

CITY OF GARDNER  
CAPITAL IMPROVEMENT COMMITTEE

City Hall - Gardner Ma 01440-2688

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Chair

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June 20, 2014

Mayor, City of Gardner  
City Hall, 95 Pleasant St.  
Gardner, MA 01440

Dear Mayor Hawke,

On behalf of the entire Capital Improvement Committee, please accept this report for the Fiscal Year, 2015. We have met and deliberated according to the requirements of Ordinance Number 1434, have analyzed capital improvement requests and ranked the requests according to guidelines generated by the Commonwealth of Massachusetts Department of Revenue. Our recommendations are included herein.

The Committee has also updated the 5 year Capital Improvement Plan, including requests from the various department heads of the City government. The Committee appreciates this opportunity to serve the City of Gardner and is available to answer any questions and discuss the recommendations presented herein at your convenience.

Finally we would like to acknowledge the contributions of former City Councillor Cleo Monette who advocated for a strong Capital Improvement planning ordinance and planning effort in our City. In addition to serving on our committee, Cleo was an advisor and willing spokesperson for the value and importance of capital planning.

Very truly yours,

Robert B. Hankinson, P.E.  
Chair, Capital Improvement Committee

Cc: President City Council  
City Clerk

## **FY2015 Report of the Capital Improvement Committee**

The Capital Improvement Committee has met as specified by Ordinance No. 1434. This document is the report and recommendations of the Committee for Fiscal Year 2015.

Capital projects are defined as expenditures over \$25,000 and with a useful life greater than five years. Smaller projects normally funded by a department's annual budget could be combined to reach the \$25,000 threshold, but only if the combination is justified for reasons other than convenience.

Capital project and equipment requests received from City Departments were reviewed to insure they met the definition and were then scored and prioritized to develop a recommended list. Guidelines recommended by the Massachusetts Department of Revenue were used to score and prioritize the various requests. A total of more than 14 million dollars (excluding Enterprise account requests) in projects was submitted for FY2015, with only that year's projects receiving priority ranking. Attachment A is a list of FY 2015 submitted projects with descending scores. Attachment B is the entire unranked Capital Improvement Plan showing the five year requests. Attachment C shows the criteria used to evaluate each project.

The Committee discussed the fiscal constraints the City is currently under and considered how capital projects could be funded. Based on these discussions, the Committee makes the following recommendations:

- 1. The goal of spending for capital improvements/debt service should remain 5% of the general fund budget.**

Using the general fund budget for FY2014 which is approximately \$48 million, a 5% goal would be \$2.4 million. This amount is typically used for both capital expenditures and bond repayment. Currently our bond repayment commitment not including enterprise accounts is approximately \$1.5 million for the year.

Because of our emphasis on capital improvements, the rate of capital spending has increased over the last several years; however, the City must strive to keep up with the deterioration or depreciation of its capital assets and therefore should continue emphasis on repairs and extraordinary maintenance to keep older assets in working order. The goal is to eliminate crisis spending on emergency repairs. The Committee wishes to acknowledge that the backlog of repairs continues to improve and encourages the City to continue this good stewardship.

**2. The highest priority projects for FY2015 excluding Enterprise Account items are :**

	<u>Cost</u>	<u>Cum. Cost</u>
<b>Comm. Dev. &amp; Plan. – Selective Demolition</b>	<b>500,000</b>	<b>500,000</b>
<b>Public Works - Paving</b>	<b>1,000,000</b>	<b>1,500,000</b>
<b>Public Works – Playground Equipment</b>	<b>40,000</b>	<b>1,540,000</b>
<b>Public Works – Line Painter</b>	<b>50,000</b>	<b>1,590,000</b>
<b>Engineering – Wayside Pond Dam Const.</b>	<b>250,000</b>	<b>1,840,000</b>
<b>Public Works – Cold Storage Building</b>	<b>400,000</b>	<b>2,240,000</b>
<b>Building – Drainage / SW Repair @ City Hall</b>	<b>45,000</b>	<b>2,285,000</b>
<b>Public Works – Sidewalk Tractor</b>	<b>130,000</b>	<b>2,415,000</b>
<b>Public Works – Street Sweeper</b>	<b>185,000</b>	<b>2,600,000</b>
<b>Middle School – Security Cameras</b>	<b>100,000</b>	<b>2,700,000</b>

Attachment A lists all FY 2015 capital improvement requests as ranked by the committee. Ranking was performed using the criteria presented on Attachment C. Listed above are the highest ranked improvements in descending order to present a concise list from which items may be selected for implementation.

The Committee recommends that the City use available funds or borrowing to finance approximately \$1,000,000 for capital expenditures. This amount plus our current bond repayment commitment is \$2,500,000 which is approximately our target for annual expenditures. Although road paving is a recurring annual expenditure, the Committee recommends that road reconstruction expenditures be funded from a combination of tax levy, State grants such as Chapter 90 and borrowing. Finally, the Committee is aware that the City continues to seek grant funding for implementation of the Phase I Urban Renewal Plan. Any required city match would have to come from additional City funds or borrowing.

The priority list as presented herein may be used as a menu to select capital improvements for implementation using a multi-year capital improvement bond or by adding selected capital items to a multipurpose bond. It may also be advisable to set up a specific capital fund so that unspent allocated money for a designated capital purchase be returned to the protected fund for the next capital expenditure on the list or for an unscheduled capital emergency.

Ultimately the decision of which capital items will be funded lies with the Mayor and City Council. Additionally each department must present its requests to a City Council subcommittee whose responsibilities include confirming or modifying each capital request. Therefore it follows that the Capital Improvement Committee is presenting these items and the suggested method of paying for them as a recommendation for further study and action by the Mayor and others.

**3. Decisions on funding capital projects for FY2015 must consider the impact they have on future year priorities.**

Attachment B also includes the capital project requests for FY2016 to FY2019. As FY2015 projects are delayed due to a lack of funding, the delay will affect what projects can be funded in future years. In some cases the FY2015 projects that have been rolled over will take precedence; in other cases the future year projects may have to be addressed in that year as emergency expenditures. It should be noted that the list for FY2015 contains far less backlogged projects which have been pushed ahead from previous years. As this backlog is decreased, and bonding capital expenditures is less necessary, more funds may be freed up to be used through the annual budget to deal with capital expenses.

**4. The City must adequately fund routine repair and maintenance accounts to assure that capital investments productively live out their lives.**

Capital spending is wasted money if funds are not available to adequately maintain the new assets. Just as a new car needs to have its oil changed, so too do capital improvements need ongoing maintenance. A newly paved or reconstructed street will deteriorate more quickly if no money is appropriated for crack sealing or patching. In committing to a capital improvement program, the City must remain committed to budget money for asset maintenance.

**5. The City must continue to adequately fund recurring capital needs, i.e. vehicle and police cruiser replacement and technology upgrades and replacement.**

The Committee has noted that items considered routine maintenance and items too small to be considered capital projects are now being included in the annual budget process. Examples of these items include police cruisers, automobiles, pickup trucks, and computer hardware. The City should continue to use the annual budget to provide funds to cover the replacement or upgrade of a portion of these items each year.

Adopting or adapting these recommendations will help the City continue making progress in providing stability to the funding and maintenance of capital assets. The Committee does realize that this process does not take place in a vacuum. The City is still facing tight economic times and has to address the ongoing challenge of balancing the general fund budget. The Committee hopes its recommendations will provide useful information to the discussion that will take place as the City continues to face tough decisions.

# Attachment "A"

Department	Project	Cummulative Score
Sewer (Enterprise)	Wastewater Treatment Plant Upgrade	41
Water (Enterprise)	Water Main Replacement	41
Community Dev & Planning	Selective Demolition	40
Public Works	Paving	40
Public Works	Playground Equipment	38
Public Works	Line Painter	37
Sewer (Enterprise)	Pump Station Rehab	37
Sewer (Enterprise)	Sludge Landfill Expansion	36
Engineering	Dam Recon @ Morse Elec	35
Public Works	Cold Storage Building	35
Building	Drainage/SW Repair @ CityHall	32
Public Works	Sidewalk Tractor	32
Public Works	Street Sweeper	32
GMS	Security cameras for interior and exterior of building	32
Public Works	2 Used C&C Trucks for Sanders	31
Public Works	Stainless Steel Sander Body	31
Sewer	Vactor Truck	31
ESS	Upgrade air exchange/handler systems	31
Engineering	Storm Water Management Plan	30
Public Works	10 Wheel Dump Truck/Plow	30
GHS	Security cameras for exterior of building	30
Building	Replacement Windows - Annex	29
Health	Plumbing/Septic/Water @ Transfer Station	29
GMS	Resurface pitched roof	29
GHS	Replace as need first floor floor tiles, auditorium and gym wing replace stair treads	29
GHS	Parking Lot Resurfacing: The parking lot needs significant repairs. Includes regrinding surface and re-stripping	29
City Hall	2nd floor bathrooms and plumbing	28
Engineering	Storm Water Model	28
City Hall	1st floor bathrooms and plumbing	27
City Hall	Indoor Pool Demolition / Parking	27
Community Dev & Planning	Mill Street Corridor	27
Community Dev & Planning	Open Space Land	27
Public Works	3/4 ton Utility Pickup	27
Public Works	2 6 Wheeled Dump Trucks/Plow	27
Public Works	Front End Loader /Plow	27
Public Works	Skid Steer/BobCAT	27
HMS	Roof Repair	27
Building	Victorian Light&Electrical Upgrade from Main to Police Station	26
Community Dev & Planning	Urban Renewal Plan Phase I	26
Public Works	2 1 Ton Dump Trucks	26
Public Works	SRW Dump Body Pickup	26
City Hall	Auditorium- Improvement	25
Public Works	Front End Loader Snow Blower	25
Community Dev & Planning	1.65MW Wind Turbine/Solar PV	24
Engineering	Replace Vehicle	24
Health	Backup Power for Animal Shelter	24
City - General	Municipal Paving (parking lots)	23
Fire	Engine 3	23
Building	Traffic Signal -Elm/Pearson	22
Council on Aging	Central Air	22
Public Works	Acceptance of Unaccepted Streets	22
Airport	Admin/Snow Removal Building	21
Building	City Hall Repointing Brickwork	21
WSS	Upgrade the fire alarm system	21
Community Dev & Planning	Complete Streets Timpany Blvd	20
Community Dev & Planning	Bike Path	19
Council on Aging	Kitchen Improvements	19
ESS	Replace auditorium seating, refinish floor, paint ceiling	19
Fire	Truck 10 Replace	18
Police	Communication Tower	18
Health	Pickup Truck	17
Greenwood Pool	Outdoor Pool Upgrade	16
GHS	Upgrade the electrical panels	16
WSS	Replace the univents	16
WSS	Replace plumbing & sanitary system	16
City - General	Energy Audits	15
HMS	Replace boys bathroom partitions	15
GHS	Upgrade all kitchen equipment and cooler/freezer units (convert to gas)	15
ESS	Install central electric service panels for each floor.	15
PSS	Replace the plumbing system	15
WSS	Replace gym roof	15
ESS	Install central electric service panels for each floor.	15

City Hall	City Hall Roof Repair (Front)	14
GHS	Convert pneumatic system to DDC building-wide	14
ESS	Replace/Repair exhaust fans in auditorium	14
WSS	Replace the univents	14
Building	New Vehicle -Tahoe Type	13
Fire	Replace Fire Alarm Truck	13
Police	Basement Mold Remediation	13
HMS	Repointing exterior walls	13
DIST	Fiber Optic Cable Connection (All Schools)	13
GHS	Upgrade air handlers in auditorium, library, gyms and cafeteria	13
WSS	Upgrade all bathrooms	13
PSS	Replace the plumbing system	13
	Training Facility	12
GHS	Finish Upgrade Science labs on 1st and 2nd floors (4)	12
HMS	Replace/Repair the floor tiles in the nurse's rest room, staff restroom, basement & back door landing area.	12
WSS	Upgrade classroom and hall lighting	12
GHS	Repair/Renovate all Bathrooms(2nd Floor)	12
City - General	Alternative Energy	11
Fire	Cold Storage Bldg.	11
ESS	Regrade/Repave parking lot and rear of building	11
GHS	Parking Lot Resurfacing: The parking lot needs significant repairs. Includes regrinding surface and re-stripping	11
HMS	Repointing exterior walls	11
District	Replacement Servers	11
GHS	Repair/Renovate all Bathrooms(3rd Floor)	11
ESS	Replace bathroom partitions(Boys Only)	10
GHS	Computer Labs (2 application labs)	10
ESS	Replace all bubblers	10
HMS	Replace boys bathroom partitions	10
GHS	GHS Library (2 Labs)	10
HMS	Computer Lab	10
WSS	Replace the PA systems for gym and cafetorium	9
ESS	Replace auditorium seating, refinish floor, install carpeting, paint ceiling	9
DIST	VOIP (Voice Over IP) Phone System	8
HMS	Replace/Repair the floor tiles in the nurse's rest room, staff restroom, basement & back door landing area.	8
GHS	Outside Bathrooms/Storage Addition	8
GHS	Computer Lab 301	8
GHS	Computer Labs (2 application labs)	8
GHS	Outside Bathrooms/Storage Addition	7
WSS	Computer Labs (1 & 1/2 labs - Computer & Lib)	7
District	12-15 pax van - Athletic Dept. (Transport Small Teams)	7
GHS	Watkins Field Renovation (concession stand, bleachers, press box, lighting, outside plumbing (bathrooms) and possibly turf)	5
GHS	Teacher Computer Refresh	4

# Attachment "B"

For each submission, rate Evaluation Criteria (to the right) using 0 for no and 1 for yes. A total score for each CIP will be formulated and used to prioritize projects for recommendation by the Capital Improvement Committee. Report contains submissions from City Departments. Since the Capital Improvement Committee has not yet performed ratings on items, this report does not indicate whether the items fall under the definition of a capital improvement. During the ratings process, it may be determined that items do not qualify as capital purchases, but will be considered as recommendations by the Committee under the normal budget procedure.								
Department	Description	Cost	Fiscal Year					Priority Level
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
<b>Airport</b>								
Airport	Admin/Snow Removal Building	\$ 75,000.00	\$ 8,750.00	\$ 66,250.00				
<b>Building</b>								
Building	Traffic Signal - Elm/Pearson	\$ 250,000.00	\$ 250,000.00					
Building	Replacement Windows - Annex	\$ 50,000.00	\$ 50,000.00					
Building	New Vehicle - Tahoe Type	\$ 38,000.00	\$ 38,000.00					
Building	Victorian Light&Electrical Upgrade from Main to Police Station	\$ 100,000.00	\$ 100,000.00					
Building	Drainage/SW Repair @ CityHall	\$ 45,000.00	\$ 45,000.00					
Building	City Hall Repointing Brickwork	\$ 50,000.00	\$ -					
<b>City - General</b>								
City - General	Energy Audits							
City - General	Alternative Energy							
City - General	Municipal Paving (parking lots)	\$ 100,000	\$ 100,000					
City - General	Indoor Pool Demolition / Parking	\$ 400,000	\$ 400,000					HIGH
<b>City Hall</b>								
City Hall	City Hall Roof Repair (Front)							
City Hall	1st floor bathrooms and plumbing	\$ 80,000	\$ 80,000					
City Hall	2nd floor bathrooms and plumbing	\$ 80,000		\$ 80,000				
City Hall	Auditorium- Improvement	\$ 125,000	\$ 25,000	\$ 100,000				
<b>Community Dev &amp; Planning</b>								
Community Dev & Planning	Selective Demolition	\$ 1,500,000	\$ 500,000	\$ 500,000	\$ 500,000			HIGH
Community Dev & Planning	1.65MW Wind Turbine/Solar PV	\$ 4,584,000	\$ 400,000	\$ 4,184,500				HIGH
Community Dev & Planning	Urban Renewal Plan Phase I	\$ 10,500,000	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	HIGH
Community Dev & Planning	Mill Street Corridor	\$ 4,000,000	\$ 2,500,000	\$ 1,000,000	\$ 500,000			HIGH
Community Dev & Planning	Complete Streets Timpany Blvd	\$ 3,000,000	\$ 1,000,000	\$ 1,000,000	\$ 500,000	\$ 500,000		MED
Community Dev & Planning	Bike Path							HIGH
Community Dev & Planning	Open Space Land	\$ 300,000	\$ 150,000	\$ 150,000				HIGH
<b>Council on Aging</b>								
Council on Aging	Kitchen Improvements	\$ 28,000	\$ 28,000					
Council on Aging	Central Air	\$ 30,000	\$ 30,000					HIGH
<b>Engineering</b>								
Engineering	Replace Vehicle	\$ 26,000	\$ 26,000					
Engineering	Storm Water Management Plan	\$ 30,000	\$ 30,000					
Engineering	Storm Water Model	\$ 25,000		\$ 25,000				
Engineering	Dam Recon @ Morse Elec	\$ 500,000	\$ 250,000	\$ 250,000				HIGH
<b>Fire</b>								
Fire	Engine 3	\$ 400,000.00				\$ 400,000		MED
Fire	Replace Fire Alarm Truck	\$ 180,000		\$ 180,000				MED
Fire	Truck 10 Replace	\$ 175,000	\$ 175,000					HIGH
Fire	Cold Storage Bldg.	\$ 175,000			\$ 175,000			MED
Fire	Training Facility	\$ 300,000						MED
<b>Health</b>								
Health	Pickup Truck	\$ 25,000	\$ 25,000					
Health	Backup Power for Animal Shelter	\$ 25,000	\$ 25,000					
Health	Plumbing/Septic/Water @ Transfer Station	\$ 30,000		\$ 30,000				HIGH
<b>Public Works</b>								
Public Works	Acceptance of Unaccepted Streets	\$ 100,000		\$ 100,000				
Public Works	Paving	\$ 5,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	
Public Works	Line Painter	\$ 50,000	\$ 50,000					HIGH
Public Works	Sidewalk Tractor	\$ 130,000	\$ 130,000					HIGH
Public Works	Street Sweeper	\$ 185,000	\$ 185,000					HIGH
Public Works	2 Used C&C Trucks for Sanders	\$ 50,000	\$ 50,000					HIGH
Public Works	10 Wheel Dump Truck/Plow	\$ 230,000	\$ 230,000					HIGH
Public Works	3/4 ton Utility Pickup	\$ 25,000	\$ 25,000					HIGH
Public Works	Playground Equipment	\$ 40,000	\$ 40,000					HIGH

Public Works	2 6 Wheeled Dump Trucks/Plow	\$ 350,000	\$ 350,000						HIGH
Public Works	Front End Loader /Plow	\$ 175,000	\$ 175,000						HIGH
Public Works	2 1 Ton Dump Trucks	\$ 110,000	\$ 110,000						HIGH
Public Works	SRW Dump Body Pickup	\$ 44,000	\$ 44,000						HIGH
Public Works	Front End Loader Snow Blower	\$ 110,000	\$ 110,000						HIGH
Public Works	Stainless Steel Sander Body	\$ 25,000	\$ 25,000						HIGH
Public Works	Skid Steer/BobCAT	\$ 55,000	\$ 55,000						HIGH
Public Works	Cold Storage Building	\$ 400,000	\$ 400,000						HIGH
<b>Police</b>									
Police	Basement Mold Remediation	\$ 25,000	\$ 25,000						
Police	Communication Tower	\$ 50,000	\$ 250,000						
<b>Sewer (Enterprise)</b>									
Sewer (Enterprise)	Wastewater Treatment Plant Upgrade	\$15 to 18 million	\$15 to 18 million						HIGH
Sewer (Enterprise)	Pump Station Rehab	\$ 400,000	\$ 400,000						HIGH
Sewer (Enterprise)	Sludge Landfill Expansion	\$ 4,000,000				\$ 4,000,000			HIGH
Sewer (Enterprise)	Vactor Truck	\$ 325,000	\$ 325,000.00						HIGH
<b>Water (Enterprise)</b>									
Water (Enterprise)	Water Main Replacement	\$3 to 5 million	\$3 to 5 million						
<b>School Dept</b>									
GMS	Resurface pitched roof	\$ 150,000	\$ 150,000						6
GHS	Replace as need first floor floor tiles, auditorium and gym wing replace stair treads	\$ 75,000	\$ 75,000						2
GHS	Parking Lot Resurfacing: The parking lot needs significant repairs. Includes regrinding surface and re-stripping	\$ 120,000	\$ 120,000						7
HMS	Replace boys bathroom partitions	\$ 30,000	\$ 30,000						5
WSS	Upgrade the fire alarm system	\$ 120,000	\$ 120,000						4
HMS	Repointing exterior walls	\$ 120,000	\$ 120,000						1
HMS	Roof Repair	\$ 30,000	\$ 30,000						3
ESS	Replace auditorium seating, refinish floor, paint ceiling	\$ 100,000	\$ 100,000.00						
ESS	Upgrade air exchange/handler systems	\$ 822,000	\$ 822,000.00						
GHS	Security cameras for exterior of building	\$ 50,000	\$ 50,000.00						
DIST	Fiber Optic Cable Connection (All Schools)			\$ 90,000					
DIST	VOIP (Voice Over IP) Phone System	\$ 125,000							
GMS	Security cameras for interior and exterior of building	\$ 100,000	\$ 100,000.00						
GHS	Upgrade all kitchen equipment and cooler/freezer units (convert to gas)	\$ 350,000		\$ 350,000					
GHS	Upgrade the electrical panels	\$ 150,000		\$ 150,000					
ESS	Replace bathroom partitions(Boys Only)	\$ 30,000		\$ 30,000					
WSS	Replace the PA systems for gym and cafeteria	\$ 30,000		\$ 30,000					
GHS	Convert pneumatic system to DDC building-wide	\$ 250,000			\$ 250,000				
GHS	Watkins Field Renovation (concession stand, bleachers, press box, lighting, outside plumbing (bathrooms) and possibly turf)	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
ESS	Regrade/Repave parking lot and rear of building	\$ 25,000			\$ 25,000				
GHS	Finish Upgrade Science labs on 1st and 2nd floors (4)	\$ 477,000			\$ 477,000				
GHS	Upgrade air handlers in auditorium, library, gyms and cafeteria	\$ 75,000			\$ 75,000				



HMS	Replace/Repair the floor tiles in the nurse's rest room, staff restroom, basement & back door landing area.	\$ 42,000			\$ 42,000			
GHS	Outside Bathrooms/Storage Addition	\$ 420,000				\$ 420,000		
ESS	Install central electric service panels for each floor.	\$ 144,000				\$ 144,000		
WSS	Upgrade all bathrooms	\$ 450,000				\$ 450,000		
WSS	Replace the univents	\$ 576,000				\$ 576,000		
GHS	Computer Labs (2 application labs)	\$ 112,200					\$ 112,200	
PSS	Replace the plumbing system	\$ 90,000					\$ 90,000	
GHS	Parking Lot Resurfacing: The parking lot needs significant repairs. Includes regrinding surface and re-striping	\$ 120,000			\$ 120,000			
ESS	Replace all bubblers	\$ 30,000			\$ 30,000			
HMS	Replace boys bathroom partitions	\$ 30,000			\$ 30,000			
HMS	Replace/Repair the floor tiles in the nurse's rest room, staff restroom, basement & back door landing area.	\$ 42,000			\$ 42,000			
HMS	Repointing exterior walls	\$ 120,000			\$ 120,000			
WSS	Upgrade classroom and hall lighting	\$ 180,000			\$ 180,000			
GHS	Repair/Renovate all Bathrooms(2nd Floor)	\$ 72,000			\$ 72,000			
WSS	Replace gym roof	\$ 132,000			\$ 132,000			
District	Replacement Servers	\$ 25,000				\$ 25,000		
GHS	GHS Library (2 Labs)	\$ 112,200				\$ 112,200		
HMS	Computer Lab	\$ 56,100				\$ 56,100		
WSS	Computer & Lib)	\$ 84,150				\$ 84,150		
GHS	Outside Bathrooms/Storage Addition	\$ 420,000				\$ 420,000		
GHS	Repair/Renovate all Bathrooms(3rd Floor)	\$ 72,000				\$ 72,000		
ESS	Install central electric service panels for each floor.	\$ 144,000				\$ 144,000		
ESS	Replace auditorium seating, refinish floor, install carpeting, paint ceiling	\$ 100,000				\$ 100,000		
ESS	Replace/Repair exhaust fans in auditorium	\$ 50,000				\$ 50,000		
WSS	Replace plumbing & sanitary system	\$ 900,000				\$ 900,000		
WSS	Replace the univents	\$ 576,000				\$ 576,000		
GHS	Teacher Computer Refresh	\$ 97,500					\$ 97,500	
GHS	Computer Lab 301	\$ 56,100					\$ 56,100	
GHS	Computer Labs (2 application labs)	\$ 112,200					\$ 112,200	
PSS	Replace the plumbing system	\$ 90,000					\$ 90,000	
District	12-15 pax van - Athletic Dept. (Transport Small Teams)	\$ 33,000					\$ 33,000	

## Completed Projects

		Total Cost	FY12	FY13	FY14			
Airport	Upgrade Municipal Hanger	\$ 75,000.00	\$ 75,000.00					
City Hall	Heating System	\$ 400,000	\$ 400,000					
Community Dev & Planning	Mill Street Corridor	\$ 3,600,000	\$ 1,600,000	\$ 1,500,000	\$ 500,000			
Council on Aging	New Heating System(Not Boiler) Whole Building/Baseboardold/inadequate, need more zones	\$ 85,000	\$ 85,000					
Engineering	Wayside Dam Preliminary Design	\$ 25,000	\$ 25,000					
Fire	Engine 3	\$ 400,000.00	\$ 400,000					
Highway Department	Diesel Pump and Line Installation	\$ 25,000	\$ 25,000					
Police	Police Station	\$ 13,000,000	\$ 13,000,000					

GHS	Upgrade Science labs	\$ 700,000	\$ 700,000					
GMS	Boiler Replacement	\$ 400,000	\$ 400,000					
HMS	Roof Repair	\$ 30,000		\$ 30,000				
MSBAGHS	Replacement Windows/Doors	\$ 1,500,000	\$ 1,500,000					
Sewer Department (Enterprise)	New 10 Wheel Dump Truck w/Plow	\$ 230,000			\$ 230,000			
Solid Waste (Enterprise)	Equipment Barn Roof/Siding Repair	\$ 53,000	\$ 53,000					
Solid Waste (Enterprise)	Toter Purchase	\$ 500,000	\$ 500,000					
Municipal Golf Course	Replace Electric Service to Pump House	\$ 50,000		\$ 50,000				

## ***EVALUATION OF CAPITAL IMPROVEMENT PROJECT REQUESTS***

1. **RISK TO PUBLIC SAFETY OR HEALTH.** An investment which protects against a clear and immediate risk to public safety or public health. Requests from departments which deal principally with public safety, such as the Fire and Police Departments, do not automatically meet this criterion.
2. **DETERIORATED FACILITY.** An investment that deals with a deteriorated facility or piece of equipment.
3. **SYSTEMATIC REPLACEMENT.** An investment that replaces or upgrades a facility or equipment as part of a systematic replacement program. This investment assumes the equipment will be replaced at approximately the same level of service. Some increase in size to allow for normal or increased demand is anticipated.
4. **IMPROVEMENT OF OPERATING EFFICIENCY.** An investment that substantially and significantly improves the operating efficiency of a department and/or an expenditure that has a very favorable return on investment with a promise of reducing existing, or projected, future increases in operating expenses. Introduction of a new or improved technology is one example of this criterion.
5. **COORDINATION.** An expenditure that is necessary to insure coordination with another CIP project or a project that meets established goals or objectives contained in an approved plan such as the Community Development Plan or a project that meets the goals and objectives established by the Mayor and City Council or a project that is necessary to comply with requirements imposed by others.
6. **INCREASE THE TAX BASE AND ENCOURAGE JOB CREATION.** An investment that encourages private economic investment and increased economic activities.
7. **EQUITABLE PROVISION OF SERVICES, FACILITIES.** An investment that serves the “special needs” of a segment of the City’s population identified as deserving special attention, such as handicapped, the elderly or low and moderate income persons.
8. **PROTECTION AND CONSERVATION OF RESOURCES.** An investment that protects natural resources that are at risk of being reduced in amount or quality or that protects the investment in existing infrastructure against excessive demand or overload.
9. **NEW OR SUBSTANTIALLY EXPANDED FACILITY.** Construction or acquisition of a new facility or new equipment, or major expansion thereof, that provides a service or level of service not now available