

CITY OF HAVERHILL

Mayor's Recommendations

CAPITAL IMPROVEMENT PROGRAM 2018 - 2022



MAYOR
James J. Fiorentini

OCTOBER, 2017

Executive Summary

The Mayor respectfully submits the following Capital Improvement Program (CIP). It should be noted that the CIP is not a static process. The creation of this CIP is based on the best available information at the time of development with some projects requiring additional price and scope information. However, circumstances during the budget year and out-years do change which may require a change in plan. This plan is a forward looking document designed to inform the community in the broadest possible way of the potential needs and demands they may be facing. In addition, a capital budget plan is a fluid document subject to change each year as priorities change and additional information becomes available. As a result, a project, which had a priority in a previous edition of the capital plan, may have a different priority in subsequent year updates. After the first year of the capital plan, the information provided in the subsequent years is not so much to provide as a formal “pecking order”, but instead to identify trends far enough in advance to address problems in a rational and timely manner. Finally, the CIP does not appropriate funds, but rather functions as a budgeting tool, supporting the actual appropriations that are made through the budget year.

Capital Improvement Program

A capital improvement program is a fiscal planning tool that documents the City’s capital asset needs, ranks the needs in order of project priority, and schedules projects for funding and implementation as budgetary constraints allow. The CIP is a dynamic process and one that is likely to change from year to year. The process provides the opportunity to plan for major expenditures in the future while evaluating new and current projects based on up to date data. The CIP is a composite of the City’s capital needs, tempered by current and future financial capability.

What is a capital improvement?

A capital improvement is a **non-routine expenditure for new construction, major equipment purchase, or improvement to existing buildings, facilities, land or infrastructure, with an estimated useful life of five (5) years.**

Among the items properly classified as capital improvements are:

- ◆ New public buildings, or additions to existing buildings, including land acquisition costs and equipment needed to furnish the new building or addition for the first time;
- ◆ Major alterations, renovations, or improvements to existing buildings which extend the useful life of the existing buildings by five (5) years;
- ◆ Land acquisition and/or improvement, unrelated to a public building, but necessary for conservation or parks and recreation purposes;
- ◆ Major equipment acquisition, replacement or refurbishment;
- ◆ New construction or major improvements to the City's physical infrastructure, including streets, sidewalks, stormwater drains, the water distribution system, and the sanitary sewer system, which extend the useful life of the infrastructure by at least five (5) years, and
- ◆ A feasibility study or engineering design services which are related to a future capital improvement.

What are the benefits of a capital improvement program?

- ◆ Facilitates coordination between capital needs and the operating budgets;
- ◆ Enhances the community's credit rating through improved fiscal planning and avoids sudden changes in its debt service requirements;
- ◆ Identifies the most economical means of financing capital projects;
- ◆ Increases opportunities for obtaining federal and state aid;
- ◆ Relates public facilities to the City's strategic plan or public and private development and redevelopment policies and plans;

- ◆ Focuses attention on community objectives and fiscal capacity;
- ◆ Keeps the public informed about future needs and projects;
- ◆ Coordinates overlapping units of local government to reduce duplication, and encourages careful project planning and design to avoid costly mistakes and reach goals.

Capital Program Categories

In an effort to gain consistency in categorizing and evaluating projects this program is divided into the following six “Program Categories”.

Land - The acquisition through purchase, long term lease, with or without conditions, of undeveloped real estate. If the acquisition of land is associated with the acquisition of a building or an infrastructure project, the project should be categorized in those respective categories.

Building - The replacement, renovation, addition to, construction or acquisition through purchase or long-term lease of a building structure or a major component thereof.

Infrastructure – This category would include such things as water and sewer pipes, pumping stations, roadwork, sidewalks, traffic signals, drainage systems and other improvements of a lasting nature but not related to building structures.

Vehicles – All equipment that meets the definition of a capital project item that is capable of self-propulsion from one location to another.

Equipment – All other equipment that meets the definition of a capital project item. If the item is a piece of equipment that is intended to be permanently installed in a building such as an air conditioner or a furnace, that item should be classified under “Building”.

Prior Projects Approved (to date)

Funded Projects by Department							
Projects	2013	2014	2015	2016	2017	Grand Total	
Building Maint.	266,000	20,000		161,046	317,957	765,003	
City Council A/C Repairs				1,557		1,557	
City Hall Energy Upgrades				20,489		20,489	
City Hall Exterior Repairs		20,000				20,000	
City Hall Parking Lot Stairs				12,000		12,000	
City Hall Repairs	216,000					216,000	
City Hall Signage					15,000	15,000	
City-Wide Building Repairs				57,000		57,000	
Flooring City Hall				10,000		10,000	
Purchase Street Lights					302,957	302,957	
Retaining Wall City Hall				60,000		60,000	
Tatersall Farm	50,000					50,000	
Citizen Ctr.		200,000	60,000			260,000	
Bathrooms (6)			60,000			60,000	
Citizen Ctr Improvements		200,000				200,000	
Clerk	2,100			6,000		8,100	
Rebind vital books				6,000		6,000	
Voting Booths	2,100					2,100	
Education	800,000	35,000	61,690,000	2,582,004	520,000	65,627,004	
Consentino Lockers					170,000	170,000	
Consentino Sidewalk Repairs			70,000			70,000	
Consentino Teacher Parking Lot			120,000			120,000	
Energy efficiency improvements				2,500,000		2,500,000	
HHS Curbing and Cement Decking		35,000				35,000	
HHS Curbing and Concrete Repairs				11,004		11,004	
HHS Sidewalk Repair				21,000		21,000	
Hunking Feasibility Study	800,000					800,000	
Hunking School Construction			61,500,000			61,500,000	
Tilton School Repairs				50,000		50,000	
Trinity Stadium					350,000	350,000	
Engineering	6,061,000	135,000		376,800		6,572,800	
Boardwalk Easements				76,800		76,800	
East Broadway Bridge				300,000		300,000	
Floodwall	6,061,000					6,061,000	
Rt. 97 Improvements		100,000				100,000	
Water St. Greenway Project		35,000				35,000	
Fire	15,260	586,822	713,512	9,300	583,000	1,907,894	
16th Ave Station Floor	10,460	145,322				155,782	
16th Facade Repairs			5,000			5,000	
Apparatus repair			118,542			118,542	
Bucket Truck			46,000			46,000	
Fire Inspection Vehicle					26,000	26,000	
Fire Truck		420,000	508,970		542,000	1,470,970	

Funded Projects by Department						
Projects	2013	2014	2015	2016	2017	Grand Total
Heating Repairs Ayers Village			5,000			5,000
Heating Rocks/Ayers Village					5,000	5,000
High St. Station Rewiring and Repairs			30,000			30,000
High St. wiring and remodel upstairs					10,000	10,000
Water St. Heating System				9,300		9,300
Water St. Roof Repairs	4,800					4,800
Water St. Station Boiler		15,000				15,000
Water St. Station Hose Tower Assessment		6,500				6,500
Highway	61,500	95,678	628,100	1,449,500	477,444	2,712,222
Blue Light for Snow Work				24,500		24,500
Bucket Truck DPW					195,000	195,000
DPW Backup Generator	35,000					35,000
DPW Dump Truck			65,000			65,000
Electrical Work Highway Generator		16,000				16,000
Emergency Flashing Lights	1,500					1,500
Front End Loader with Snow Blower				150,000		150,000
Main Street improvement project damage					44,444	44,444
One ton (T-1) with new one ton					43,000	43,000
one ton truck				35,000		35,000
Pothole Repairs		10,000				10,000
Retro-Fit Front End Loader				40,000		40,000
Rt. 97 Improvements			363,100			363,100
Sidewalk Repairs	25,000	69,678		1,200,000		1,294,678
Six Wheel Dump Truck with Plow					195,000	195,000
Street and Sidewalk repairs			200,000			200,000
Information Tech.		25,000		6,500		31,500
Disaster Recovery for Servers		15,000				15,000
IT security audit				6,500		6,500
Replace Upgrade Technology		10,000				10,000
Inspection				26,410		26,410
Inspection Vehicle				26,410		26,410
Mayor			15,304	100,000		115,304
Brownfields			15,304			15,304
City Hall document management				100,000		100,000
Park Dept.	60,500		14,875			75,375
Boiler at Park Dept.			14,875			14,875
DPW Tree Removal	50,000					50,000
Tree Planting	10,500					10,500
Police	7,490		1,515,850	37,500	500,000	2,060,840
Build Maint.			27,000			27,000
Building Maintenance			9,466			9,466
Dog Pound Repairs					150,000	150,000
Maintenance Facility			1,225,000			1,225,000

Funded Projects by Department						
Projects	2013	2014	2015	2016	2017	Grand Total
New Police Vehicle			37,000			37,000
Police Dpt. Windows Design				37,500		37,500
Police Station Boiler Replacement			42,690			42,690
Police Station Hot Water Tank	7,490					7,490
Police Station Roof Repairs			25,394			25,394
Police Station Windows					350,000	350,000
Roof Ventilation System			79,300			79,300
Two Security Cameras			40,000			40,000
Window and Wall Evaluation			30,000			30,000
Recreation	8,000	151,000	352,000	205,000	137,510	853,510
Dog Park Fence		6,000				6,000
Extend Bradford Rail Trail				60,000		60,000
Grills Softball Design					7,510	7,510
Infield Restoration	5,000					5,000
Playgrounds	3,000					3,000
Rail Trail				125,000		125,000
Rail Trail Design		38,000		20,000		58,000
Rail Trail Extension		107,000				107,000
Recreation Truck (1)			15,000			15,000
Riverside Park Bathroom Repair			12,000			12,000
Riverside Park Grant Match					130,000	130,000
Skating Rink Roof			325,000			325,000
Grand Total	7,281,850	1,248,500	64,989,641	4,960,060	2,535,911	81,015,962

Above are the projects the Mayor and Council have already approved from FY13 to current. The total of all projects approved by the city since 2013 is \$81,015,962 and includes the Hunking School project. With the Hunking being excluded from prop 2 ½ if the total of the this project is removed the remaining funded projects total \$19,515,962

Project Requests and Recommendations

The following pages contain the list of projects recommended for fiscal year 2018 along with the full list for all years. In general, the recommended projects have been prioritized such that they ensure efficient delivery of services to the community while controlling both short and long term costs. Projects requiring a debt exclusion vote are beyond the scope of this report and not listed.

Summary of Projects by Department

Summary by Department						
Department	2018	2019	2020	2021	2022	Grand Total
Building Maint.	305,000	500,000		25,000	50,000	880,000
Clerk		162,000				162,000
Education		525,000	4,100,000	8,000,000	4,035,000	16,660,000
Engineering	796,000	8,300,000				9,096,000
Fire	666,768	60,000	375,000	450,000	325,000	1,876,768
Highway	979,500	485,500	915,000	375,000	300,000	3,055,000
Library		46,727				46,727
Park Dept.	35,000					35,000
Police	2,349,348		68,000			2,417,348
Recreation	1,396,000	35,000	35,000	210,000	35,000	1,711,000
Treasurer	9,200					9,200
Grand Total	6,536,816	10,114,227	5,493,000	9,060,000	4,745,000	35,949,043

Summary of Projects by Funding Source

Summary by Funding Source						
Funding	2018	2019	2020	2021	2022	Grand Total
Bond	5,711,716	9,522,000	4,900,000	8,615,000	4,325,000	33,073,716
Capital Budget	825,100	589,940	593,000	445,000	420,000	2,873,040
Other		2,287				2,287
Grand Total	6,536,816	10,114,227	5,493,000	9,060,000	4,745,000	35,949,043

Effect of Bonding on Debt Service

	2019	2020	2021	2022
Net Revenue	191,906,130	197,438,718	203,361,880	209,462,736
Est. Net Debt Service	10,409,407	9,134,968	9,385,204	9,396,036
Est Debt Service/ Net Revenue (policy is 5%)	5.4%	4.6%	4.6%	4.5%

**Fiscal Year 2018-2022
Capital Project Listings**

Capital Projects by Department						
Projects	2018	2019	2020	2021	2022	Grand Total
Building Maint.	305,000	500,000		25,000	50,000	880,000
City Hall A/C	50,000					50,000
City Hall Bathrooms				25,000		25,000
City Hall Boiler	250,000					250,000
City Hall Parking Retaining Wall		500,000				500,000
City Hall Roof					50,000	50,000
Rocks Village Hand Tub house painting	5,000					5,000
Clerk		162,000				162,000
Voting Tabulators		162,000				162,000
Education	525,000	4,100,000	8,000,000	4,035,000	16,660,000	
Consentino Rear Access Road					35,000	35,000
Consentino Renovation/Repairs *			4,000,000			4,000,000
Golden/Silver Hill air conditioner repairs			100,000			100,000
HS pool building roof		500,000				500,000
Tilton Renovation/Repairs *				8,000,000		8,000,000
Walnut Square water intrusion		25,000				25,000
Whittier Renovaton/ Repairs *					4,000,000	4,000,000
Engineering	796,000	8,300,000				9,096,000
Capping of northern landfill		8,000,000				8,000,000
Cashman	46,000					46,000
North Ave Design	400,000					400,000
Rt. 110/108 Design	350,000					350,000
Water St Improvements		300,000				300,000
Fire	666,768	60,000	375,000	450,000	325,000	1,876,768
Fire Vehicle Replacement Plan	32,000	40,000	375,000	440,000	325,000	1,212,000
High St. windows				10,000		10,000
Radio Replacement	634,768					634,768
Water St. hose tower		20,000				20,000
Highway	979,500	485,500	915,000	375,000	300,000	3,055,000
10 Wheel Dump with plow			250,000			250,000
3/4 tom truck		27,500				27,500
6 Wheel Dump Truck	195,000					195,000
Drainage		100,000	100,000	100,000	100,000	400,000
Mason Truck (one ton)	110,000					110,000
New Grader			275,000			275,000
New one ton dump truck	45,000					45,000
Rehab Grader	105,000					105,000
Rehab Komatsu loader			90,000			90,000
Roadside Mower				75,000		75,000
Sidewalks	500,000	200,000	200,000	200,000	200,000	1,300,000
Snow Blue Lights-River St	18,000					18,000

Capital Projects by Department							
Projects	2018	2019	2020	2021	2022	Grand Total	
Trackless mulit-purpose Tractor		158,000				158,000	
Truck Engines Diagnostic Computer	6,500					6,500	
Library		46,727				46,727	
Library outside air water loop reset		2,287				2,287	
Library VFDs on AHU Supply Fans		19,854				19,854	
Library VFDs on Geothermal Well Pumps		24,586				24,586	
Park Dept.	35,000					35,000	
Replace 2 Riding Mowers	35,000					35,000	
Police	2,349,348		68,000			2,417,348	
Additional funding for Dog Pound	22,500					22,500	
Police Computer Rm A/C	30,400					30,400	
Police Station Generator			68,000			68,000	
Radio System Replacement	926,448					926,448	
Station A/C	170,000					170,000	
Window Repolacement Phase II	1,200,000					1,200,000	
Recreation	1,396,000	35,000	35,000	210,000	35,000	1,711,000	
Girls softball field	1,200,000					1,200,000	
Park playground improvements					35,000	35,000	
Playground Improvements	35,000	35,000	35,000	35,000		140,000	
Rail Trail Ext.	103,000					103,000	
Rail Trail Ext. Design	58,000					58,000	
Rail Trail Phase 3				175,000		175,000	
Treasurer	9,200					9,200	
Treasurer Security Inprovmnts	9,200					9,200	
Grand Total	6,536,816	10,114,227	5,493,000	9,060,000	4,745,000	35,949,043	

- Denotes school repairs and renovation only. To rebuild the schools would require more funding and an override vote. As reference the current Hunking middle school cost is \$61,500,000.

Capital Projects by Funding Source

Projects	2018	2019	2020	2021	2022	Grand Total
Bond	5,711,716	9,522,000	4,900,000	8,615,000	4,325,000	33,073,716
10 Wheel Dump with plow			250,000			250,000
Additional funding for Dog Pound	22,500					22,500
Capping of northern landfill		8,000,000				8,000,000
Cashman	46,000					46,000
City Hall Boiler	250,000					250,000
City Hall Parking Retaining Wall		500,000				500,000
Consentino Renovation/Repairs *			4,000,000			4,000,000
Fire Vehicle Replacement Plan	32,000	40,000	375,000	440,000	325,000	1,212,000
Girls softball field	1,200,000					1,200,000
HS pool building roof		500,000				500,000
New Grader			275,000			275,000
New one ton dump truck	45,000					45,000
North Ave Design	400,000					400,000
Radio Replacement	634,768					634,768
Radio System Replacement	926,448					926,448
Rail Trail Phase 3				175,000		175,000
Rehab Grader	105,000					105,000
Rt. 110/108 Design	350,000					350,000
Sidewalks	500,000					500,000
Tilton Renovation/Repairs *				8,000,000		8,000,000
Voting Tabulators		162,000				162,000
Water St Improvements		300,000				300,000
Water St. hose tower		20,000				20,000
Whittier Renovaton/ Repairs *					4,000,000	4,000,000
Window Repolacement Phase II	1,200,000					1,200,000
Capital Budget	825,100	589,940	593,000	445,000	420,000	2,873,040
3/4 tom truck		27,500				27,500
6 Wheel Dump Truck	195,000					195,000
City Hall A/C	50,000					50,000
City Hall Bathrooms				25,000		25,000
City Hall Roof					50,000	50,000
Consentino Rear Access Road					35,000	35,000
Drainage		100,000	100,000	100,000	100,000	400,000
Golden/Silver Hill air conditioner repairs			100,000			100,000
High St. windows				10,000		10,000
Library VFDs on AHU Supply Fans		19,854				19,854
Library VFDs on Geothermal Well Pumps		24,586				24,586
Mason Truck (one ton)	110,000					110,000
Park playground improvements					35,000	35,000
Playground Improvements	35,000	35,000	35,000	35,000		140,000
Police Computer Rm A/C	30,400					30,400
Police Station Generator			68,000			68,000
Rail Trail Ext.	103,000					103,000
Rail Trail Ext. Design	58,000					58,000

Capital Projects by Funding Source							
Projects		2018	2019	2020	2021	2022	Grand Total
Rehab Komatsu loader				90,000			90,000
Replace 2 Riding Mowers	35,000						35,000
Roadside Mower					75,000		75,000
Rocks Village Hand Tub house painting	5,000						5,000
Sidewalks			200,000	200,000	200,000	200,000	800,000
Snow Blue Lights-River St	18,000						18,000
Station A/C	170,000						170,000
Trackless mulit-purpose Tractor			158,000				158,000
Treasurer Security Inprovmnts	9,200						9,200
Truck Engines Diagnostic Computer	6,500						6,500
Walnut Square water intrusion			25,000				25,000
Other			2,287				2,287
Library outside air water loop reset			2,287				2,287
Grand Total		6,536,816	10,114,227	5,493,000	9,060,000	4,745,000	35,949,043

- Denotes school repairs and renovation only. To rebuild the schools would require more funding and an override vote. As reference the current Hunking middle school cost is \$61,500,000.