergencies, including rock and ice rescues.

COMMUNITY ACTIVITIES:

- We have two open houses, Memorial Day and Fire Prevention Week in October.
- We offer CPR, Stop the Bleed Trainings and do monthly blood pressure checks at Thomas Memorial Library.
- Fire Prevention program with Pond Cove students and local daycare centers.
- Beach to Beacon Road race.



TRAINING:

The Department has monthly trainings on a multitude of topics ranging from Fire suppression, Emergency Medical Services, Rock and Water related incidents.

GOALS:

To continue to offer the high level of services we provide to the citizens and visitors of Cape Elizabeth.



ACCOUNTS FOR:			2025	2026			2027		
0001	TOWN GENERAL FUND		ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
FIRE DEPARTMENT									
1023000	10010	FULLTIME-PAYROLL	162,915.10	161,600.00	168,197.00	113,580.63	168,197.00	6,597.00	4%
1023000	1180A	DEPUTY	-	16,200.00	16,767.00	-	-	(16,200.00)	-100%
1023000	1180P	PART TIME	775,279.96	845,803.00	875,406.00	495,795.35	892,173.00	46,370.00	5%
1023000	2240A	SOCIAL SECURITY	41,941.57	-	-	3,080.02	-	-	
1023000	3100U	PHYSICALS & SHOTS	1,700.00	2,000.00	2,000.00	564.00	2,000.00	-	0%
1023000	3300A	TRAINING/PROFESSIONAL DEVELOP	5,040.82	5,500.00	5,500.00	4,469.49	5,500.00	-	0%
1023000	4300A	EQUIPMENT MAINTENANCE	13,298.85	15,000.00	15,000.00	7,236.52	15,000.00	-	0%
1023000	4300B	VEHICLE MAINTENANCE	61,065.64	50,000.00	50,000.00	42,788.94	50,000.00	-	0%
1023000	4300C	RADIO/PAGER MAINTENANCE	36,874.88	20,000.00	20,000.00	5,475.52	20,000.00	-	0%
1023000	5320A	CELLULAR PHONES	5,777.67	10,200.00	10,200.00	5,223.84	10,200.00	-	0%
1023000	6050B	MINOR EQUIPMENT	27,689.45	42,000.00	42,000.00	27,393.63	42,000.00	-	0%
1023000	6260A	GASOLINE	2,087.75	4,000.00	4,000.00	1,343.02	4,000.00	-	0%
1023000	6260B	DIESEL	7,732.51	10,000.00	10,000.00	4,963.81	10,000.00	-	0%
1023000	6900A	UNIFORMS	50,304.83	35,000.00	35,000.00	9,811.55	35,000.00	-	0%
1023000	8100A	DUES & MEMBERSHIPS	4,201.21	5,000.00	5,000.00	1,496.21	5,000.00	-	0%
1023000	8900A	MISC. EXPENSES	11,918.53	-	-	761.79	-	-	
1023000	8900B	FIRE PREVENTION EXPS.	1,338.62	1,500.00	1,500.00	-	1,500.00	-	0%
TOTAL	FIRE DEPARTMENT		1,209,167.39	1,223,803.00	1,260,570.00	723,984.32	1,260,570.00	36,767.00	3%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
	RESCUE							-	
1023100	1180P	PART TIME	519,406.76	547,425.00	566,585.00	472,387.44	566,585.00	19,160.00	4%
1023100	2240A	SOCIAL SECURITY	69,939.77	-	-	1,764.88	-	-	
1023100	3100A	PROFESSIONAL SERVICES	31,266.57	-	-	-	-	-	
1023100	3100O	CONTRACTED SERVICES	-	82,000.00	82,000.00	24,540.16	32,000.00	(50,000.00)	-61%
1023100	3100U	PHYSICALS & SHOTS	3,982.38	8,000.00	8,000.00	2,316.99	8,000.00	-	0%
1023100	3300A	TRAINING/PROFESSIONAL DEVELOP	15,221.47	16,000.00	16,000.00	6,128.30	16,000.00	-	0%
1023100	4300B	VEHICLE MAINTENANCE	1,733.88	15,000.00	15,000.00	27,597.13	15,000.00	-	0%
1023100	4300C	RADIO/PAGER MAINTENANCE	4,773.61	5,000.00	5,000.00	-	5,000.00	-	0%
1023100	5320A	CELLULAR PHONES	3,760.11	4,000.00	4,000.00	-	-	(4,000.00)	-100%
1023100	6050B	MINOR EQUIPMENT	57,214.38	-	-	19,691.77	50,000.00	50,000.00	
1023100	6260A	GASOLINE	5,322.10	14,000.00	14,000.00	3,281.07	14,000.00	-	0%
1023100	6260B	DIESEL	-	-	-	0.10	-	-	
1023100	6900A	UNIFORMS	7,582.91	8,000.00	8,000.00	3,085.30	8,000.00	-	0%
1023100	7301A	EQUIPMENT OUTLAY	23,736.14	-	-	2,962.47	-	-	
1023100	8100A	DUES & MEMBERSHIPS	2,262.99	3,000.00	3,000.00	-	3,000.00	-	0%
1023100	8190A	UNCOLLECTIBLE	(22,683.12)	20,000.00	20,000.00	6,139.12	20,000.00	-	0%
1023100	8190B	BAD DEBT CHARGE OFF	41,361.92	4,000.00	4,000.00	4,721.61	4,000.00	-	0%
1023100	8900A	MISC. EXPENSES	3,703.56	-	-	68.97	-	-	
TOTAL	RESCUE		768,585.43	726,425.00	745,585.00	574,685.31	741,585.00	15,160.00	2%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
WETeam								-	
1023200	1180P	PART TIME	31,157.03	29,705.00	30,745.00	20,318.00	30,745.00	1,040.00	4%
1023200	2240A	SOCIAL SECURITY	2,515.35	-	-	35.55	-	-	
1023200	3300A	TRAINING/PROFESSIONAL DEVELOP	-	1,800.00	1,800.00	925.42	5,000.00	3,200.00	178%
1023200	4300A	EQUIPMENT MAINTENANCE	1,875.42	4,000.00	4,000.00	1,234.51	4,000.00	-	0%
1023200	4300B	VEHICLE MAINTENANCE	-	2,500.00	2,500.00	-	2,500.00	-	0%
1023200	4300C	RADIO/PAGER MAINTENANCE	1,282.84	3,000.00	3,000.00	826.00	3,000.00	-	0%
1023200	5320A	CELLULAR PHONES	577.17	700.00	700.00	-	-	(700.00)	-100%
1023200	6050B	MINOR EQUIPMENT	2,048.51	1,800.00	1,800.00	10.02	1,800.00	-	0%
1023200	6260A	GASOLINE	204.30	800.00	800.00	-	800.00	-	0%
1023200	6900A	UNIFORMS	2,501.22	2,500.00	2,500.00	-	2,500.00	-	0%
1023200	8900A	MISC. EXPENSES	1,160.46	-	-	-	-	-	
TOTAL WETeam			43,322.30	46,805.00	47,845.00	23,349.50	50,345.00	3,540.00	8%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
FIRE POLICE UNIT								-	
1023300	1180P	PART TIME	10,697.22	12,000.00	12,420.00	9,225.56	12,420.00	420.00	4%
1023300	2240A	SOCIAL SECURITY	878.95	-	-	60.94	-	-	
1023300	6050B	MINOR EQUIPMENT	-	3,000.00	3,000.00	103.55	3,000.00	-	0%
1023300	8900A	MISC. EXPENSES	3,825.54	-	-	-	-	-	
TOTAL FIRE POLICE UNIT			15,401.71	15,000.00	15,420.00	9,390.05	15,420.00	420.00	3%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
EMERGENCY PREPAREDNESS								-	
1023400	1180P	PART TIME	3,713.00	3,713.00	3,843.00	1,856.50	3,843.00	130.00	4%
1023400	2240A	SOCIAL SECURITY	285.46	-	-	-	-	-	
1023400	6050B	MINOR EQUIPMENT	-	3,000.00	3,000.00	-	3,000.00	-	0%
1023400	8900A	MISC. EXPENSES	1,224.34	-	-	-	-	-	
TOTAL EMERGENCY PREPAREDNESS			5,222.80	6,713.00	6,843.00	1,856.50	6,843.00	130.00	2%



PUBLIC WORKS DEPARTMENT

OVERVIEW OF SERVICES:

The Public Works Department operational budgets consist of Public Works (0250), Refuse & Recycling (0251), and the Parks & Grounds (0252) budgets. Also related to Public Works are the special fund budgets for Sewers (0450) and Riverside Cemetery (0465). The budgets as proposed support the programs and services that the Public Works Department provides. These services include, but are not limited to, the following operational areas:

- ◆ Approximately 60 miles of roads and right-of-way maintenance.
- ◆ Maintenance and management of the Town's stormwater conveyance systems.
- ◆ Stormwater Permit Program (MS4).
- ◆ The Town's recycling and solid waste programs.
- ◆ Parks/grounds/school campus maintenance.
- ◆ Fleet maintenance of Town-owned vehicles and equipment.
- ◆ Maintenance of the Town's sewer system.
- ◆ Operations and management of Riverside Cemetery.
- ◆ Various support/services to other departments, user/volunteer groups, agencies, and residents.



RECENT ACCOMPLISHMENTS:

Through much of 2025, the Public Works Director continued to work with FEMA to obtain funding reimbursement from the 2024 winter storms. To date, approximately \$185,000.00 was reimbursed to the Town, which were re-appropriated back into the paving and drainage CIP.

Additionally, the Department underwent significant internal operational changes to its Vehicle Maintenance operations in 2025. Staff completed the reinstatement of using credit cards for transactions at the Recycling Center, using a new Point-of-Sale system.

Staff hired a consultant and worked with them to complete an updated Pavement Condition Study in the summer of 2025.

Additionally, progress was made towards updating the Town's Purchasing Policy, along with the implementation of online training for Town employees.

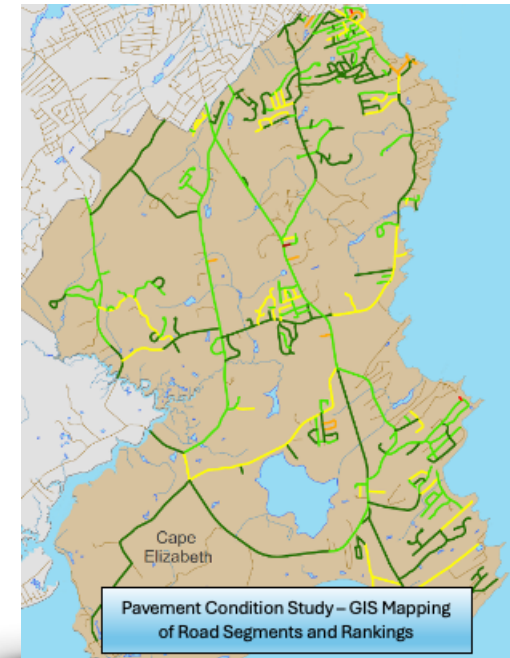
Capital Improvement upgrades were made, including:

- ◆ Replacement of the school zone signage on Scott Dyer Road
- ◆ Replacement of stormwater treatment devices at the Thomas Memorial Library site
- ◆ Various fleet and equipment replacement purchases
- ◆ Re-advertised the Town Center Intersection Safety Improvements project in November
- ◆ Advertised the Trout Brook Stormwater Treatment Project in November of 2025

GOALS & OBJECTIVES

Above and beyond our normal tasks of maintaining miles of roads and utility infrastructure, providing solid waste/recycling services, and grounds maintenance of Town-owned facilities, the Public Works Department are currently working on the following projects and initiatives:

- Planning and Implementation of several key Capital Improvements projects (see CIP for more details).
- Replacement of the existing salt shed to ensure the safety of Town employees.
- Ongoing roadway paving resurfacing, utilizing the recommendations within the recently completed pavement condition study.
- Continued efforts to explore new and improved reuse/recycling options at the Recycling Center.
- Monitoring and preparing for implementation of EPR (Extended Producer Responsibility) program for packaging materials. This program will yield a new revenue source for the Town, beginning sometime in FY'27 and fully recognized in FY'28. This revenue will be needed in order to cover the new tipping fee costs proposed by Ecomaine.
- Ongoing parks and grounds maintenance for all Town and School facilities.



KEY BUDGET CONSIDERATIONS:

The proposed budget is an effort to continue existing staffing levels and departmental services provided to the Town

ACCOUNTS FOR:			2025	2026			2027		
0001	TOWN GENERAL FUND		ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
	PUBLIC WORKS							-	
1025000	10010	FULLTIME-PAYROLL	685,847.00	630,928.00	656,094.00	395,211.18	826,900.00	195,972.00	31%
1025000	1180C	CLERKS	21,152.39	57,300.00	59,655.00	41,906.76	-	(57,300.00)	-100%
1025000	1180D	DRIVERS/LABORERS	17,754.95	47,500.00	49,491.00	35,643.36	-	(47,500.00)	-100%
1025000	1180P	PART TIME	42,788.88	87,343.00	90,764.00	31,912.54	47,000.00	(40,343.00)	-46%
1025000	1300A	OVERTIME	96,497.01	120,000.00	124,200.00	95,653.00	120,000.00	-	0%
1025000	2240A	SOCIAL SECURITY	62,855.01	-	-	3,336.37	-	-	
1025000	2900A	PERS'L RECOVER OTHER DEPTS	(42,627.07)	(16,000.00)	(16,000.00)	(12,573.42)	(16,000.00)	-	0%
1025000	3100A	PROFESSIONAL SERVICES	-	-	-	2,652.50	-	-	
1025000	3100O	CONTRACTED SERVICES	3,000.00	3,200.00	3,200.00	2,147.15	3,200.00	-	0%
1025000	3100U	PHYSICALS & SHOTS	760.00	-	-	-	-	-	
1025000	3100V	ALARM MONITORING CONTRACT	3,628.03	1,800.00	1,800.00	-	1,800.00	-	0%
1025000	3100W	MS4 PROGRAM	36,042.58	44,500.00	44,500.00	22,308.39	45,000.00	500.00	1%
1025000	3300A	TRAINING/PROFESSIONAL DEVELOP	2,109.85	3,700.00	3,700.00	1,313.63	3,700.00	-	0%
1025000	3300B	CONFERENCES & MEETINGS	1,094.02	-	-	-	-	-	
1025000	4300B	VEHICLE MAINTENANCE	217,358.40	127,000.00	127,000.00	86,130.70	128,000.00	1,000.00	1%
1025000	4300C	RADIO/PAGER MAINTENANCE	1,434.87	2,500.00	2,500.00	2,340.93	2,500.00	-	0%
1025000	4300D	TRAFFIC SIGNAL MAINT	2,670.55	5,000.00	5,000.00	1,150.00	5,000.00	-	0%
1025000	4300E	STORM DRAIN MAINTENANCE	28,875.00	33,000.00	33,000.00	35,310.00	34,000.00	1,000.00	3%
1025000	4300F	PAVEMENT MARKINGS	69,479.72	36,000.00	36,000.00	50,489.01	51,000.00	15,000.00	42%
1025000	4300G	REPAIRS	829.20	3,700.00	3,700.00	1,691.27	4,000.00	300.00	8%
1025000	4300H	CURB REPAIRS	1,029.92	2,000.00	2,000.00	-	2,000.00	-	0%
1025000	4300U	CONTRACT SNOW PLOW	96,425.00	61,500.00	61,500.00	91,000.00	65,000.00	3,500.00	6%
1025000	4300V	GUARDRAIL REPAIR	1,427.34	900.00	900.00	-	900.00	-	0%
1025000	4400A	EQUIPMENT RENTAL	3,696.45	4,000.00	4,000.00	1,934.04	4,000.00	-	0%
1025000	5320A	CELLULAR PHONES	2,792.08	1,800.00	1,800.00	1,860.35	2,800.00	1,000.00	56%
1025000	5500A	PRINTING	404.62	2,600.00	2,600.00	644.04	2,300.00	(300.00)	-12%
1025000	6050B	MINOR EQUIPMENT	12,277.25	6,500.00	6,500.00	8,227.51	6,700.00	200.00	3%
1025000	6050C	SAFETY EQUIPMENT	14,149.62	15,000.00	15,000.00	9,744.14	16,000.00	1,000.00	7%
1025000	6170A	OFFICE SUPPLIES	2,666.01	2,900.00	2,900.00	2,181.69	3,500.00	600.00	21%
1025000	6220A	ELECTRICITY	84.58	-	-	-	-	-	
1025000	6220A	ELECTRICITY	15,864.35	-	-	15,103.61	-	-	
1025000	6260A	GASOLINE	19,181.16	17,000.00	17,000.00	9,774.52	16,000.00	(1,000.00)	-6%
1025000	6260B	DIESEL	37,066.12	49,000.00	49,000.00	10,483.72	41,000.00	(8,000.00)	-16%
1025000	6900A	UNIFORMS	6,000.00	6,200.00	6,200.00	5,917.85	4,800.00	(1,400.00)	-23%
1025000	6900B	AGGREGATE & LOAM	9,124.66	6,500.00	6,500.00	1,416.09	6,500.00	-	0%
1025000	6900C	SAND	8,451.00	14,000.00	14,000.00	8,400.00	14,000.00	-	0%
1025000	6900D	DE-ICING MATERIALS	83,842.58	120,000.00	120,000.00	126,879.99	121,000.00	1,000.00	1%
1025000	6900E	COLD BITUMINOUS MIX	4,601.25	3,500.00	3,500.00	1,900.00	4,000.00	500.00	14%
1025000	6900F	STORM DRAIN SUPPLIES	9,508.87	10,000.00	10,000.00	3,871.72	10,000.00	-	0%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
1025000	6900G	STREET SIGNS	7,248.24	6,800.00	6,800.00	3,325.65	6,800.00	-	0%
1025000	8100A	DUES & MEMBERSHIPS	994.00	800.00	800.00	484.00	900.00	100.00	13%
1025000	8900A	MISC. EXPENSES	2,265.76	-	-	-	-	-	
TOTAL PUBLIC WORKS			1,590,651.25	1,518,471.00	1,555,604.00	1,099,772.29	1,584,300.00	65,829.00	4%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
RECYCLING & REFUSE DISPOSAL								-	
1025100	10010	FULLTIME-PAYROLL	190,751.03	175,313.00	182,478.00	123,092.29	214,100.00	38,787.00	22%
1025100	1180D	DRIVERS/LABORERS	9,563.04	26,386.00	27,455.00	19,659.82	-	(26,386.00)	-100%
1025100	1300A	OVERTIME	19,356.17	16,000.00	16,560.00	13,384.82	18,000.00	2,000.00	13%
1025100	2240A	SOCIAL SECURITY	16,119.51	-	-	701.51	-	-	
1025100	3100O	CONTRACTED SERVICES	1,118.00	2,900.00	2,900.00	2,511.00	4,000.00	1,100.00	38%
1025100	3100V	ALARM MONITORING CONTRACT	1,503.06	1,200.00	1,200.00	-	1,200.00	-	0%
1025100	3101A	ECOMAIN FEES	334,916.02	396,000.00	396,000.00	227,585.69	434,000.00	38,000.00	10%
1025100	3101B	DEMO DISPOSAL FEES	147,477.10	129,000.00	129,000.00	68,059.38	132,000.00	3,000.00	2%
1025100	3101C	HHW COLLECTION	26,588.90	25,000.00	25,000.00	25,458.30	25,000.00	-	0%
1025100	4300Q	BLDG./EQUIPMENT MAINTENANCE	9,740.99	10,700.00	10,700.00	8,011.54	11,000.00	300.00	3%
1025100	5400A	ADVERTISING	2,568.05	2,600.00	2,600.00	917.53	2,600.00	-	0%
1025100	6260A	GASOLINE	532.31	700.00	700.00	434.25	800.00	100.00	14%
1025100	6260B	DIESEL	3,184.61	3,400.00	3,400.00	2,510.22	3,900.00	500.00	15%
1025100	6900A	UNIFORMS	1,939.79	2,400.00	2,400.00	2,279.14	2,400.00	-	0%
1025100	8110A	BANK FEES	-	900.00	900.00	-	-	(900.00)	-100%
1025100	8900A	MISC. EXPENSES	1,580.87	-	-	-	-	-	
TOTAL RECYCLING & REFUSE DIS			766,939.45	792,499.00	801,293.00	494,605.49	849,000.00	56,501.00	7%

ACCOUNTS FOR:			2025	2026			2027		
0001	TOWN GENERAL FUND		ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
	PARKS & GROUNDS							-	
1025200	10010	FULLTIME-PAYROLL	159,046.84	127,982.00	133,086.00	95,365.03	180,000.00	52,018.00	41%
1025200	1180D	DRIVERS/LABORERS	16,253.91	41,424.00	43,129.00	30,454.49	-	(41,424.00)	-100%
1025200	1180P	PART TIME	41,150.40	84,420.00	87,601.00	10,534.10	47,000.00	(37,420.00)	-44%
1025200	1300A	OVERTIME	14,239.80	4,000.00	4,140.00	7,971.76	5,000.00	1,000.00	25%
1025200	2240A	SOCIAL SECURITY	16,185.45	-	-	472.01	-	-	
1025200	3100A	PROFESSIONAL SERVICES	153,828.58	-	-	3,101.00	-	-	
1025200	3100O	CONTRACTED SERVICES	-	145,000.00	145,000.00	111,683.94	148,000.00	3,000.00	2%
1025200	3100V	ALARM MONITORING CONTRACT	360.00	900.00	900.00	261.60	800.00	(100.00)	-11%
1025200	4300A	EQUIPMENT MAINTENANCE	20,683.65	17,800.00	17,800.00	13,863.00	18,000.00	200.00	1%
1025200	4300I	FWP TREE PLANT/MAINT	8,491.00	10,000.00	10,000.00	10,697.48	10,000.00	-	0%
1025200	4300J	FWP BLDG. REPAIR	19,798.00	-	-	1,335.98	-	-	
1025200	4300L	COMMUNITY PLAYGROUND	2,250.00	5,000.00	5,000.00	-	3,500.00	(1,500.00)	-30%
1025200	4300M	FWP BATTERY & MANSION	-	2,000.00	2,000.00	-	2,000.00	-	0%
1025200	4300N	FENCING/GATE MAINTENANCE	12,111.26	18,000.00	18,000.00	788.00	17,000.00	(1,000.00)	-6%
1025200	4300O	IRRIGATION MAINTENANCE	1,527.52	2,400.00	2,400.00	975.76	2,400.00	-	0%
1025200	4300P	GROUNDS MAINTENANCE	35,509.12	36,000.00	36,000.00	30,800.99	38,000.00	2,000.00	6%
1025200	4300R	LIONS FIELD MAINTENANCE	261.90	1,500.00	1,500.00	1,511.32	1,800.00	300.00	20%
1025200	4300U	CONTRACT SNOW PLOW	84,500.01	88,500.00	88,500.00	94,823.67	145,000.00	56,500.00	64%
1025200	4500A	CONSTRUCTION SERVICES	26,435.62	-	18,000.00	(14,975.30)	-	-	
1025200	5320A	CELLULAR PHONES	590.85	600.00	600.00	401.59	600.00	-	0%
1025200	5400A	ADVERTISING	-	550.00	550.00	-	550.00	-	0%
1025200	6050B	MINOR EQUIPMENT	2,575.16	4,500.00	4,500.00	773.43	4,800.00	300.00	7%
1025200	6170B	MAINTENANCE SUPPLIES	7,652.40	14,500.00	14,500.00	9,518.77	15,000.00	500.00	3%
1025200	6260A	GASOLINE	6,768.37	6,100.00	6,100.00	3,621.60	5,500.00	(600.00)	-10%
1025200	6260B	DIESEL	9,512.63	8,000.00	8,000.00	3,552.65	7,500.00	(500.00)	-6%
1025200	6900A	UNIFORMS	1,664.66	1,800.00	1,800.00	-	1,800.00	-	0%
1025200	8900A	MISC. EXPENSES	864.87	-	-	-	-	-	
TOTAL	PARKS & GROUNDS		642,262.00	620,976.00	649,106.00	417,532.87	654,250.00	33,274.00	5%



FACILITIES DEPARTMENT

OVERVIEW OF SERVICES:

The Facilities Department operates under the School Department with a shared services agreement with the Town, following the One Town Concept format. This collaboration enhances efficiency, reduces costs, and ensures safe, functional spaces for residents and visitors.

The department manages all Town and School facilities, balancing safety, energy efficiency, budget constraints, and long-term capital planning.

Department Staffing

- ♦ **Facilities & Administration:** 1 Director, 1 Operations Manager (Open), 0.5 Administrative Support
- ♦ **Custodial Team:** 13.5 Custodians (Filled), 0.5 Custodial Vacancies (Open), 1 Unfunded Custodial Position
- ♦ **Maintenance:** 5 Maintenance Staff (Filled), 1 Unfunded Maintenance Position

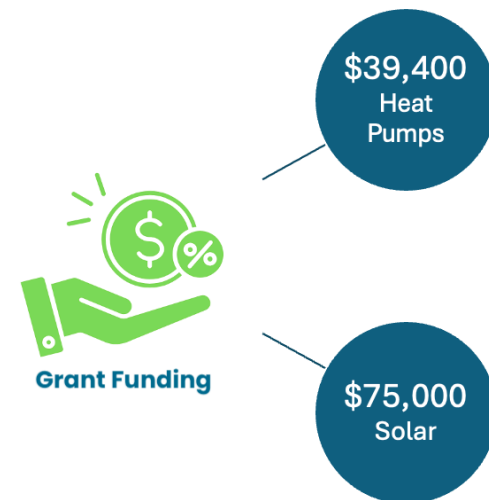
For FY 2026-27, this budget ensures adequate support for Town facilities while advancing the Capital Improvement Plan (CIP) to address infrastructure needs.

RECENT ACCOMPLISHMENTS:

Over this year, the Department completed key projects across our buildings through efficient management of operational and CIP budgets, as well as grant funding, improving safety, efficiency, and overall building conditions.

Town Hall

- ♦ Jordan Conference Room repainted, new carpeting, and new furniture installed
- ♦ Exterior trim repaired, rotten wood replaced and painted (Spring 2026)



- ◆ Community Center
- ◆ Secured \$39,400 in grant funding for heat pumps
- ◆ Heat pumps installed in all classrooms and the community room
- ◆ Emergency exit staircase rebuilt
- ◆ One classroom repainted
- ◆ Conference room repainted
- ◆ Exterior repainted
- ◆ New LVT flooring installed throughout most of the building
- ◆ New rubber flooring installed in the weight room
- ◆ Men's locker room showers renovated

Fire Department

- ◆ Interior hallways, bathrooms, large conference room, and kitchen painted
- ◆ Two modern heat pumps installed
- ◆ Kitchen remodel & upgrade
- ◆ Day Room remodeled & epoxy floor recoated



Thomas Memorial Library

- ◆ Glass walls installed to create Teen Space
- ◆ The downstairs art exhibit hallway has been repainted
- ◆ Secured \$75,000 in grant funding for proposed Solar Project in FY27

Pool Work

- ◆ Phase 2 of the deck tile project was completed
- ◆ Portions of both locker rooms regROUTED
- ◆ Hard-to-reach lighting improvements completed

Public Works

- ◆ Salt storage canopy installed (Spring)
- ◆ Swap Shop and Bottle Shed repainted
- ◆ Extensive rehabilitation of the existing AC system to extend useful life



Upper Lions Field

- ◆ Extensive rehabilitation of rotting siding at the field house
- ◆ Full exterior repaint completed

GOALS & OBJECTIVES:

The Facilities Department remains committed to proactively maintaining Town buildings.

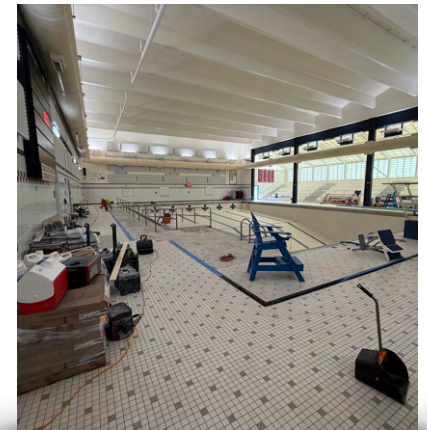
- The department continues to address priority safety, system, and building envelope needs to preserve structural integrity, energy efficiency, and occupant safety.
- While CIP funds are being built up for larger-scale capital projects, the operational budget is strategically optimized to maintain standards and functionality. When opportunities arise during repairs or maintenance work, cost-effective rehabilitation and improvements are incorporated.

KEY BUDGET CONSIDERATIONS:

Utility Cost Adjustments

- ◆ The Town's two-year electricity rate agreement expires in December 2026. FY27 reflects five months at the current rate and seven months at a projected higher rate.
- ◆ Water rate increases have also been incorporated into the FY27 budget projections.

The FY27 budget was developed to remain as level-funded as possible compared to last year while maintaining core service levels. The department continues to operate with a disciplined, cost-conscious approach focused on essential maintenance and long-term asset stewardship. As contractual and service costs continue to rise, adjustments to maintenance line items may be necessary in future budget cycles to sustain current service standards.



ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
FACILITIES MANAGEMENT								-	
1026000	3100M	SCHOOL PROVIDED SERVICES	144,503.00	148,838.00	148,838.00	-	168,827.00	19,989.00	13%
1026000	3100O	CONTRACTED SERVICES	-	500.00	500.00	-	500.00	-	0%
1026000	3300B	CONFERENCES & MEETINGS	250.12	300.00	300.00	-	300.00	-	0%
1026000	4300A	EQUIPMENT MAINTENANCE	-	500.00	500.00	-	-	(500.00)	-100%
1026000	5400A	ADVERTISING	218.23	100.00	100.00	-	100.00	-	0%
1026000	5801A	TRAVEL - MILEAGE	-	200.00	200.00	-	200.00	-	0%
1026000	8100A	DUES & MEMBERSHIPS	-	500.00	500.00	-	500.00	-	0%
TOTAL FACILITIES MANAGEMENT			144,971.35	150,938.00	150,938.00	-	170,427.00	19,489.00	13%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
TOWN HALL								-	
1026100	3100M	SCHOOL PROVIDED SERVICES	23,400.00	24,102.00	24,102.00	-	30,033.00	5,931.00	25%
1026100	3100X	MAINTENANCE CONTRACT	67,859.18	70,917.00	70,917.00	33,372.59	60,917.00	(10,000.00)	-14%
1026100	4100A	WATER & SEWER	3,456.17	3,750.00	3,750.00	1,635.01	3,850.00	100.00	3%
1026100	6170B	MAINTENANCE SUPPLIES	18,984.25	5,000.00	5,000.00	4,152.60	15,000.00	10,000.00	200%
1026100	6220A	ELECTRICITY	16,712.45	13,942.00	13,942.00	7,995.79	15,545.00	1,603.00	11%
1026100	6230A	FUEL OIL	17,038.67	15,500.00	15,500.00	11,092.27	17,100.00	1,600.00	10%
1026100	7301A	EQUIPMENT OUTLAY	885.00	-	-	-	-	-	
TOTAL TOWN HALL			148,335.72	133,211.00	133,211.00	58,248.26	142,445.00	9,234.00	7%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
PUBLIC WORKS & RECYCLING BLDGS								-	
1026200	3100X	MAINTENANCE CONTRACT	49,842.40	48,420.00	48,420.00	45,653.82	48,420.00	-	0%
1026200	4100A	WATER & SEWER	16,837.78	17,434.95	17,434.95	11,206.10	18,590.00	1,155.05	7%
1026200	6170B	MAINTENANCE SUPPLIES	1,179.63	8,285.00	8,285.00	4,150.96	8,285.00	-	0%
1026200	6220A	ELECTRICITY	35,153.12	29,910.00	29,910.00	21,022.09	39,750.00	9,840.00	33%
1026200	6230A	FUEL OIL	29,821.42	23,000.00	23,000.00	19,904.38	30,000.00	7,000.00	30%
TOTAL PUBLIC WORKS & RECYCLI			132,834.35	127,049.95	127,049.95	101,937.35	145,045.00	17,995.05	14%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
PARKS & MISCELLANEOUS BUILDIN								-	
1026300	3100X	MAINTENANCE CONTRACT	3,789.58	5,400.00	5,400.00	1,698.96	5,400.00	-	0%
1026300	4100A	WATER & SEWER	1,410.63	3,000.00	3,000.00	-	1,570.00	(1,430.00)	-48%
1026300	6170B	MAINTENANCE SUPPLIES	3,081.99	4,000.00	4,000.00	13.47	4,000.00	-	0%
1026300	6220A	ELECTRICITY	8,302.64	7,075.00	7,075.00	7,800.90	13,655.00	6,580.00	93%
1026300	6230A	FUEL OIL	7,473.57	4,717.63	4,717.63	6,114.28	7,500.00	2,782.37	59%
TOTAL PARKS & MISCELLANEOUS			24,058.41	24,192.63	24,192.63	15,627.61	32,125.00	7,932.37	33%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
SPURWINK CHURCH BLDG								-	
1026400	3100X	MAINTENANCE CONTRACT	12,822.54	4,654.80	4,654.80	1,773.79	4,654.80	-	0%
1026400	4100A	WATER & SEWER	1,144.54	2,800.00	2,800.00	516.19	1,265.00	(1,535.00)	-55%
1026400	6170B	MAINTENANCE SUPPLIES	260.66	5,000.00	5,000.00	-	5,000.00	-	0%
1026400	6220A	ELECTRICITY	1,298.01	1,130.00	1,130.00	762.54	1,280.00	150.00	13%
1026400	6230A	FUEL OIL	-	3,515.00	3,515.00	1,326.76	1,500.00	(2,015.00)	-57%
TOTAL SPURWINK CHURCH BLDG			15,525.75	17,099.80	17,099.80	4,379.28	13,699.80	(3,400.00)	-20%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
FORT WILLIAMS PARK BUILDINGS								-	
1026500	3100X	MAINTENANCE CONTRACT	17,979.87	28,080.00	28,080.00	9,302.56	28,080.00	-	0%
1026500	4100A	WATER & SEWER	7,186.95	10,000.00	10,000.00	4,486.51	7,920.00	(2,080.00)	-21%
1026500	6170B	MAINTENANCE SUPPLIES	6,474.02	5,000.00	5,000.00	1,463.39	5,000.00	-	0%
1026500	6220A	ELECTRICITY	5,571.28	4,905.00	4,905.00	3,514.25	7,260.00	2,355.00	48%
1026500	6230A	FUEL OIL	4,934.32	6,658.00	6,658.00	5,130.39	5,000.00	(1,658.00)	-25%
TOTAL FORT WILLIAMS PARK BUI			42,146.44	54,643.00	54,643.00	23,897.10	53,260.00	(1,383.00)	-3%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
LIBRARY BUILDING								-	
1026600	3100M	SCHOOL PROVIDED SERVICES	30,899.00	32,136.00	32,136.00	-	36,452.00	4,316.00	13%
1026600	3100X	MAINTENANCE CONTRACT	38,202.88	30,000.00	30,000.00	27,661.45	30,000.00	-	0%
1026600	4100A	WATER & SEWER	2,417.13	1,750.00	1,750.00	2,364.32	2,700.00	950.00	54%
1026600	6170B	MAINTENANCE SUPPLIES	1,779.66	8,000.00	8,000.00	1,382.22	8,000.00	-	0%
1026600	6220A	ELECTRICITY	22,045.26	21,335.00	21,335.00	13,633.51	24,110.00	2,775.00	13%
1026600	6230A	FUEL OIL	13,948.43	12,000.00	12,000.00	10,991.26	14,000.00	2,000.00	17%
1026600	7301A	EQUIPMENT OUTLAY	885.00	-	-	-	-	-	
TOTAL LIBRARY BUILDING			110,177.36	105,221.00	105,221.00	56,032.76	115,262.00	10,041.00	10%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
SPURWINK SCHOOL BLDG								-	
1026700	3100X	MAINTENANCE CONTRACT	7,199.55	3,380.40	3,380.40	2,357.24	3,380.40	-	0%
1026700	4100A	WATER & SEWER	-	110.00	110.00	-	-	(110.00)	-100%
1026700	6170B	MAINTENANCE SUPPLIES	61.12	-	-	-	-	-	
1026700	6220A	ELECTRICITY	1,246.30	1,045.00	1,045.00	915.23	1,550.00	505.00	48%
1026700	6230A	FUEL OIL	1,966.88	1,560.00	1,560.00	965.50	2,000.00	440.00	28%
TOTAL SPURWINK SCHOOL BLDG			10,473.85	6,095.40	6,095.40	4,237.97	6,930.40	835.00	14%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
TOWN CENTER FIRE STATION								-	
1026800	3100X	MAINTENANCE CONTRACT	51,208.06	41,500.00	41,500.00	43,995.83	41,500.00	-	0%
1026800	4100A	WATER & SEWER	2,693.96	2,500.00	2,500.00	1,841.30	2,970.00	470.00	19%
1026800	6170B	MAINTENANCE SUPPLIES	4,502.06	5,000.00	5,000.00	4,290.42	5,000.00	-	0%
1026800	6230A	FUEL OIL	9,861.19	11,000.00	11,000.00	9,835.15	10,000.00	(1,000.00)	-9%
TOTAL TOWN CENTER FIRE STATI			68,265.27	60,000.00	60,000.00	59,962.70	59,470.00	(530.00)	-1%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
COMMUNITY CENTER BUILDING								-	
1026900	3100M	SCHOOL PROVIDED SERVICES	35,532.00	36,597.96	36,597.96	-	41,515.00	4,917.04	13%
1026900	3100X	MAINTENANCE CONTRACT	100,987.54	66,171.60	66,171.60	46,560.88	66,171.60	-	0%
1026900	4100A	WATER & SEWER	3,330.83	3,010.00	3,010.00	2,482.35	3,740.00	730.00	24%
1026900	6170B	MAINTENANCE SUPPLIES	1,419.24	4,400.00	4,400.00	8,997.23	4,400.00	-	0%
1026900	6220A	ELECTRICITY	21,003.25	20,010.00	20,010.00	12,336.13	22,610.00	2,600.00	13%
1026900	6230A	FUEL OIL	16,894.62	13,320.00	13,320.00	11,933.04	17,000.00	3,680.00	28%
TOTAL COMMUNITY CENTER BUILD			179,167.48	143,509.56	143,509.56	82,309.63	155,436.60	11,927.04	8%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
RICHARDS POOL BUILDING								-	
1027000	3100M	SCHOOL PROVIDED SERVICES	26,000.00	26,780.00	26,780.00	-	30,377.00	3,597.00	13%
1027000	3100X	MAINTENANCE CONTRACT	54,955.57	60,000.00	60,000.00	61,379.41	60,000.00	-	0%
1027000	4100A	WATER & SEWER	4,337.07	4,000.00	4,000.00	2,711.19	4,840.00	840.00	21%
1027000	6170B	MAINTENANCE SUPPLIES	39,983.03	13,720.00	13,720.00	6,569.03	13,720.00	-	0%
1027000	6220A	ELECTRICITY	113,736.00	38,000.00	38,000.00	-	43,000.00	5,000.00	13%
1027000	6230A	FUEL OIL	-	115,000.00	15,000.00	30,825.68	65,000.00	(50,000.00)	-43%
1027000	6270A	PROPANE/NATURAL GAS	24,975.96	-	-	11,409.95	22,000.00	22,000.00	
TOTAL	RICHARDS POOL BUILDING		263,987.63	257,500.00	157,500.00	112,895.26	238,937.00	(18,563.00)	-7%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
POLICE STATION								-	
1027100	3100M	SCHOOL PROVIDED SERVICES	18,200.00	18,746.00	18,746.00	-	21,270.00	2,524.00	13%
1027100	3100X	MAINTENANCE CONTRACT	34,776.37	63,655.00	63,655.00	20,432.19	63,655.00	-	0%
1027100	4100A	WATER & SEWER	2,271.83	3,470.00	3,470.00	1,588.09	2,530.00	(940.00)	-27%
1027100	6170B	MAINTENANCE SUPPLIES	4,278.45	5,000.00	5,000.00	7,844.66	5,000.00	-	0%
1027100	6220A	ELECTRICITY	32,279.50	25,000.00	25,000.00	16,588.14	32,605.00	7,605.00	30%
1027100	6230A	FUEL OIL	10,390.70	11,240.00	11,240.00	8,958.36	10,500.00	(740.00)	-7%
1027100	7301A	EQUIPMENT OUTLAY	885.00	-	-	-	-	-	
TOTAL	POLICE STATION		103,081.85	127,111.00	127,111.00	55,411.44	135,560.00	8,449.00	7%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
CAPE COTTAGE FIRE STATION								-	
1027200	3100X	MAINTENANCE CONTRACT	10,252.94	12,960.00	12,960.00	7,857.58	12,960.00	-	0%
1027200	4100A	WATER & SEWER	1,480.40	800.00	800.00	567.53	1,700.00	900.00	113%
1027200	6170B	MAINTENANCE SUPPLIES	50.36	3,000.00	3,000.00	304.17	3,000.00	-	0%
1027200	6220A	ELECTRICITY	1,995.05	2,100.00	2,100.00	1,086.18	2,370.00	270.00	13%
1027200	6230A	FUEL OIL	4,422.25	4,450.00	4,450.00	3,511.05	4,500.00	50.00	1%
TOTAL CAPE COTTAGE FIRE STAT			18,201.00	23,310.00	23,310.00	13,326.51	24,530.00	1,220.00	5%



CAPE ELIZABETH COMMUNITY SERVICES

OVERVIEW OF SERVICES:

Community Services offers a variety of recreational, educational, and cultural programs for individuals of all ages, from infants to 90 years. Our offerings include: preschool for ages 3 and 4, Public Pre-K, before- and after-school care, youth activities, skill-building, specialty camps, and a summer day camp for children from preschool through eighth grade.

Additionally, we have a swimming pool, and a fitness center, along with adult fitness classes and day trips. These day trips feature trips to museums, lunch events, plays, and entertainment tours.

Our staff develops the programs, negotiates fees and compensation, coordinates scheduling, and implements all activities. They also handle inquiries and complete reservations for pool parties and birthday parties, support local sites such as Fort Williams Park, Portland Head Light, Spurwink Church, and process passport applications. Each member of this team takes on multiple responsibilities to ensure the success of all we offer.

RECENT ACCOMPLISHMENTS:

- ◆ 830 programs offered
- ◆ 9997 participants served
- ◆ 488 Pool & Fitness memberships
- ◆ 207 Passports Processed
- ◆ \$12,075 Financial Assistance
- ◆ \$23,232 Cape Elizabeth Tax Payer Discount
- ◆ Adult Free Offerings
- ◆ Trunk or Treat expanded to local businesses
- ◆ Sounds by the Sea – sponsorships and contracting performers
- ◆ Educational talks on Fort Williams Park by Fort Williams Park Supervisor
- ◆ Coordinated Program offerings with Cape Hoops, Cape Community Arena, Police, and CELT
- ◆ Continued Collaboration with Cape Elizabeth High School Leadership Experience and Public Pre-K Program



GOALS & OBJECTIVES:

- To continue offering a variety of programs that serve all members of the Cape Elizabeth community at a reasonable cost.
- To continue collaborating and developing strong working relationships with other Town departments and community groups.
- To continue to offer before and after care, preschool, and Public Pre-K.
- To expand our programming through community engagement and feedback.

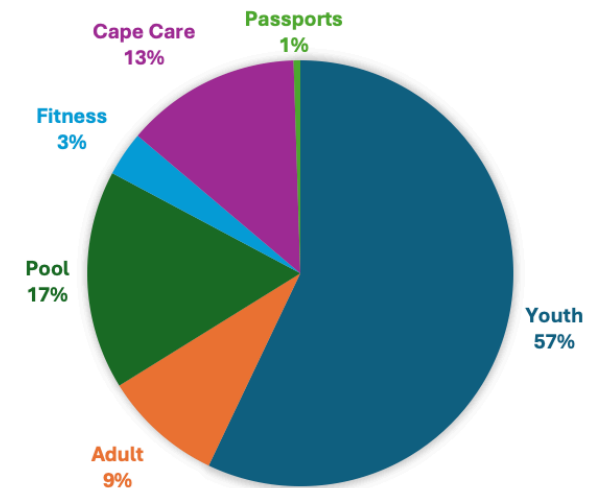
\$23K + Senior Discounts **\$12K + Scholarships**



KEY BUDGET CONSIDERATIONS:

- ♦ 7 days a week availability – cell phone stipends
- ♦ Training – CPR/First Aid Training for all Lifeguards, Preschool, Summer Camp, and Fort Williams staff
- ♦ Fort Williams Operational/Contracts – Sounds by the Sea, Portable Toilets and FWP staff expenses
- ♦ Update Equipment CECS Office Staff
- ♦ Minimum Wage & Salary Adjustments

\$1.46M in Revenues



ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
COMMUNITY SVC ADMINISTRATION								-	
1030000	10010	FULLTIME-PAYROLL	361,746.68	366,583.00	381,435.00	245,837.83	381,435.00	14,852.00	4%
1030000	2240A	SOCIAL SECURITY	26,978.15	-	-	1,003.09	-	-	
1030000	3300B	CONFERENCES & MEETINGS	-	2,000.00	2,000.00	-	2,000.00	-	0%
1030000	5310A	POSTAGE	1,360.34	3,859.00	3,859.00	2,119.99	4,200.00	341.00	9%
1030000	5320A	CELLULAR PHONES	-	2,400.00	2,400.00	-	4,200.00	1,800.00	75%
1030000	5320B	TELEPHONE	4,491.13	5,200.00	5,200.00	2,988.12	5,200.00	-	0%
1030000	5400A	ADVERTISING	2,181.49	2,500.00	2,500.00	2,130.60	2,500.00	-	0%
1030000	5500A	PRINTING	2,847.29	2,500.00	2,500.00	1,524.03	2,500.00	-	0%
1030000	5801A	TRAVEL - MILEAGE	195.86	300.00	300.00	114.20	400.00	100.00	33%
1030000	6170A	OFFICE SUPPLIES	1,506.89	4,200.00	4,200.00	1,167.77	4,200.00	-	0%
1030000	7301A	EQUIPMENT	2,834.27	2,000.00	2,000.00	146.18	5,000.00	3,000.00	150%
1030000	8100A	DUES & MEMBERSHIPS	559.00	600.00	600.00	260.00	600.00	-	0%
1030000	8900A	MISC. EXPENSES	903.05	-	-	-	-	-	
TOTAL COMMUNITY SVC ADMINIST			405,604.15	392,142.00	406,994.00	257,291.81	412,235.00	20,093.00	5%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
FITNESS CENTER								-	
1030100	1180P	PART TIME	4,007.56	7,535.00	7,819.00	3,200.49	7,819.00	284.00	4%
1030100	2240A	SOCIAL SECURITY	308.13	-	-	17.90	-	-	
1030100	3100O	CONTRACTED SERVICES	22,798.67	21,000.00	21,000.00	12,533.91	24,000.00	3,000.00	14%
1030100	5320B	TELEPHONE	-	100.00	100.00	-	100.00	-	0%
1030100	7301A	EQUIPMENT OUTLAY	4,970.00	3,500.00	3,500.00	2,925.00	3,500.00	-	0%
1030100	8900A	MISC. EXPENSES	1,058.07	-	-	-	-	-	
TOTAL FITNESS CENTER			33,142.43	32,135.00	32,419.00	18,677.30	35,419.00	3,284.00	10%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
RICHARDS POOL PROGRAMS								-	
1030200	10010	FULLTIME-PAYROLL	67,213.04	67,000.00	69,751.00	46,470.04	69,751.00	2,751.00	4%
1030200	1180P	PART TIME	191,434.03	82,235.00	185,452.00	119,539.11	185,452.00	103,217.00	126%
1030200	2240A	SOCIAL SECURITY	19,259.31	-	-	733.74	-	-	
1030200	3100A	PROFESSIONAL SERVICES	69,531.90	-	-	-	-	-	
1030200	3100O	CONTRACTED SERVICES	-	75,000.00	75,000.00	46,103.90	75,000.00	-	0%
1030200	3300A	TRAINING/PROFESSIONAL DEVELOP	320.00	750.00	750.00	-	750.00	-	0%
1030200	5310A	POSTAGE	72.90	100.00	100.00	-	100.00	-	0%
1030200	5320B	TELEPHONE	-	100.00	100.00	-	100.00	-	0%
1030200	5400A	ADVERTISING	135.00	250.00	250.00	90.00	250.00	-	0%
1030200	6050A	OFFICE EQUIPMENT	-	1,500.00	1,500.00	-	1,500.00	-	0%
1030200	6170A	OFFICE SUPPLIES	149.23	3,000.00	3,000.00	385.04	3,000.00	-	0%
1030200	7301A	EQUIPMENT OUTLAY	1,747.80	10,900.00	10,900.00	6,606.72	5,000.00	(5,900.00)	-54%
1030200	8100A	DUES & MEMBERSHIPS	-	75.00	75.00	-	75.00	-	0%
1030200	8101A	REFUNDS	82.50	-	-	-	-	-	
1030200	8900A	MISC. EXPENSES	672.58	-	-	264.59	-	-	
TOTAL RICHARDS POOL PROGRAMS			350,618.29	240,910.00	346,878.00	220,193.14	340,978.00	100,068.00	42%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
ADULT PROGRAMS								-	
1030300	1180P	PART TIME	25,665.42	13,826.00	14,329.00	20,774.01	14,329.00	503.00	4%
1030300	2240A	SOCIAL SECURITY	1,963.33	-	-	96.75	-	-	
1030300	3100O	CONTRACTED SERVICES	102,031.01	94,500.00	94,500.00	70,710.21	108,000.00	13,500.00	14%
1030300	3300A	TRAINING/PROFESSIONAL DEVELOP	2,850.00	-	-	-	-	-	
1030300	4300B	VEHICLE MAINTENANCE	2,841.52	3,000.00	3,000.00	461.14	3,000.00	-	0%
1030300	5310A	POSTAGE	1,005.88	1,000.00	1,000.00	600.74	1,000.00	-	0%
1030300	5400A	ADVERTISING	1,377.79	2,000.00	2,000.00	1,276.12	2,000.00	-	0%
1030300	5500A	PRINTING	1,377.79	2,000.00	2,000.00	1,276.12	2,000.00	-	0%
1030300	6170A	OFFICE SUPPLIES	801.48	2,500.00	2,500.00	2,431.30	2,500.00	-	0%
1030300	6260A	GASOLINE	1,586.05	1,200.00	1,200.00	1,025.31	1,200.00	-	0%
1030300	7301A	EQUIPMENT OUTLAY	300.00	2,500.00	2,500.00	288.96	2,500.00	-	0%
1030300	8101A	REFUNDS	530.00	-	-	28.00	-	-	
TOTAL ADULT PROGRAMS			142,330.27	122,526.00	123,029.00	98,968.66	136,529.00	14,003.00	11%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
YOUTH PROGRAMS								-	
1030400	1180P	PART TIME	211,008.87	227,500.00	236,072.00	175,696.89	236,072.00	8,572.00	4%
1030400	2240A	SOCIAL SECURITY	16,093.62	-	-	552.95	-	-	
1030400	3100O	CONTRACTED SERVICES	379,777.40	500,000.00	500,000.00	266,268.12	500,000.00	-	0%
1030400	3300A	TRAINING/PROFESSIONAL DEVELOP	840.00	1,000.00	1,000.00	-	1,000.00	-	0%
1030400	5310A	POSTAGE	719.40	1,000.00	1,000.00	-	1,000.00	-	0%
1030400	5400A	ADVERTISING	1,318.53	1,500.00	1,500.00	-	1,500.00	-	0%
1030400	5500A	PRINTING	1,273.53	1,500.00	1,500.00	-	1,500.00	-	0%
1030400	5801A	TRAVEL - MILEAGE	-	1,000.00	1,000.00	-	1,000.00	-	0%
1030400	6170A	OFFICE SUPPLIES	21,121.46	30,000.00	30,000.00	8,192.45	30,000.00	-	0%
1030400	8101A	REFUNDS	190.00	-	-	2,540.00	-	-	
TOTAL YOUTH PROGRAMS			632,342.81	763,500.00	772,072.00	453,250.41	772,072.00	8,572.00	1%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
CAPE CARE								-	
1030500	10060	PREMIUM PAY - ARPA	32,820.00	-	-	31,200.00	-	-	
1030500	1180P	PART TIME	132,525.39	264,041.00	272,379.00	91,665.52	272,379.00	8,338.00	3%
1030500	2240A	SOCIAL SECURITY	12,061.20	-	-	483.36	-	-	
1030500	3100O	CONTRACTED SERVICES	1,129.00	3,000.00	3,000.00	-	3,000.00	-	0%
1030500	3300A	TRAINING/PROFESSIONAL DEVELOP	946.99	1,500.00	1,500.00	-	1,500.00	-	0%
1030500	5310A	POSTAGE	-	200.00	200.00	-	200.00	-	0%
1030500	6170A	OFFICE SUPPLIES	(400.20)	20,000.00	20,000.00	2,931.56	20,000.00	-	0%
TOTAL CAPE CARE			179,082.38	288,741.00	297,079.00	126,280.44	297,079.00	8,338.00	3%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
SPURWINK CHURCH								-	
1030600	1180P	PART TIME	2,076.50	-	-	1,000.00	2,000.00	2,000.00	
1030600	2240A	SOCIAL SECURITY	77.27	-	-	-	-	-	
1030600	3100V	ALARM MONITORING CONTRACT	-	700.00	700.00	-	700.00	-	0%
1030600	8101A	REFUNDS	800.00	-	-	300.00	-	-	
TOTAL SPURWINK CHURCH			2,953.77	700.00	700.00	1,300.00	2,700.00	2,000.00	286%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
FORT WILLIAMS PARK								-	
1030700	1180S	SEASONAL	84,025.77	103,865.00	107,778.00	60,390.94	107,778.00	3,913.00	4%
1030700	2240A	SOCIAL SECURITY	6,450.51	-	-	-	-	-	
1030700	3101D	CONTRACTS	3,140.24	88,000.00	88,000.00	52,911.93	88,000.00	-	0%
1030700	6220A	ELECTRICITY	-	2,000.00	2,000.00	-	-	(2,000.00)	-100%
1030700	6230A	FUEL OIL	-	400.00	400.00	-	400.00	-	0%
1030700	6900A	UNIFORMS	1,668.38	2,000.00	2,000.00	45.98	2,000.00	-	0%
1030700	8900A	MISC. EXPENSES	506.59	-	-	-	3,300.00	3,300.00	
TOTAL FORT WILLIAMS PARK			95,791.49	196,265.00	200,178.00	113,348.85	201,478.00	5,213.00	3%



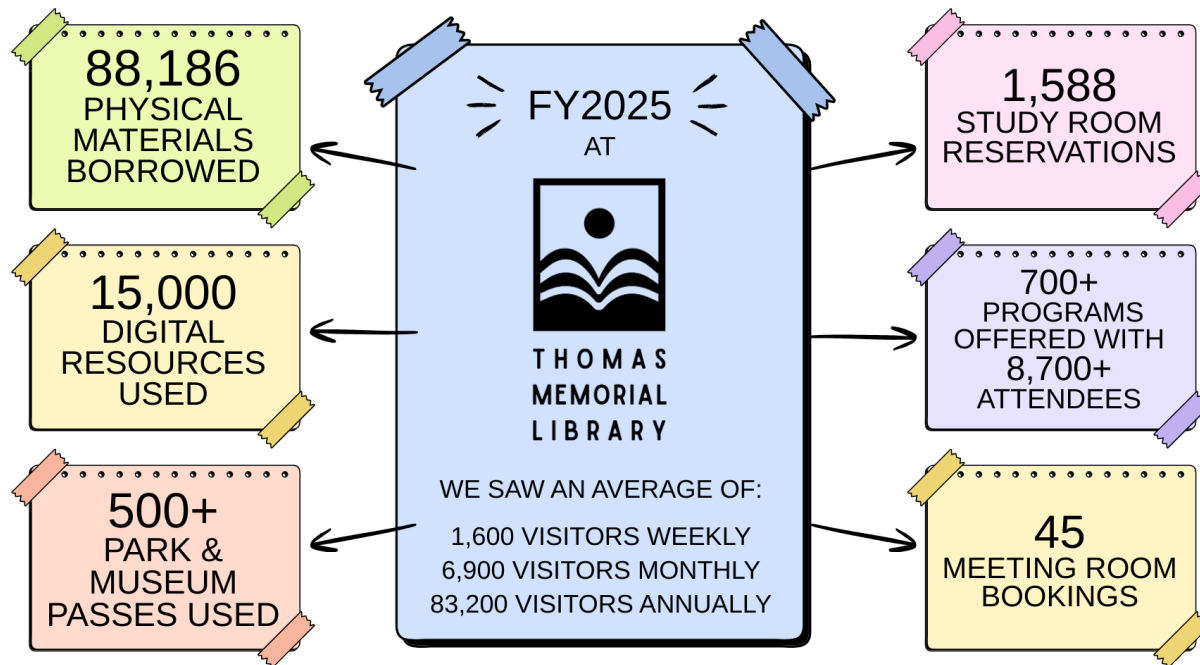
THOMAS MEMORIAL LIBRARY

OVERVIEW OF SERVICES:

The Thomas Memorial Library currently has nine full-time employees and three part-time employees. For the past two years, we have also had a Summer Internship for a college student, which has been funded by the Thomas Memorial Library Foundation.

As a member of the Minerva resource-sharing consortium, the library is able to lend and borrow materials to and from over 60 other libraries in the state. As happens every year, the annual dues for membership have increased, including an anticipated increase to our van delivery service, which allows for us to send and receive materials to and from other libraries five days a week. This past year, we added a number of new digital resources, largely through funding from the Thomas Memorial Library Foundation, including free access to the New York Times, Mango Languages, Kanopy streaming video content, and an online learning platform for seniors called GetSetUp.

This February the library celebrated the 10 year anniversary of the renovated library building. Below are some statistics from last year that validate the Town's investment in the library by renovating and expanding our building, and allowing us to continue to develop our staffing levels and services.



We are fortunate to continue to receive annual financial support for specific areas of our collections from:

- ♦ The Chase Family Foundation (4447600), which supports large print materials and other resources for seniors
- ♦ The Thomas Memorial Library Foundation (4447100), which supports our museum and park passes, programs and program supplies, program refreshments, maintenance of the library's fish tank and paludarium, staff appreciation, and staff professional development opportunities. Leftover funds from the library's Capital Campaign also support improvements to the library's furnishings, fixtures, and equipment
- ♦ Individual donations (4447000), including memorial gifts and unspecified expressions of appreciation; unspecified donations help us to replace worn or damaged items without an impact on our new materials budgets, in addition to supplementing our collection with items we otherwise would not be able to purchase from our regular budget

RECENT ACCOMPLISHMENTS:

"The Thomas Memorial Library fosters individual and civic well-being, growth, and vitality by connecting people with information, resources, and one another."

- ♦ Strategic Plan: Above is our new mission statement, the result of a year-long process to develop the library's first-ever Strategic Plan, covering years 2025 - 2030. Completing this Strategic Plan was one of our stated goals for this past fiscal year. We refer to the objectives in our plan regularly as we make decisions about where to focus our efforts and resources.
- ♦ Library of Things (LoT): In support of our Strategic Plan Objective #5, "Promote well-being, health and safety of the environment, individuals, and groups," we've been working to develop our Library of Things Collection (LoT)—non-book items that can be borrowed by TML cardholders. By allowing people to borrow, rather than purchase, items that may only be used once or rarely, we hope to reduce consumption and waste, as well as support the health and well-being of the people in our community.
- ♦ Paludarium: During the past year, one of the unique improvements to our space is the addition of a paludarium—a semiaquatic vivarium that includes Red-Eyed Tree Frogs, a Spanish Ribbed Newt, live plants, and fish. Located just outside the children's room, this little piece of the rainforest is a popular spot for children and adults alike, serving as an educational exhibit of a self-sustaining ecosystem. This addition supports several Strategic Plan Objectives, but most strongly supports Objective #4, "Foster creativity, playfulness, and delight through resources and programs that entertain and inspire."



- ♦ Teen Space: Another of last year's goals was to create a dedicated Teen Space. This area was created based on input from our Teen Library Council (TLC,) who worked with Family Engagement Assistant Sierra Aceto and advisors from the Maine Youth Action Network (MYAN) to develop a proposal. Our new Teen Space is enclosed by glass walls, and new furnishings chosen with input from TLC will be installed at the end of April. This project supports Strategic Plan Objective #1, "Connect with and welcome community members who may not currently use or feel comfortable in the library."
- ♦ Recording System: This past summer, we achieved last year's goal of adding video and streaming capability to our Community Room. This newly installed system enables us to record selected library programs and events. This effort supports multiple Strategic Plan goals, including #3, "Provide opportunities for civic engagement in order to foster a sense of community and social responsibility."
- ♦ We are grateful to the Thomas Memorial Library Foundation for making many of our projects possible without any impact on Town appropriations.

GOALS & OBJECTIVES:

- ♦ Landscaping: We are currently working with landscaping architects from Sebago Technic to develop a landscape design for the library's front lawn, creating a park-like atmosphere using mostly native plants, and more discrete spaces for public use and enjoyment. During the coming year we will be seeking grant funds to support the purchase and installation of plants, as well as hardscaping and a shade structure. This project most strongly supports our Strategic Plan Objective #5, focusing on the well-being of people and the environment.
- ♦ Internship: Saturdays are one of our busiest days at the library. This coming year, in addition to our TMLF-funded Summer Internship, we hope to offer a new internship for a college student for Saturdays only from September to June.
- ♦ Furnishings: Because the soft seating in the library is now ten years old and has seen a lot of wear and tear, especially in the children's room, we plan to replace a number of furnishings in that area. We are also looking at replacing the stackable chairs in the Community Room with a more ergonomic option, as we have frequent comments from program attendees about how uncomfortable they are.
- ♦ Library of Things and Alternative Audio Formats: We plan to continue to grow our collection of lendable non-book items, and we also hope to grow our collection of screen-free audiobook options for children with alternative formats such as Wonderbooks and Playaways.



KEY BUDGET CONSIDERATIONS:

The largest expense in our budget is, of course, our extraordinary staff! The majority of increases this year are due to higher ongoing contract costs for services, and additional funds for our Non-book Resources (formerly Audiovisual Resources) to support our growing Library of Things Collection and new audiovisual formats. To support the continuing development of this collection, we have renamed our Audiovisual Resources account to Non-Book items.



ACCOUNTS FOR:			2025	2026			2027		
0001	TOWN GENERAL FUND		ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
	LIBRARY							-	
1031000	10010	FULLTIME-PAYROLL	478,325.35	527,525.00	549,247.00	333,762.27	549,247.00	21,722.00	4%
1031000	1180P	PART TIME	123,981.06	74,500.00	77,536.00	75,929.53	77,536.00	3,036.00	4%
1031000	2240A	SOCIAL SECURITY	44,393.43	-	-	1,741.17	-	-	
1031000	2710A	WORK COMP REIMBURSEMENT	1,065.00	-	-	951.00	-	-	
1031000	3100A	PROFESSIONAL SERVICES	-	-	-	285.00	-	-	
1031000	3100O	CONTRACTED SERVICES	17,985.39	25,000.00	25,000.00	17,755.43	30,000.00	5,000.00	20%
1031000	3300B	STAFF DEVELOPMENT	446.50	300.00	300.00	81.88	300.00	-	0%
1031000	3490A	PROGRAMS	751.62	1,000.00	1,000.00	619.86	1,000.00	-	0%
1031000	5310A	POSTAGE	910.60	1,660.00	1,660.00	502.98	1,000.00	(660.00)	-40%
1031000	5340A	E-BOOKS & MATERIALS	13,611.53	15,000.00	15,000.00	13,551.31	15,000.00	-	0%
1031000	5400A	PROGRAM SUPPLIES	372.35	1,000.00	1,000.00	-	500.00	(500.00)	-50%
1031000	5500A	PRINTING	1,178.74	-	-	309.58	300.00	300.00	
1031000	5801A	TRAVEL - MILEAGE	480.37	300.00	300.00	37.88	500.00	200.00	67%
1031000	6170A	OFFICE SUPPLIES	5,342.76	5,000.00	5,000.00	5,023.25	6,000.00	1,000.00	20%
1031000	6400A	BOOKS & PUBLICATIONS	42,072.95	42,000.00	42,000.00	29,572.99	45,000.00	3,000.00	7%
1031000	6600A	AUDIOVISUAL RESOURCES	1,793.28	3,000.00	3,000.00	2,348.55	4,000.00	1,000.00	33%
1031000	7301A	EQUIPMENT OUTLAY	-	200.00	200.00	79.79	200.00	-	0%
1031000	8100A	DUES & MEMBERSHIPS	777.00	500.00	500.00	225.00	1,000.00	500.00	100%
1031000	8900A	MISC. EXPENSES	2,084.94	-	-	(1,230.09)	500.00	500.00	
TOTAL	LIBRARY		735,572.87	696,985.00	721,743.00	481,547.38	732,083.00	35,098.00	5%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
HUMAN SERVICES								-	
1032000	3490E	SMAAA	-	2,500.00	2,500.00	-	2,500.00	-	0%
1032000	3490A	MAINEHEALTH CARE @ HOME	-	2,500.00	2,500.00	-	2,500.00	-	0%
1032000	3490B	ME BEHAVIORIAL HEALTHCARE	1,500.00	1,500.00	1,500.00	-	1,500.00	-	0%
1032000	3490C	VNA/HOSPICE (NORTHERN LIGHT)	4,100.00	4,100.00	4,100.00	-	4,100.00	-	0%
1032000	3490D	JUDY'S PANTRY	-	2,500.00	2,500.00	2,500.00	2,500.00	-	0%
1032000	3490F	OPPORTUNITY ALLIANCE	5,000.00	5,000.00	5,000.00	-	5,000.00	-	0%
1032000	3490G	REGIONAL TRANS PROGRAM	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	-	0%
1032000	3490H	THROUGH THESE DOORS	1,500.00	2,500.00	2,500.00	-	2,500.00	-	0%
1032000	3490I	DAY ONE	1,500.00	2,500.00	2,500.00	-	2,500.00	-	0%
1032000	3490J	HOSPICE OF MAINE	2,500.00	2,500.00	2,500.00	-	2,500.00	-	0%
1032000	3490K	SEXUAL ASSAULT RESPONSE	-	1,500.00	1,500.00	-	1,500.00	-	0%
1032000	3490L	INDEPENDENT TRANS NETWORK	-	1,500.00	1,500.00	-	1,500.00	-	0%
1032000	3490M	PREBLE STREET RESOURCE	10,000.00	10,000.00	10,000.00	-	10,000.00	-	0%
1032000	3490N	PROJECT GRADUATION	-	7,500.00	3,000.00	1,000.00	7,500.00	-	0%
1032000	3490P	CENTER FOR GRIEVING CHILDREN	-	-	2,500.00	-	-	-	
1032000	3490Q	LIFELIGHT	-	-	2,000.00	-	-	-	
1032000	3490Z	GENERAL ASSISTANCE	24,461.48	60,000.00	60,000.00	1,576.91	60,000.00	-	0%
TOTAL HUMAN SERVICES			52,061.48	107,600.00	107,600.00	6,576.91	107,600.00	-	0%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
COUNTY ASSESSMENT								-	
1033100	3492A	COUNTY GOVERNMENT	2,114,494.00	2,188,380.00	2,188,380.00	2,188,380.00	2,349,180.00	160,800.00	7%
TOTAL COUNTY ASSESSMENT			2,114,494.00	2,188,380.00	2,188,380.00	2,188,380.00	2,349,180.00	160,800.00	7%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
OTHER ASSESSMENTS								-	
1033200	3492B	GPCOG	20,024.00	20,977.00	20,977.00	20,977.00	20,977.00	-	0%
1033200	3492C	MMA	18,541.00	17,500.00	17,500.00	18,571.56	18,600.00	1,100.00	6%
TOTAL OTHER ASSESSMENTS			38,565.00	38,477.00	38,477.00	39,548.56	39,577.00	1,100.00	3%

ACCOUNTS FOR:			2025	2026			2027		
0001 TOWN GENERAL FUND			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
CONTRIBUTIONS								-	
1034000	3491B	FAMILY FUN DAY	28,141.47	24,000.00	24,000.00	-	25,000.00	1,000.00	4%
1034000	3491C	SENIOR TAX RELIEF	290,750.00	300,000.00	300,000.00	253,000.00	300,000.00	-	0%
TOTAL CONTRIBUTIONS			318,891.47	324,000.00	324,000.00	253,000.00	325,000.00	1,000.00	0%



SEWER FUND

OVERVIEW OF SERVICES:

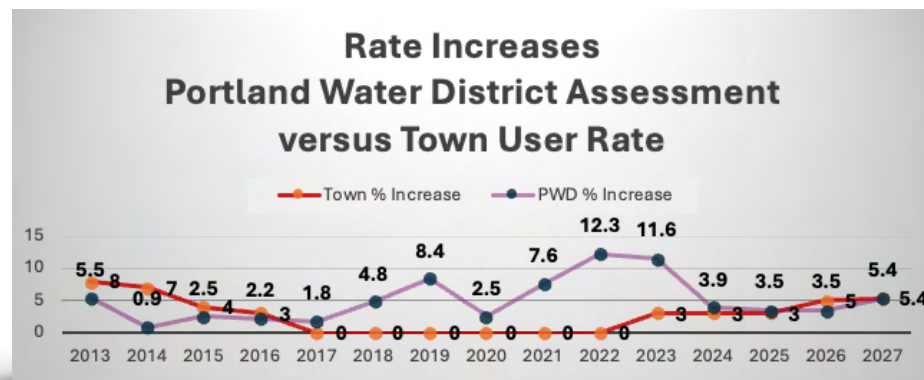
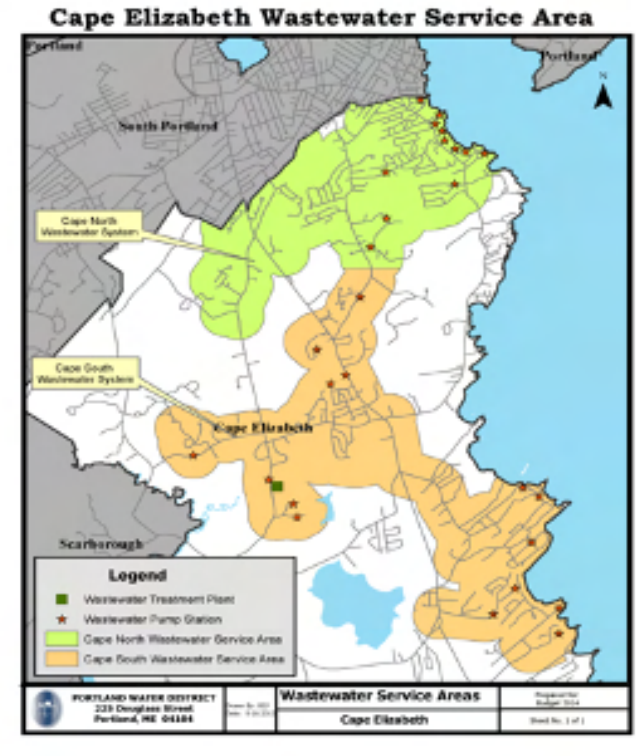
The Town has approximately 2,400 customers served by public sewer. Public sewer is provided primarily through two major systems, referred to as Cape North and Cape South. Wastewater treatment from Cape North is treated at the wastewater treatment facility in South Portland, while wastewater treatment from Cape South is managed at the treatment plant on Spurwink Avenue. The Portland Water District (PWD) manages all aspects of sewer treatment on behalf of the Town. Additionally, the PWD operates 27 pump stations and 17 miles of underground pipe. The Public Works Department maintains the 'local' portions of the wastewater collection system, which totals over 26 miles.

GOALS & OBJECTIVES:

The Town collaborates on an ongoing basis with the Portland Water District and the City of South Portland to provide ongoing wastewater disposal.

KEY BUDGET CONSIDERATIONS:

The Sewer Fund is classified as an 'Other Fund', which has revenues that provide sustainable funding and does not impact the property tax rate. The budgetary challenges facing the sewer fund are rising operational costs. The Portland Water District's annual assessment costs make up approximately 84% of the sewer fund budget. As shown in the enclosed graph, the Town's sewer user rate has not been keeping pace with the rates determined by the Portland Water District. To minimize any funding deficits, staff is recommending a 5.4% rate increase in the FY'27 budget.



ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS REVENUES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
SEWER FUND			-	-	-	-	-	-	
4045010	1013	FEES: CONNECTION FEES	96,000.00	24,000.00	16,000.00	24,000.00	16,000.00	(8,000.00)	-33%
4045010	1019	FEES: DELINQUENT PWD	124.85	-	-	1,188.27	-	-	
4045010	1043	FEES: PWD MISC ADJUSTMENTS	-	1,000.00	1,000.00	-	1,000.00	-	0%
4045010	1046	FEES: SEWER BILLS	2,400,614.45	2,387,025.00	2,506,376.00	1,499,726.81	2,641,971.00	254,946.00	11%
4045010	1856	SEWER MISC REVENUE	-	-	-	12.60	-	-	
4045030	1905	SEWER: INT & PENALTIES	-	100.00	100.00	3,575.61	100.00	-	0%
4045080	2100	USE OF SURPLUS	-	462,165.00	437,126.00	-	217,236.00	(244,929.00)	-53%
TOTAL SEWER FUND			2,496,739.30	2,874,290.00	2,960,602.00	1,528,503.29	2,876,307.00	2,017.00	0%

ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS EXPENSES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
SEWER FUND								-	
4045000	10010	FULLTIME-PAYROLL	-	21,750.00	21,750.00	100.00	25,000.00	3,250.00	15%
4045000	1040B	DEPARTMENT HEADS	-	-	-	-	-	-	
4045000	1180D	DRIVERS/LABORERS	21,118.22	-	-	16,190.48	-	-	
4045000	1300A	OVERTIME	3,067.91	1,000.00	1,000.00	719.25	1,000.00	-	0%
4045000	2240A	SOCIAL SECURITY	1,848.66	1,740.00	1,740.00	73.37	2,066.00	326.00	19%
4045000	3100A	PROFESSIONAL SERVICES	905.00	1,000.00	1,000.00	-	1,000.00	-	0%
4045000	3100X	MAINTENANCE CONTRACT	20,424.54	150,000.00	150,000.00	11,395.25	150,000.00	-	0%
4045000	3492D	PWD ASSESSMENT	2,432,136.00	2,390,220.00	2,474,100.00	1,889,010.00	2,607,936.00	217,716.00	9%
4045000	3493G	TXFR GENERAL FUND	83,717.00	83,717.00	86,144.00	86,144.00	83,805.00	88.00	0%
4045000	6260A	GASOLINE	472.31	600.00	600.00	433.89	700.00	100.00	17%
4045000	6260B	DIESEL	796.16	800.00	800.00	1,466.41	900.00	100.00	13%
4045000	8190A	UNCOLLECTIBLE	-	2,200.00	2,200.00	-	2,200.00	-	0%
4045000	8300B	PAYING AGENT FEE	10,455.38	10,455.00	10,456.00	88.90	-	(10,455.00)	-100%
4045000	8310A	PRINCIPLE PAYMENT	202,056.00	202,056.00	205,552.00	-	-	(202,056.00)	-100%
4045000	8320A	INTEREST PAYMENT	7,051.60	7,052.00	3,560.00	1,778.02	-	(7,052.00)	-100%
4045000	8900A	MISC EXPENSES	-	1,700.00	1,700.00	-	1,700.00	-	0%
TOTAL	SEWER FUND		2,784,048.78	2,874,290.00	2,960,602.00	2,007,399.57	2,876,307.00	2,017.00	0%



FORT WILLIAMS PARK

OVERVIEW OF SERVICES:

Fort Williams Park is open 365 days a year, from sunrise to sunset. The Community Services staff responsible for the park includes Dom Walker, Visitor Site Supervisor, along with a group of seasonal rangers and greeters. The office staff at Community Services also plays a vital role in ensuring a positive experience for visitors. They handle reservations, respond to inquiry calls, provide directions, and schedule programs, such as the popular Sounds by the Sea performances.

From April through October, Dom's staff ensures that the park's hours of operation are fully covered. They assist the Parks Department in maintaining the park, preparing reservation sites, greet arriving buses, help with parking, and inform both residents and guests about the park's policies and procedures. The rangers and greeters serve as the face of customer service and have performed exceptionally well in their roles.

The Fort Williams Park Committee is made up of extremely dedicated volunteers who are committed to maintaining and improving the park. They regularly review recommendations from the Master Plan and strive to implement projects in a timely manner. Recently, the committee focused on the reengineering of Powers Road. During a workshop with the Town Council, it was acknowledged that the project was too large, given current budget constraints. However, the preliminary work has been completed.



RECENT ACCOMPLISHMENTS:

- ◆ Completed the dredging of the pond and the installation of the new outlet control system
- ◆ Completed the Pond Pavilion RFP – work in progress
- ◆ Completed Goddard Mansion Stonework RFP – work in progress
- ◆ Completed Goddard Mansion Stairway RFP – trees cleared, work scheduled for spring of 2026
- ◆ Completed Playground Site Work and Equipment RFP's – work scheduled for spring of 2026
- ◆ 2-year contract extension with Towne Park (formerly UPP)
- ◆ Greeted 1243 motorcoach buses, 1633 smaller commercial vehicles, and supported over 140,000 Pay & Display transactions
- ◆ Added a parking kiosk to the playground lot and added a locally owned food vendor
- ◆ Hosted five Sounds by the Sea performances, two CECS youth cross-country meets, and other various adult and youth CECS programs
- ◆ Partnered successfully with other town departments and vendors for fireworks, movies, and special events at the park
- ◆ Partnered with Friends of Fort Williams to enable hundreds of hours of volunteer maintenance and planting throughout the park
- ◆ Developed and implemented FWP staff-led walking tours

GOALS & OBJECTIVES:

- Ensure the continued success of all visitor experiences.
- Continue the implementation of scheduled projects.
- Continue strong partnerships with other Town departments.
- Finalize contract for additional food vendor.
- Finalize contract for Portable Toilets.



KEY BUDGET CONSIDERATIONS:

Projects recommended for consideration in the FY 2027 Fort Williams Park Capital Plan Budget

Misc. Projects TBD by the FWPC	\$35,000
Professional Services	\$ 7,500
Invasive Plant Management	\$30,000
Signage Conformity	\$15,000
Stonework Repairs	\$30,000
Fencing Repairs	\$24,500
Landscaping & Repairs	\$90,000
Walkways & Stairways	\$50,000
Picnic Shelter Parking Lot	\$95,000
Battery Blair Pathway	\$35,000
Water Filling Station	\$10,000



ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS REVENUES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
FORT WILLIAMS PARK CIP			-	-	-	-	-	-	
5052010	1006	FEES: BINOCULARS	1,145.52	1,200.00	1,200.00	748.50	1,200.00	-	0%
5052010	1010	FEES: BUS/TROLLEY REVENUES	299,706.65	235,000.00	300,000.00	294,305.98	300,000.00	65,000.00	28%
5052010	1012	FEES: CEREMONY	15,303.26	12,000.00	16,000.00	7,370.85	16,000.00	4,000.00	33%
5052010	1056	FEES: PICNIC SHELTER	40,845.88	35,000.00	43,000.00	22,195.34	43,000.00	8,000.00	23%
5052010	1058	FEES: SITE FEES	40,800.00	42,000.00	45,000.00	43,146.00	46,000.00	4,000.00	10%
5052010	1111	DONATION: CHASE FAMILY	1,000.00	-	-	-	-	-	
5052010	1113	DONATION: FWP BOXES	8,265.73	7,000.00	7,500.00	3,681.00	7,500.00	500.00	7%
5052010	1804	RENT: FWP BLDG #326	2,125.00	10,800.00	-	-	-	(10,800.00)	-100%
5052010	1805	RENT: FWP BLDG #324	21,926.00	21,180.00	-	14,984.00	-	(21,180.00)	-100%
5052070	2060	TXFR IN: GENL FUND	96,000.00	48,000.00	-	-	-	(48,000.00)	-100%
5052010	1021	FEES: FW CONCESSIONS	30,663.33	26,000.00	34,000.00	15,000.00	32,000.00	6,000.00	23%
5052080	2100	USE OF SURPLUS	-	172,670.00	-	-	45,650.00	(127,020.00)	
TOTAL FORT WILLIAMS PARK CIP			557,781.37	610,850.00	446,700.00	401,431.67	491,350.00	(119,500.00)	-20%

ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS EXPENSES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
FORT WILLIAMS PARK CIP								-	
5052000	3101E	MASTER PLAN CONTRACT	-	-	-	-	35,000.00	35,000.00	
5052000	3493G	TXFR GENERAL FUND	250,350.00	250,350.00	19,350.00	19,350.00	19,350.00	(231,000.00)	-92%
55204300	3100A	PROFESSIONAL SERVICES	3,423.15	7,500.00	7,500.00	7,518.81	7,500.00	-	0%
55204300	4500A	CONSTRUCTION SERVICES	11,900.70	30,000.00	107,500.00	66,238.46	-	(30,000.00)	-100%
55204301	4500A	CONSTRUCTION SERVICES	-	-	-	-	119,500.00	119,500.00	
55204302	4500A	CONSTRUCTION SERVICES	-	-	10,000.00	1,269.00	15,000.00	15,000.00	
55204303	4500A	CONSTRUCTION SERVICES	27,599.00	28,000.00	30,000.00	20,000.00	30,000.00	2,000.00	7%
55204304	4500A	CONSTRUCTION SERVICES	-	-	45,000.00	10,507.00	-	-	
55204305	4500A	CONSTRUCTION SERVICES	-	30,000.00	38,000.00	-	-	(30,000.00)	-100%
55204306	4500A	CONSTRUCTION SERVICES	-	250,000.00	-	-	35,000.00	(215,000.00)	-86%
55204308	4500A	CONSTRUCTION SERVICES	7,809.90	-	-	8,682.45	-	-	
55204309	4500A	CONSTRUCTION SERVICES	6,090.00	-	-	6,090.00	-	-	
55204310	3420A	ENGINEERING SERVICES	2,174.25	-	-	3,470.75	-	-	
55204311	4500A	CONSTRUCTION SERVICES	186,832.10	-	-	3,812.90	-	-	
55204312	4500A	CONSTRUCTION SERVICES	-	-	150,000.00	46,100.00	-	-	
55204313	4500A	CONSTRUCTION SERVICES	-	-	-	-	50,000.00	50,000.00	
55204314	4500A	CONSTRUCTION SERVICES	-	-	-	-	90,000.00	90,000.00	
55204315	4500A	CONSTRUCTION SERVICES	237,390.60	-	-	237,390.60	-	-	
55204316	3420A	ENGINEERING SERVICES	4,699.22	15,000.00	-	-	-	(15,000.00)	-100%
55204317	4500A	CONSTRUCTION SERVICES	630.50	-	-	-	30,000.00	30,000.00	
55204318	4500A	CONSTRUCTION SERVICES	11,648.58	-	39,350.00	-	50,000.00	50,000.00	
55204319	4500A	CONSTRUCTION SERVICES	63,500.00	-	-	-	-	-	
55204320	4500A	CONSTRUCTION SERVICES	-	-	-	-	-	-	
55204321	4500A	CONSTRUCTION SERVICES	18,540.00	-	-	-	10,000.00	10,000.00	
TOTAL	FORT WILLIAMS PARK CIP		832,588.00	610,850.00	446,700.00	430,429.97	491,350.00	(119,500.00)	-20%



PORTLAND HEAD LIGHT

OVERVIEW OF SERVICES:

Portland Head Light offers stunning views and includes a gift shop and a museum that are open to the public from Memorial Day weekend to mid-October. A team of four oversees the daily operations, which include the purchasing, pricing, and preparing of merchandise for the gift shop, scheduling and assisting volunteers, and managing financial matters.

RECENT ACCOMPLISHMENTS:

- ◆ On pace to exceed the gift shop's projected revenue
- ◆ On pace to exceed the museum's projected revenue
- ◆ Scheduled and assisted 35 Volunteers who worked in excess of 2800 hours
- ◆ Increased local vendor products in the Gift Shop
- ◆ Completed Hardscape Repair
- ◆ Completed Bell Repair
- ◆ Returned Lighted Wreath to Tower

GOALS & OBJECTIVES:

- Recruit additional volunteers
- Extend the season to October 31
- Develop a method for ensuring accurate museum records – a continued challenge.
- Continue to add local vendor merchandise to the Gift Shop



- Continue to offer Cape Elizabeth Resident Open Lighthouse Day, Town Employee and Committee Climbs, and Maine Open Lighthouse Day

KEY BUDGET CONSIDERATIONS:

- ♦ **Professional Services** – Portable toilets and cleaning company
- ♦ **Museum Development** – Implement QR codes providing background stories and information
- ♦ **Repair PHL Fencing** – \$40,000
- ♦ **Repair damaged chair rail in Museum**
- ♦ **Replace damaged fire door in the Museum**
- ♦ **Repaint Annie Maguire rock**
- ♦ **Tower Optical** – swapping out one binocular for tap to pay
- ♦ **Powers Road Resurface** – \$45,000



ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS REVENUES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
PORTLAND HEAD LIGHT			-	-	-	-	-	-	
4145510	1007	FEES: BINOCULARS	675.35	800.00	735.00	496.16	700.00	(100.00)	-13%
4145510	1022	FEES: GIFT SHOP SALES	811,812.36	800,500.00	858,000.00	680,052.18	860,000.00	59,500.00	7%
4145510	1055	FEES: MUSEUM ADMISSIONS	75,516.75	69,500.00	74,500.00	64,999.00	78,000.00	8,500.00	12%
4145510	1103	DONATION: PHL	6,274.00	4,500.00	5,900.00	4,765.00	5,500.00	1,000.00	22%
4145510	1501	DIVIDEND: PHL MMA WORKER COMP	163.00	-	-	159.00	-	-	
4145510	1857	PHL MISC REVENUE	-	-	-	-	-	-	
4145570	2059	TXFR IN: GENL FUND	(374,363.00)	(374,363.00)	-	-	-	374,363.00	
4145580	2100	USE OF SURPLUS	-	87,570.00	(204,228.00)	-	(203,593.00)	(291,163.00)	-332%
TOTAL PORTLAND HEAD LIGHT			520,078.46	588,507.00	734,907.00	750,471.34	740,607.00	152,100.00	26%

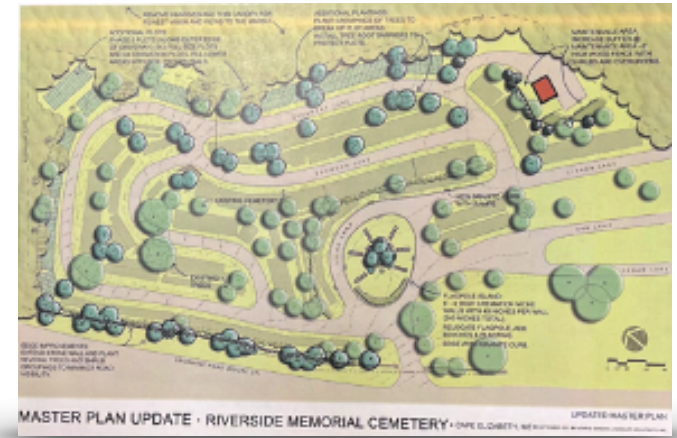
ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS EXPENSES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
PORTLAND HEAD LIGHT								-	
4145500	10010	FULLTIME-PAYROLL	-	-	-	-	-	-	
4145500	1040B	DEPARTMENT HEADS	14,240.92	-	-	10,442.70	-	-	
4145500	1180P	PART-TIME	52,659.29	64,653.00	64,653.00	27,570.26	64,653.00	-	0%
4145500	2180A	HEALTH INSURANCE	12,145.52	10,578.00	10,578.00	11,326.68	10,578.00	-	0%
4145500	2240A	SOCIAL SECURITY	4,863.41	4,946.00	4,946.00	100.80	4,946.00	-	0%
4145500	2380B	ICMA RETIREMENT	2,170.19	1,731.00	1,731.00	1,708.44	1,731.00	-	0%
4145500	3100A	PROFESSIONAL SERVICES	129,927.84	37,200.00	71,500.00	39,840.00	80,000.00	42,800.00	115%
4145500	3100V	ALARM MONITORING CONTRACT	484.30	450.00	450.00	-	450.00	-	0%
4145500	3101G	MUSEUM DEVELOPMENT	3,826.30	5,000.00	6,500.00	-	6,500.00	1,500.00	30%
4145500	3300A	TRAINING/PROFESSIONAL DEVELOP	-	1,500.00	-	-	-	(1,500.00)	-100%
4145500	3300B	CONFERENCES & MEETINGS	-	200.00	-	-	-	(200.00)	-100%
4145500	3460A	AUDIT SERVICES	1,125.00	1,500.00	1,500.00	-	1,500.00	-	0%
4145500	3493G	TXFR GENERAL FUND	15,149.00	15,149.00	15,149.00	15,149.00	15,149.00	-	0%
4145500	4170A	EMERGENCY REPAIRS	8,765.00	20,000.00	40,000.00	40,646.99	5,000.00	(15,000.00)	-75%
4145500	4300P	GROUNDS MAINTENANCE	-	5,000.00	5,000.00	-	40,000.00	35,000.00	700%
4145500	4300Q	BLDG/EQUIPMENT MAINTENANCE	1,900.00	10,000.00	45,000.00	-	10,000.00	-	0%
4145500	5210A	BUILDINGS & CONTENTS	1,900.00	5,000.00	5,000.00	-	5,500.00	500.00	10%
4145500	5310A	POSTAGE	-	300.00	300.00	-	300.00	-	0%
4145500	5320B	TELEPHONE	1,577.23	2,000.00	2,000.00	1,343.23	2,000.00	-	0%
4145500	5400A	ADVERTISING	6,634.50	5,000.00	6,000.00	7,327.00	7,500.00	2,500.00	50%
4145500	5801A	TRAVEL - MILEAGE	-	200.00	200.00	-	200.00	-	0%
4145500	6050A	OFFICE EQUIPMENT	140.00	3,500.00	1,500.00	616.11	1,500.00	(2,000.00)	-57%
4145500	6170A	OFFICE SUPPLIES	868.93	500.00	500.00	599.69	700.00	200.00	40%
4145500	6170B	MAINTENANCE SUPPLIES	-	300.00	300.00	45.78	300.00	-	0%
4145500	6220A	ELECTRICITY	3,041.05	3,000.00	3,000.00	2,139.58	3,000.00	-	0%
4145500	6230A	FUEL OIL	-	4,500.00	4,500.00	-	4,500.00	-	0%
4145500	6400A	BOOKS & PUBLICATIONS	-	100.00	100.00	-	100.00	-	0%
4145500	8100A	DUES & MEMBERSHIPS	6,359.45	1,200.00	2,500.00	3,169.25	2,500.00	1,300.00	108%
4145500	8110A	BANK FEES	20,024.28	40,000.00	42,000.00	20,499.93	42,000.00	2,000.00	5%
4145500	9999A	GIFT SHOP COSTS OF GOODS	441,324.01	345,000.00	400,000.00	225,777.84	430,000.00	85,000.00	25%
TOTAL	PORTLAND HEAD LIGHT		729,126.22	588,507.00	734,907.00	408,303.28	740,607.00	152,100.00	26%



RIVERSIDE CEMETERY

OVERVIEW OF SERVICES:

The Town provides perpetual care to the residents of Cape Elizabeth. The Public Works Department manages and maintains the cemetery. Expenses related to the cemetery are within the budget fund 0465. A portion of Public Works salaries is dedicated to this fund, along with a part-time stipend for the Cemetery Coordinator position, and funding for other commodities needed to operate the cemetery. Revenues are generated by various cemetery-related fees that are approved by the Town Council, which offset the operating costs and support the capital improvement fund dedicated to this facility.



RECENT ACCOMPLISHMENTS:

In the current fiscal year, the Public Works Director has been developing design plans with the Town Engineer to prepare for the implementation of the last expansion of the cemetery, often referred to as "Phase 5".



GOALS & OBJECTIVES:

To continue providing perpetual care services, the FY'27 CIP budget for the Riverside Cemetery includes a funding request for the construction of the phase 5 expansion. It is anticipated that phase 5 will provide for over 250 new lots.

Key Budget Considerations:

Riverside Cemetery is classified as an 'Other Fund', which has revenues that provide sustainable funding and does not impact the property tax rate. The Phase 5 expansion, once completed, will provide for additional lot sales and new revenues for the facility.

ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS REVENUES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
RIVERSIDE PERPETUAL CARE			-	-	-	-	-	-	
4346510	1009	FEES: BURIAL FEES	46,325.00	40,000.00	50,000.00	21,800.00	46,000.00	6,000.00	15%
4346510	1029	FEES: LOT SALES	15,825.00	13,000.00	15,000.00	15,100.00	20,000.00	7,000.00	54%
4346510	1045	FEES: RIVERSIDE MARKERS	10,816.00	8,000.00	8,000.00	5,112.00	8,000.00	-	0%
4346510	1104	DONATION: RIVERSIDE	-	-	-	100.00	-	-	
4346530	1703	INTEREST INCOME	22,288.60	3,000.00	6,000.00	14,118.41	6,000.00	3,000.00	100%
4346580	2100	USE OF SURPLUS	-	95.00	(13,978.00)	-	(8,408.00)	(8,503.00)	-8951%
TOTAL RIVERSIDE PERPETUAL CA			95,254.60	64,095.00	65,022.00	56,230.41	71,592.00	7,497.00	12%

ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS EXPENSES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
RIVERSIDE PERPETUAL CARE								-	
4346500	10010	FULLTIME-PAYROLL	-	27,300.00	27,300.00	-	30,000.00	2,700.00	10%
4346500	1040C	SUPERVISOR	-	-	-	-	-	-	
4346500	1180D	DRIVERS/LABORERS	28,481.78	-	-	20,885.37	-	-	
4346500	1180P	PART-TIME	13,406.70	12,000.00	12,000.00	14,007.80	13,000.00	1,000.00	8%
4346500	1300A	OVERTIME	8,553.90	2,900.00	3,700.00	3,184.50	4,000.00	1,100.00	38%
4346500	2240A	SOCIAL SECURITY	3,576.40	3,228.00	3,228.00	139.95	3,749.00	521.00	16%
4346500	3100A	PROFESSIONAL SERVICES	4,495.00	3,000.00	3,000.00	1,500.00	4,000.00	1,000.00	33%
4346500	3100O	CONTRACTED SERVICES	325.00	1,500.00	1,500.00	2,625.00	1,800.00	300.00	20%
4346500	3493G	TXFR GENERAL FUND	1,867.00	1,867.00	1,894.00	1,894.00	2,143.00	276.00	15%
4346500	4100A	WATER & SEWER	-	600.00	600.00	-	-	(600.00)	-100%
4346500	4300S	MARKER MAINTENANCE	1,400.00	1,400.00	1,400.00	-	1,500.00	100.00	7%
4346500	4300T	STONEWALL MAINTENANCE	-	1,500.00	1,500.00	-	1,500.00	-	0%
4346500	6220A	ELECTRICITY	489.62	300.00	300.00	364.39	600.00	300.00	100%
4346500	6260A	GASOLINE	1,269.71	1,100.00	1,100.00	756.69	1,500.00	400.00	36%
4346500	6260B	DIESEL	1,073.26	1,200.00	1,200.00	531.03	1,400.00	200.00	17%
4346500	6900A	UNIFORMS	-	1,200.00	1,300.00	-	1,300.00	100.00	8%
4346500	8900A	MISC EXPENSES	3,626.67	2,800.00	2,800.00	1,257.26	2,900.00	100.00	4%
4346500	9999B	LOT BUY BACK	1,100.00	2,200.00	2,200.00	-	2,200.00	-	0%
TOTAL	RIVERSIDE PERPETUAL CA		69,665.04	64,095.00	65,022.00	47,145.99	71,592.00	7,497.00	12%

ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS REVENUES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
RIVERSIDE CIP			-	-	-	-	-	-	
5149010	1029	FEES: LOT SALES	15,625.00	13,000.00	15,000.00	15,100.00	15,000.00	2,000.00	15%
5149030	1703	INTEREST INCOME	10,872.71	3,000.00	8,000.00	6,887.17	8,000.00	5,000.00	167%
5149080	2100	USE OF SURPLUS	-	(16,000.00)	2,000.00	-	2,000.00	18,000.00	-113%
TOTAL	RIVERSIDE CIP		26,497.71	-	25,000.00	21,987.17	25,000.00	25,000.00	

ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS EXPENSES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
RIVERSIDE CIP								-	
5149000	7301A	EQUIPMENT OUTLAY	-	-	25,000.00	-	25,000.00	25,000.00	
TOTAL	RIVERSIDE CIP		-	-	25,000.00	-	25,000.00	25,000.00	

ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS REVENUES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
THOMAS JORDAN TRUST			-	-	-	-	-	-	
4246010	1803	RENT: PWD WWT PLANT	-	2,500.00	2,500.00	-	2,500.00	-	0%
4246030	1308	CHANGE INVESTMENT VALUE	78,273.09	-	-	64,498.01	-	-	
4246030	1702	INTEREST INCOME	61,256.27	55,000.00	55,000.00	61,330.17	55,000.00	-	0%
4246080	2100	USE OF SURPLUS	29,530.00	29,530.00	29,530.00	-	29,530.00	-	0%
TOTAL	THOMAS JORDAN TRUST		169,059.36	87,030.00	87,030.00	125,828.18	87,030.00	-	0%

ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS EXPENSES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
THOMAS JORDAN TRUST								-	
4246000	3460A	AUDIT SERVICES	1,015.00	1,000.00	1,000.00	1,000.00	1,000.00	-	0%
4246000	3490Z	GENERAL ASSISTANCE	9,729.00	-	-	33,050.66	-	-	
4246000	3493G	TXFR GENERAL FUND	36,030.00	36,030.00	36,030.00	36,030.00	36,030.00	-	0%
4246000	8900A	MISC. EXPENSES	500.00	50,000.00	50,000.00	-	50,000.00	-	0%
TOTAL	THOMAS JORDAN TRUST		47,274.00	87,030.00	87,030.00	70,080.66	87,030.00	-	0%

ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS REVENUES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
LIBRARY AGENCY			-	-	-	-	-	-	
4447010	1105	DONATION: LIBRARY AGENCY	10,203.24	2,000.00	2,000.00	7,315.00	2,000.00	-	0%
4447010	1859	LIBRARY AGENCY - MISC REVENUE	645.88	200.00	200.00	464.50	200.00	-	0%
4447030	1704	INTEREST INCOME LIB AGENCY	11,759.83	1,000.00	1,000.00	7,449.10	1,000.00	-	0%
4447060	1606	GRANTS: LIBRARY AGENCY	-	-	-	1.00	-	-	
4447080	2100	USE OF SURPLUS	-	22,642.00	22,642.00	-	-	(22,642.00)	-100%
TOTAL LIBRARY AGENCY			22,608.95	25,842.00	25,842.00	15,229.60	3,200.00	(22,642.00)	-88%
TMLF GIFTS			-	-	-	-	-	-	
4447110	1106	DONATION: LIBRARY TMLF	-	20,000.00	20,000.00	-	50,000.00	30,000.00	150%
4447100	1160	DONATIONS & GIFTS - OTHER	27,501.00	-	-	63,550.20	10,000.00	10,000.00	
TOTAL TMLF GIFTS			27,501.00	20,000.00	20,000.00	63,550.20	60,000.00	40,000.00	200%
LOST & PAID			-	-	-	-	-	-	
4447210	1028	FEES: LIBRARY LOST/PAID MTRLS	4,015.63	4,000.00	4,000.00	2,692.42	3,000.00	(1,000.00)	-25%
4447280	2100	USE OF SURPLUS	-	1,500.00	1,500.00	-	1,500.00	-	0%
TOTAL LOST & PAID			4,015.63	5,500.00	5,500.00	2,692.42	4,500.00	(1,000.00)	-18%
COLES CHILDREN BOOKS			-	-	-	-	-	-	
4447310	1107	DONATION: COLE CHILDREN'S BOOK	-	-	-	-	-	-	
4447330	1705	INTEREST INCOME: COLE	30.11	-	-	19.06	-	-	
4447380	2100	USE OF SURPLUS	-	150.00	150.00	-	150.00	-	0%
TOTAL COLES CHILDREN BOOKS			30.11	150.00	150.00	19.06	150.00	-	0%
PETER RICH MEMORIAL			-	-	-	-	-	-	
4447410	1108	DONATION: RICH FUND	-	-	-	-	-	-	
4447430	1706	INTEREST INCOME: RICH FUND	392.80	200.00	200.00	248.81	200.00	-	0%
4447480	2100	USE OF SURPLUS	-	6,300.00	6,300.00	-	6,300.00	-	0%
TOTAL PETER RICH MEMORIAL			392.80	6,500.00	6,500.00	248.81	6,500.00	-	0%
ZIMPRITCH			-	-	-	-	-	-	
4447510	1109	DONATION: ZIMPRITCH	-	1,000.00	1,000.00	-	-	(1,000.00)	-100%
4447530	1707	INTEREST INCOME: ZIMPRITCH	512.44	100.00	100.00	324.58	100.00	-	0%
4447580	2100	USE OF SURPLUS	-	500.00	500.00	-	500.00	-	0%
TOTAL ZIMPRITCH			512.44	1,600.00	1,600.00	324.58	600.00	(1,000.00)	-63%
CHASE FAMILY			-	-	-	-	-	-	
4447610	1110	DONATION: CHASE	-	2,000.00	2,000.00	500.00	500.00	(1,500.00)	-75%
4447630	1708	INTEREST INCOME: CHASE	121.78	50.00	50.00	77.13	50.00	-	0%
4447680	2100	USE OF SURPLUS	-	1,950.00	1,950.00	-	1,950.00	-	0%
TOTAL CHASE FAMILY			121.78	4,000.00	4,000.00	577.13	2,500.00	(1,500.00)	-38%
LIBBY BEQUEST			-	-	-	-	-	-	

ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS REVENUES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
4447730	1709	INTEREST INCOME: LIBBY	1,620.96	-	-	1,026.76	-	-	
4447780	2100	USE OF SURPLUS	-	31,000.00	31,000.00	-	44,712.00	13,712.00	44%
TOTAL	LIBBY BEQUEST		1,620.96	31,000.00	31,000.00	1,026.76	44,712.00	13,712.00	44%
TOTAL	LIBRARY FUND		160,643.67	94,592.00	94,592.00	83,668.56	122,162.00	27,570.00	29%

ACCOUNTS FOR:				2025	2026			2027		
OTHER FUNDS EXPENSES			DESCRIPTION	ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
LIBRARY AGENCY									-	
4447000	1180P	PART-TIME		-	-	-	-	13,300.00	13,300.00	
4447000	3300B	STAFF DEVELOPMENT		13,525.20	3,000.00	3,000.00	69.99	-	(3,000.00)	-100%
4447000	3490A	PROGRAMS		-	-	-	-	-	-	
4447000	3493G	TXFR GENERAL FUND		2,792.00	2,792.00	2,792.00	2,972.00	2,792.00	-	0%
4447000	5340A	E-BOOKS & MATERIALS		6,144.46	7,000.00	7,000.00	-	12,000.00	5,000.00	71%
4447000	5400A	PROGRAM SUPPLIES		-	5,000.00	5,000.00	563.00	1,000.00	(4,000.00)	-80%
4447000	5500A	PRINTING		390.93	600.00	600.00	216.99	600.00	-	0%
4447000	5801A	TRAVEL - MILEAGE		356.49	1,500.00	1,500.00	-	1,500.00	-	0%
4447000	6050A	OFFICE EQUIPMENT		2,538.00	1,000.00	1,000.00	-	1,000.00	-	0%
4447000	6170A	OFFICE SUPPLIES		-	500.00	500.00	-	-	(500.00)	-100%
4447000	6400A	BOOKS & PUBLICATIONS		4,575.28	3,000.00	3,000.00	938.02	8,000.00	5,000.00	167%
4447000	6600A	AUDIOVISUAL RESOURCES		-	300.00	300.00	-	2,000.00	1,700.00	567%
4447000	7340A	TECHNOLOGY EQUIPMENT		35,809.57	1,800.00	1,800.00	125.38	3,370.00	1,570.00	87%
4447000	8900A	MISC EXPENSES		11,073.09	10,000.00	10,000.00	4,900.40	-	(10,000.00)	-100%
TOTAL	LIBRARY AGENCY			77,205.02	36,492.00	36,492.00	9,785.78	45,562.00	9,070.00	25%
TMLF GIFTS									-	
4447100	3100O	CONTRACTED SERVICES		-	-	-	2,663.44	4,200.00	4,200.00	
4447100	3300B	STAFF DEVELOPMENT		2,073.92	1,000.00	1,000.00	923.05	10,200.00	9,200.00	920%
4447100	3490A	PROGRAMS		16,734.97	8,000.00	8,000.00	7,579.63	12,000.00	4,000.00	50%
4447100	5340A	DIGITAL MATERIALS		4,708.00	-	-	1,750.00	8,000.00	8,000.00	
4447100	5400A	PROGRAM SUPPLIES		45.58	10,000.00	10,000.00	1,455.36	12,000.00	2,000.00	20%
4447100	5500A	PRINTING		761.22	1,000.00	1,000.00	227.09	400.00	(600.00)	-60%
4447100	5801A	TRAVEL - MILEAGE		777.90	300.00	300.00	-	-	(300.00)	-100%
4447100	6050A	OFFICE EQUIPMENT		-	-	-	-	500.00	500.00	
4447100	6170A	OFFICE SUPPLIES		144.82	-	-	45.82	-	-	
4447100	6400A	BOOKS & PUBLICATIONS		4,813.11	-	-	357.29	-	-	
4447100	6600A	NONBOOK		9,600.97	-	-	74.94	-	-	
4447100	7301A	EQUIPMENT PURCHASE		-	-	-	3,175.13	-	-	
4447100	8900A	MISC EXPENSES		28,397.43	10,000.00	10,000.00	15,852.36	5,000.00	(5,000.00)	-50%
TOTAL	TMLF GIFTS			68,057.92	30,300.00	30,300.00	34,104.11	52,300.00	22,000.00	73%
LOST & PAID									-	
4447200	5340A	DIGITAL MATERIALS		-	-	-	-	-	-	
4447200	6400A	BOOKS & PUBLICATIONS		1,306.08	4,000.00	4,000.00	1,397.62	3,000.00	(1,000.00)	-25%
4447200	6600A	NONBOOK		-	200.00	200.00	-	1,000.00	800.00	400%
4447200	8900A	MISC EXPENSES		-	-	-	-	-	-	
TOTAL	LOST & PAID			1,306.08	4,200.00	4,200.00	1,397.62	4,000.00	(200.00)	-5%
COLES CHILDREN BOOKS									-	
4447300	6400A	BOOKS & PUBLICATIONS		-	500.00	500.00	-	-	(500.00)	-100%
TOTAL	COLES CHILDREN BOOKS			-	500.00	500.00	-	-	(500.00)	-100%
PETER RICH MEMORIAL									-	
4447400	8900A	MISC EXPENSES		-	-	-	-	-	-	
TOTAL	PETER RICH MEMORIAL			-	-	-	-	-	-	

ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS EXPENSES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
ZIMPRITCH								-	
4447500	5340A	DIGITAL MATERIALS	-	500.00	500.00	-	-	(500.00)	-100%
4447500	5400A	PROGRAM SUPPLIES	-	300.00	300.00	-	300.00	-	0%
4447500	5500A	PRINTING	-	100.00	100.00	-	100.00	-	0%
4447500	6400A	BOOKS & PUBLICATIONS	972.46	1,000.00	1,000.00	483.33	800.00	(200.00)	-20%
4447500	6600A	NONBOOK	-	200.00	200.00	-	100.00	(100.00)	-50%
4447500	8900A	MISC EXPENSES	103.96	-	-	103.96	-	-	
TOTAL ZIMPRITCH			1,076.42	2,100.00	2,100.00	587.29	1,300.00	(800.00)	-38%
CHASE FAMILY								-	
4447600	3490A	PROGRAMS	-	500.00	500.00	-	-	(500.00)	-100%
4447600	6400A	BOOKS & PUBLICATIONS	3,090.37	2,000.00	2,000.00	601.87	500.00	(1,500.00)	-75%
4447600	6600A	NONBOOK	-	200.00	200.00	-	200.00	-	0%
4447600	8900A	MISC EXPENSES	-	300.00	300.00	-	300.00	-	0%
TOTAL CHASE FAMILY			3,090.37	3,000.00	3,000.00	601.87	1,000.00	(2,000.00)	-67%
LIBBY BEQUEST								-	
4447700	7200A	BLDG. IMPROVE/CONST	-	9,000.00	9,000.00	-	9,000.00	-	0%
4447700	8900A	MISC EXPENSES	-	9,000.00	9,000.00	67.93	9,000.00	-	0%
TOTAL LIBBY BEQUEST			-	18,000.00	18,000.00	67.93	18,000.00	-	0%
TOTAL LIBRARY FUND			150,735.81	94,592.00	94,592.00	46,544.60	122,162.00	27,570.00	29%

ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS REVENUES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
TIF FUND			-	-	-	-	-	-	
5249570	2061	TXFR IN: GENL FUND	162,281.00	182,903.00	182,903.00	182,903.00	190,000.00	7,097.00	4%
5249580	2100	USE OF SURPLUS	-	(182,903.00)	(182,903.00)	-	(190,000.00)	(7,097.00)	4%
TOTAL	TIF FUND		162,281.00	-	-	182,903.00	-	-	

ACCOUNTS FOR:			2025	2026			2027		
OTHER FUNDS EXPENSES			ACTUAL	ORIGINAL BUDGET	REVISED BUDGET	YTD	MANAGER REQ	\$ CHANGE FY26 TO FY27	% CHANGE FY26 TO FY27
TIF FUND								-	
5249500	3493H	TXFR CIP	350,000.00	-	-	-	-	-	
TOTAL	TIF FUND		350,000.00	-	-	-	-	-	



CAPITAL IMPROVEMENT PLAN

OVERVIEW OF PLAN:

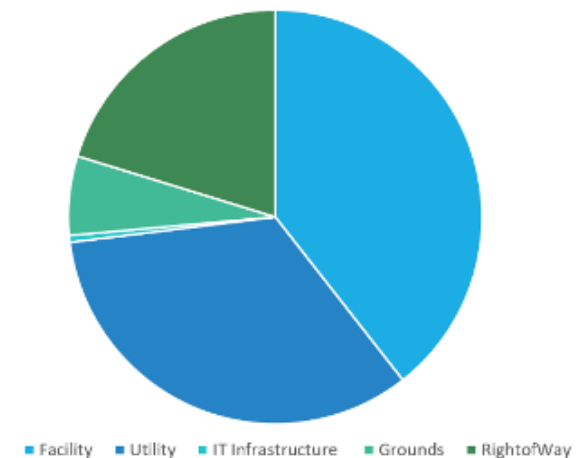
The Capital Improvement Plan (CIP) included in the annual budget is a list of anticipated project needs over the next 5-year period that derive from the Town's approach to Asset Management. Each Town-owned asset is assigned to one of the following categories: Facility, Utility, IT Infrastructure, Grounds, or Right of Way. Capital Assets are generally items that cost over \$10,000 and last more than 10 years, with the exception of some IT components. Departments managing these capital assets perform regular condition assessments, preventative maintenance and projects including updates, rehabilitation, enhancements, and eventually replacement.

RECENT ACCOMPLISHMENTS:

Staff continues to refine the asset management and capital planning process. The new draft Asset Management Plan addresses service level standards, optimizes investment strategy, and implements risk management steps to mitigate potential for asset failure or service interruptions. Plan components to help the capital decision-making process include:

- ◆ Inventory by Asset Category
- ◆ Condition Assessments and Predictions
- ◆ Level of Service Expectations
- ◆ Financing Strategy and Forecasts

Total Asset Capital Value: \$170 million



GOALS & OBJECTIVES:

Finalizing the Asset Management Plan, training staff and decision makers on its usefulness as a tool to determine capital investment priorities, and finding ways to efficiently keep this data up to date year to year are all ongoing initiatives for the coming year.

KEY BUDGET CONSIDERATIONS:

The FY 2027 – FY 2031 capital plan is intended to address critical needs, while building towards sustainable funding levels for each asset group over the next 5 years. The FY 2027 capital projects leverage more non-property tax funding mechanisms than recent years. Discussions of the needs and benefits of a Town infrastructure bond should be discussed during the budget workshops this year.

Town of Cape Elizabeth
Current Asset Replacement Value

TOTAL CURRENT ASSET VALUE: \$130,558,933

Category	Asset	Quantity	Units	Unit cost	Asset Value
Town Facility					\$51,480,143
	Thomas Memorial Library	18193	sf	\$350	\$6,367,550
	Donald Richards Pool	18024	sf	\$350	\$6,308,400
	Public Work/Fueling/Recycling	18724	sf	\$350	\$6,553,400
	Community Center	21842	sf	\$350	\$7,644,700
	Town Center/Fire Station-incl. Generator & To	13464	sf	\$350	\$4,712,400
	Town Office	11346	sf	\$350	\$3,971,100
	Police Station	8554	sf	\$350	\$2,993,900
	Old Spurwink School	4912	sf	\$350	\$1,719,200
	Spurwink Church Building	1768	sf	\$350	\$618,800
	PW Garage #3 (Parks Maintenance)	4200	sf	\$200	\$840,000
	Community Service Building - (Leased)	1320	sf	\$350	\$462,000
	Cape Cottage Fire Station	1728	sf	\$350	\$604,800
	Public Safety Communication Tower w/ Utility				\$420,000
	Universal Waste Building	1008	sf	\$150	\$151,200
	Portland Head Light - Lighthouse	4369	sf	\$582	\$2,544,030
	Day One / Officers Quarters #326 - (Leased)	6116	sf	\$297	\$1,815,677
	Officer Quarters #324 - (Leased)	3384	sf	\$287	\$972,767
	Portland Head Light - Whistle House	630	sf	\$278	\$175,060
	Portland Head Light - Museum Gift Shop	400	sf	\$352	\$140,973
	Ft. Williams Shelter Building	1288	sf	\$75	\$96,588
	Concession Stand-Plaisted Park	672	sf	\$131	\$87,817
	Long Row of Garages	4440	sf	\$70	\$310,800
	Fort Williams Fire Station-Storage	1056	sf	\$65	\$68,640
	Athletic Field Storage Bldg	1152	sf	\$65	\$74,880
	Garden Shed	198	sf	\$65	\$12,870
	Bandstand / Gazebo-Fort Williams Park				\$25,000
	Storage Building - Picnic Shelter Park Area				\$15,000
	PW Garage #1 (heavy equipment)	2604	sf	\$135	\$351,120
	PW Garage #2 (red garage)	1920	sf	\$145	\$278,071
	Town Office Garage	1920	sf	\$150	\$288,000
	Equipment (Transfer Station)				\$227,000
	Cemetery Storage Bldg.	384	sf	\$150	\$57,600
	Field Office	64	sf	\$200	\$12,800
	Book Swap Building	1000	sf	\$150	\$150,000
	Salt Shed	1740	sf	\$200	\$348,000
	Bottle Redemption Building	400	sf	\$150	\$60,000

Category	Asset	Quantity	Units	Unit cost	Asset Value
Utility					\$43,883,000
	Closed Drainage System	9	miles	\$450,000	\$4,185,000
	Culverts - Major Crossings	16	each	\$550,000	\$8,800,000
	Stormwater Treatment Facilitie	12	each	\$25,000	\$300,000
	Sanitary Sewer System	26.4	miles	\$1,100,000	\$29,040,000
	Traffic Signals	2	intersection	\$400,000	\$800,000
	Fiberoptic Cable Network	2	Miles	\$162,000	\$324,000
	School Zone Signals	3	each	\$30,000	\$90,000
	Street Lights (owned)	43	each	\$8,000	\$344,000
IT Infrastructure					\$694,880
	Network				\$169,405
	Security				\$200,000
	AV				\$264,475
	Other				\$61,000
Municipal Grounds					\$8,058,760
	Playgrounds	6	each	\$90,000	\$540,000
	Athletic Fields	11	each	\$80,000	\$880,000
	Athletic Fields (synthetic turf)	1	each	\$700,000	\$700,000
	Tennis/Basketball Courts	14	each	\$65,000	\$910,000
	Trails	19	miles	\$25,000	\$475,000
	Public Open Space	1300	acres	\$3,000	\$3,900,000
	Coastal Resiliency		LS	\$150,000	\$150,000
	Street Trees	63.0	road mile	\$8,000	\$503,760
ROW Infrastructure					\$26,442,150
	Roadway	63.0	miles	\$395,000	\$24,873,150
	Sidewalk	4.5	miles	\$132,000	\$594,000
	Parking Lots	13	acres	\$75,000	\$975,000

Notes:

- Unit costs are based on average current replacement costs for similar assets
- Costs do not include property acquisition, legal, or engineering design Costs
- Costs are based on replacement of existing assets, not future expansion or enhancements

Asset Life Cycle Capital Costs

Asset Group	Cost Category	% of Asset Value	Asset Life Cycle Cost	Notes	Current Asset Replacement Value
Town Facility			\$66,924,186		\$51,480,143
	Update	5%	\$2,574,007	Efficiency, code update, technology, safety	
	Rehabilitate	20%	\$10,296,029	structural, aesthetics	
	Replace	100%	\$51,480,143	prevent failure	
	Enhance/growth	5%	\$2,574,007	increased capacity and service level enhancements	
Utility			\$57,047,900		\$43,883,000
	Update	5%	\$2,194,150	technology, controls, monitoring	
	Rehabilitate	20%	\$8,776,600	structural improvement, pipe lining	
	Replace	100%	\$43,883,000	prevent failure, escalating maintenance, reliability	
	Enhance/growth	5%	\$2,194,150	flow capacity	
IT Infrastructure			\$903,344		\$694,880
	Update	5%	\$34,744	technology, controls, monitoring	
	Rehabilitate	20%	\$138,976	structural improvement, pipe lining	
	Replace	100%	\$694,880	prevent failure, escalating maintenance, reliability	
	Enhance/growth	5%	\$34,744	flow capacity	
Municipal Grounds			\$10,476,388		\$8,058,760
	Update	5%	\$402,938	Access improvements, turf treatments	
	Rehabilitate	20%	\$1,611,752	Turf management, irrigation	
	Replace	100%	\$8,058,760	street trees, field regrading, drainage, hardscapes	
	Enhance/growth	5%	\$402,938	expansion of parks and fields	
ROW Infrastructure			\$34,374,795		\$26,442,150
	Update	5%	\$1,322,108	surface treatments,	
	Rehabilitate	20%	\$5,288,430	structural improvements to walks, roads, railroad	
	Replace	100%	\$26,442,150	rebuilt of transportation assets	
	Enhance/growth	5%	\$1,322,108	parking, pedestrian, and road capacity	
Total Lifecycle Value:			\$169,726,612	Total Current Replacement Value:	\$130,558,933

Replace- Full replacement of asset structures

Rehabilitate- Invest up to 20% of asset replacement cost to extend useful life

Update- Invest up to 5% of asset value to bring up to code or new standards

Enhancement- Expand asset to meet change in service level standards or community growth

Town of Cape Elizabeth
5 Year Capital Improvement Plan (2027 - 2031)
Summary Dashboard

Funding Type	2027	2028	2029	2030	2031	5-Year Plan %
GenFund	\$ 663,000	\$ 874,000	\$1,571,000	\$1,511,000	\$1,426,000	58%
GrantMatch	\$ 923,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	10%
Fees/Other	\$ 409,000	\$ 144,000	\$ 569,000	\$ 144,000	\$ 444,000	16%
TIFFunds	\$ 50,000	\$ -	\$ -	\$ -	\$ -	0%
Bond	\$ 513,800	\$ 349,272	\$ 259,565	\$ 259,565	\$ 259,565	16%
Total	\$ 2,558,800	\$1,392,272	\$2,424,565	\$1,939,565	\$2,154,565	

Treatment Type	2027	2028	2029	2030	2031	5-Year Plan %
Update	\$ 116,000	\$ 146,000	\$ 350,000	\$ 116,000	\$ 116,000	8%
Rehabilitate	\$ 1,245,000	\$ 826,000	\$1,640,000	\$ 776,000	\$1,351,000	56%
Replace	\$ 587,800	\$ 420,272	\$ 434,565	\$ 997,565	\$ 337,565	27%
Enhance/Grow	\$ 535,000	\$ -	\$ -	\$ -	\$ -	5%
NewAsset	\$ 40,000	\$ -	\$ -	\$ 50,000	\$ 350,000	4%
TOTAL	\$ 2,523,800	\$1,392,272	\$2,424,565	\$1,939,565	\$2,154,565	

Asset Type	Total Value	Life Cycle	Annual Target	2027	2028	2029	2030	2031
Facility	\$ 66,924,186	75	\$ 892,322	\$ 1,043,800	\$ 574,272	\$ 609,565	\$ 534,565	\$ 834,565
Utility	\$ 57,047,900	75	\$ 760,639	\$ -	\$ -	\$ 50,000	\$ 650,000	\$ -
ITInfrastructure	\$ 903,344	6	\$ 150,557	\$ 130,000	\$ 228,000	\$ -	\$ 205,000	\$ 205,000
Grounds	\$ 10,476,388	50	\$ 209,528	\$ 260,000	\$ 60,000	\$ 310,000	\$ 170,000	\$ 660,000
RightofWay	\$ 34,374,795	70	\$ 491,069	\$ 1,125,000	\$ 530,000	\$1,455,000	\$ 380,000	\$ 455,000
TOTAL	\$169,726,612		\$ 2,504,115	\$ 2,558,800	\$ 1,392,272	\$2,424,565	\$1,939,565	\$2,154,565

Capital Projects for FY 2027

Category	TreatmentType	ProjectName	Description	TotalCost	General Fund	Other Funding
Facility	Rehabilitate	Annual- Exterior Finishes	Exterior building work including windows, doors, siding, roof	\$50,000	\$50,000	
Facility	Rehabilitate	Annual- HVAC Components	Building heating, cooling, and air handling systems	\$75,000	\$75,000	
Facility	Rehabilitate	Annual- Interior Finishes	Interior building work including walls, floors, lighting, furnishings, plumbing	\$50,000	\$50,000	
Facility	Update	Annual- Safety and Energy Improvements	Building technology systems, security, energy efficiency, ADA, code updates	\$50,000	\$25,000	\$25,000
Facility	Replace	Library furnishings	Replace Children's area furniture	\$10,000		\$10,000
Facility	Enhance/Grow	Library Grounds	Improved landscaping and outdoor features	\$100,000	\$0	\$100,000
Facility	Enhance/Grow	Library Roof Solar Panels	Install solar panels on Library roof	\$195,000	\$37,000	\$158,000
Grounds	Rehabilitate	Greenbelt Trails	Rehabilitation and enhancement to Town owned trail network	\$60,000	\$60,000	
Grounds	Enhance/Grow	Riverside Cemetery - Phase 5 Expansion	Construction of the cemetery expansion - Phase 5	\$200,000		\$200,000
ITInfrastructure	Replace	AV Equipment (Annual[6])	AV Equipment (Annual[6])	\$45,000	\$38,000	
ITInfrastructure	Replace	Network Equipment (Annual[6])	Network Equipment (Annual[6])	\$29,000	\$26,000	
ITInfrastructure	Update	Security upgrades and licenses (Annual [5])	Security upgrades and licenses (Annual [5])	\$96,000	\$66,000	
RightofWay	Rehabilitate	Roadway Paving and Drainage Improvements	Local Match for PACTS paving projects and MPI paving project	\$1,010,000	\$181,000	\$829,000
RightofWay	Replace	Dump Body Replacement for Dump Truck	Replacement of dump body on existing dump truck	\$35,000	\$35,000	
RightofWay	NewAsset	School Zone Signals - Ocean House Road	Establish new school zone on Ocean House Road at High School entrance	\$40,000	\$20,000	\$20,000
RightofWay	Enhance/Grow	Sidewalk Repairs and Pedestrian Improvements	Crosswalk Relocation: Ocean House Rd. at Jordan Way	\$40,000		\$40,000
				Total Funds:	\$663,000	\$1,382,000

FY 2027 Vehicle/Equipment Replacement Schedule

						Budget Category		
Year	Category	Treatment Type	Project Name	Description	Total Cost	Operating	Lease/Purchase	Other
2027	Fleet	Replace	Pickup Truck Replacement	Unit # 15 2016 Chevy Silverado Crew Cab pick-Up	\$85,000		\$85,000	
2027	Fleet	Replace	Skid Steer Replacement	Unit #31 2001 Cat Skid Steer Loader	\$85,000		\$85,000	
2027	Fleet	Replace	Mower Replacement	Unit # 24 2017 Toro Z- Turn	\$20,000		\$20,000	
2027	Fleet	Replace	Trailer Replacement	Unit # 57 2010 Load Trail Trailer	\$10,000		\$10,000	
2027	Fleet	Replace	Gator Replacement	John Deere Gator (UTV Vehicle) (Community Services Dept)	\$31,000		\$31,000	
2027	Fleet	New	UTV- all season	All season UTV for Police Department	\$40,000		\$40,000	
2027	Fleet	Replace	PD Cruiser Replacement	#207 - 2021 Ford Explorer	\$64,800	\$64,800		
2027	Fleet	Replace	PD Cruiser Replacement	#209 - 2023 Chevy Tahoe	\$64,800	\$64,800		
Total by Category:						\$129,600	\$271,000	\$0

5- Year Capital Plan Project List						Funding				
Year	Category	TreatmentType	ProjectName	Description	TotalCost	GenFund	GrantMatch	Fees/Other	TIFFunds	Bond
2027	Facility	Rehabilitate	Annual- Exterior Finishes	Exterior building work including windows, doors, siding, roof	\$50,000	\$50,000				
2027	Facility	Rehabilitate	Annual- HVAC Components	Building heating, cooling, and air handling systems	\$75,000	\$75,000				
2027	Facility	Rehabilitate	Annual- Interior Finishes	Interior building work including walls, floors, lighting, furnishings, plumbing	\$50,000	\$50,000				
2027	Facility	Update	Annual- Safety and Energy Improvements	Building technology systems, security, energy efficiency, ADA, code updates	\$50,000	\$25,000	\$25,000			
2027	Facility	Replace	Existing Debt	Existing debt payments on prior bond issuance	\$513,800					\$513,800
2027	Facility	Replace	Library furnishings	Replace Children's area furniture	\$10,000			\$10,000		
2027	Facility	Enhance/Grow	Library Grounds	Improved landscaping and outdoor features	\$100,000	\$0	\$80,000	\$20,000		
2027	Facility	Enhance/Grow	Library Roof Solar Panels	Install solar panels on Library roof	\$195,000	\$37,000	\$133,000	\$25,000		
2027	Grounds	Rehabilitate	Greenbelt Trails	Rehabilitation and enhancement to Town owned trail network	\$60,000	\$60,000				
2027	Grounds	Enhance/Grow	Riverside Cemetery - Phase 5 Expansion	Construction of the cemetery expansion - Phase 5	\$200,000			\$200,000		
2027	ITInfrastructure	Replace	AV Equipment (Annual[6])	AV Equipment (Annual[6])	\$45,000	\$38,000				
2027	ITInfrastructure	Rehabilitate	Fiber (Annual[30]) with Fire Fiber Project	Fiber (Annual[30]) with Fire Fiber Project	\$61,000	\$0				
2027	ITInfrastructure	Replace	Network Equipment (Annual[6])	Network Equipment (Annual[6])	\$29,000	\$26,000				
2027	ITInfrastructure	Update	Security upgrades and licenses (Annual [5])	Security upgrades and licenses (Annual [5])	\$96,000	\$66,000				
2027	RightofWay	Rehabilitate	Roadway Paving and Drainage Improvements	Local Match for PACTS paving projects and MPI paving project	\$1,010,000	\$181,000	\$685,000	\$144,000		
2027	RightofWay	Replace	Dump Body Replacement for Dump Truck	Replacement of dump body on existing dump truck	\$35,000	\$35,000				
2027	RightofWay	NewAsset	School Zone Signals - Ocean House Road	Establish new school zone on Ocean House Road at High School entrance	\$40,000	\$20,000			\$20,000	
2027	RightofWay	Enhance/Grow	Sidewalk Repairs and Pedestrian Improvemen	Crosswalk Relocation: Ocean House Rd. at Jordan Way	\$40,000			\$10,000	\$30,000	
2028	Facility	Rehabilitate	Annual- Exterior Finishes	Exterior building work including windows, doors, siding, roof	\$50,000	\$50,000				
2028	Facility	Rehabilitate	Annual- HVAC Components	Building heating, cooling, and air handling systems	\$75,000	\$75,000				
2028	Facility	Rehabilitate	Annual- Interior Finishes	Interior building work including walls, floors, lighting, furnishings, plumbing	\$50,000	\$50,000				
2028	Facility	Update	Annual- Safety and Energy Improvements	Building technology systems, security, energy efficiency, ADA, code updates	\$50,000	\$25,000	\$25,000			
2028	Facility	Replace	Existing Debt	Existing debt payments on prior bond issuance	\$598,729					\$349,272
2028	Grounds	Rehabilitate	Greenbelt Trails	Rehabilitation and enhancement to Town owned trail network	\$60,000	\$60,000				
2028	ITInfrastructure	Replace	AV Equipment (Annual[6])	AV Equipment (Annual[6])	\$49,000	\$42,000				
2028	ITInfrastructure	Rehabilitate	Fiber (Annual[30]) with Fire Fiber Project	Fiber (Annual[30]) with Fire Fiber Project	\$61,000	\$61,000				
2028	ITInfrastructure	Replace	Network Equipment (Annual[6])	Network Equipment (Annual[6])	\$29,000	\$29,000				
2028	ITInfrastructure	Update	Security upgrades and licenses (Annual [5])	Security upgrades and licenses (Annual [5])	\$96,000	\$96,000				
2028	RightofWay	Rehabilitate	Kettle Cove Road - Seawall Upgrades	Engineering design funds to develop plans for coastal resilience upgrades	\$100,000	\$100,000				
2028	RightofWay	Rehabilitate	Roadway Paving and Drainage Improvements	Pave existing roadways, repair and upgrade drainage infrasfructure	\$325,000	\$181,000		\$144,000		
2028	RightofWay	Rehabilitate	Shore Road Rehabilitation - Phase 1 of 6	Engineering design funds to develop first phase of Shore Road improvements	\$75,000	\$75,000				
2028	RightofWay	Rehabilitate	Sidewalk Repairs and Pedestrian Improvemen	Sidewalk Repairs, upgrades, and safety improvements to pedestrian ameniti	\$30,000	\$30,000				
2029	Facility	Rehabilitate	Annual- Exterior Finishes	Exterior building work including windows, doors, siding, roof	\$50,000	\$50,000				
2029	Facility	Rehabilitate	Annual- HVAC Components	Building heating, cooling, and air handling systems	\$75,000	\$75,000				
2029	Facility	Rehabilitate	Annual- Interior Finishes	Interior building work including walls, floors, lighting, furnishings, plumbing	\$50,000	\$50,000				
2029	Facility	Update	Annual- Safety and Energy Improvements	Building technology systems, security, energy efficiency, ADA, code updates	\$50,000	\$25,000	\$25,000			
2029	Facility	Replace	Existing Debt	Existing debt payments on prior bond issuance	\$420,727					\$259,565
2029	Facility	Replace	Library Audio System	Replace existing audio system in Library		\$100,000				
2029	Facility	Replace	Recycling Center - Compactor Receiver	Repace existing recycling compactor receiver unit (1 of 5)	\$125,000			\$25,000		
2029	Grounds	Rehabilitate	Greenbelt Trails	Rehabilitation and enhancement to Town owned trail network	\$60,000	\$60,000				
2029	Grounds	Rehabilitate	High School Tennis Courts Reconstruction	Rehabilitate half of the existing tennis courts at the High School Campus	\$250,000	\$250,000				
2029	RightofWay	Update	Kettle Cove Road - Seawall Upgrades	Construction funds to implement improvements for coastal resilience upgrad	\$300,000	\$300,000				
2029	RightofWay	Rehabilitate	Roadway Paving and Drainage Improvements	Pave existing roadways, repair and upgrade drainage infrasfructure	\$325,000	\$181,000		\$144,000		
2029	RightofWay	Rehabilitate	Shore Road Rehabilitation - Phase 1 of 6	Construction funds to implement first phase of Shore Road improvements	\$800,000	\$400,000		\$400,000		
2029	RightofWay	Rehabilitate	Sidewalk Repairs and Pedestrian Improvemen	Sidewalk Repairs, upgrades, and safety improvements to pedestrian ameniti	\$30,000	\$30,000				
2029	Utility	Replace	Mitchell Road Culvert Replacement - Design	Replace existing storm drain culvert under Mitchell Rd near Hobstone	\$50,000	\$50,000				
2030	Facility	Rehabilitate	Annual- Exterior Finishes	Exterior building work including windows, doors, siding, roof	\$50,000	\$50,000				
2030	Facility	Rehabilitate	Annual- HVAC Components	Building heating, cooling, and air handling systems	\$75,000	\$75,000				
2030	Facility	Rehabilitate	Annual- Interior Finishes	Interior building work including walls, floors, lighting, furnishings, plumbing	\$50,000	\$50,000				
2030	Facility	Update	Annual- Safety and Energy Improvements	Building technology systems, security, energy efficiency, ADA, code updates	\$50,000	\$25,000	\$25,000			
2030	Facility	Replace	Existing Debt	Existing debt payments on prior bond issuance	\$318,747					\$259,565
2030	Facility	NewAsset	Public Works Sand/Salt Shed-design/permittir	New structure used to store winter sand and salt under cover	\$50,000	\$50,000				
2030	Grounds	Rehabilitate	Greenbelt Trails	Rehabilitation and enhancement to Town owned trail network	\$60,000	\$60,000				
2030	Grounds	Rehabilitate	High School Track - Shim and Coatings	Rehabilitate existing running track at the high school campus	\$100,000	\$100,000				
2030	Grounds	Replace	Water Bottle Filling Station Replacement	Replace exsting water fountain at Gull Crest Field	\$10,000	\$10,000				
2030	ITInfrastructure	Replace	AV Equipment (Annual[6])	AV Equipment (Annual[6])	\$49,000	\$49,000				

Year	Category	TreatmentType	ProjectName	Description	TotalCost	GenFund	GrantMatch	Fees/Other	TIFFunds	Bond
2030	ITInfrastructure	Rehabilitate	Fiber (Annual[30]) with Fire Fiber Project	Fiber (Annual[30]) with Fire Fiber Project	\$61,000	\$61,000				
2030	ITInfrastructure	Replace	Network Equipment (Annual[6])	Network Equipment (Annual[6])	\$29,000	\$29,000				
2030	ITInfrastructure	Update	Security upgrades and licenses (Annual [5])	Security upgrades and licenses (Annual [5])	\$66,000	\$66,000				
2030	RightofWay	Rehabilitate	Roadway Paving and Drainage Improvements	Pave existing roadways, repair and upgrade drainage infrastructure	\$350,000	\$206,000		\$144,000		
2030	RightofWay	Rehabilitate	Sidewalk Repairs and Pedestrian Improvements	Sidewalk Repairs, upgrades, and safety improvements to pedestrian amenities	\$30,000	\$30,000				
2030	Utility	Replace	Mitchell Road Culvert Replacement	Replace existing storm drain culvert under Mitchell Rd near Hobstone	\$650,000	\$650,000				
2031	Facility	Rehabilitate	Annual- Exterior Finishes	Exterior building work including windows, doors, siding, roof	\$50,000	\$50,000				
2031	Facility	Rehabilitate	Annual- HVAC Components	Building heating, cooling, and air handling systems	\$75,000	\$75,000				
2031	Facility	Rehabilitate	Annual- Interior Finishes	Interior building work including walls, floors, lighting, furnishings, plumbing	\$50,000	\$50,000				
2031	Facility	Update	Annual- Safety and Energy Improvements	Building technology systems, security, energy efficiency, ADA, code updates	\$50,000	\$25,000	\$25,000			
2031	Facility	Replace	Existing Debt	Existing debt payments on prior bond issuance	\$310,960					\$259,565
2031	Facility	NewAsset	Public Works Sand/Salt Shed	New structure used to store winter sand and salt under cover	\$350,000	\$350,000				
2031	Grounds	Rehabilitate	Greenbelt Trails	Rehabilitation and enhancement to Town owned trail network	\$60,000	\$60,000				
2031	Grounds	Rehabilitate	Hannaford Field Turf Replacement	Replace playing surface on turf field on school campus	\$600,000	\$300,000		\$300,000		
2031	ITInfrastructure	Replace	AV Equipment (Annual[6])	AV Equipment (Annual[6])	\$49,000	\$49,000				
2031	ITInfrastructure	Rehabilitate	Fiber (Annual[30]) with Fire Fiber Project	Fiber (Annual[30]) with Fire Fiber Project	\$61,000	\$61,000				
2031	ITInfrastructure	Replace	Network Equipment (Annual[6])	Network Equipment (Annual[6])	\$29,000	\$29,000				
2031	ITInfrastructure	Update	Security upgrades and licenses (Annual [5])	Security upgrades and licenses (Annual [5])	\$66,000	\$66,000				
2031	RightofWay	Rehabilitate	Roadway Paving and Drainage Improvements	Pave existing roadways, repair and upgrade drainage infrastructure	\$350,000	\$206,000		\$144,000		
2031	RightofWay	Rehabilitate	Shore Road Rehabilitation - Phase 2 of 6	Engineering design funds to develop second phase of Shore Road improvements	\$75,000	\$75,000				
2031	RightofWay	Rehabilitate	Sidewalk Repairs and Pedestrian Improvements	Sidewalk Repairs, upgrades, and safety improvements to pedestrian amenities	\$30,000	\$30,000				