

**PROPOSED CAPITAL IMPROVEMENT PLAN**  
**FOR THE TEN YEAR PERIOD FISCAL YEAR 2008 TO 2017**

July 2007

*Prepared by the Community Development Department  
In Consultation With the  
City of Gloucester Capital Improvements Advisory Board*

CAPITAL IMPROVEMENT PLAN 2007  
FOR FISCAL YEARS 2008-2017

1. **Introduction**

This Capital Improvements Plan (CIP) is submitted along with a cover letter containing commentary from the Capital Improvements Advisory Board (hereinafter “CIAB” or “Board”) pertaining to the planning process, as well as to specific submissions. This has become a regular necessary component, or addendum to the CIP (**Appendix 1**). Difficulties were encountered in scheduling department meetings, and, in several cases, incomplete information was submitted. This has led to the proposal of a rigid schedule for review in preparation of the CIP for FY2009. There continues to be inadequate information submitted and a lack of connection between departments and citywide facilities planning. This issue may be in part addressed by the contracted and ongoing facilities master plan, and the recent formation of a Five-Year Facilities Planning Committee charged with evaluating and preparing recommendations on municipal and school department needs.

The Gloucester City Charter, Article 5, Section 5-1 (**Appendix 2**), requires that a CIP be prepared by the Community Development Department for the Mayor’s review and approval, with the advice of the CIAB. The program is required to include a schedule for “land acquisition, utility expansion or replacement and major building projects for the next five (5) years”. City Ordinance Section 2-586 (**Appendix 3**), requires the Mayor to submit to the City Council a long-range plan of capital improvements which shall take into account the recommendations made by the CIAB. This study represents the conclusions of the CIAB which are herein forwarded to the Mayor. It is clear that there is the need to increase the awareness of this process, the importance of such a plan, and increase participation in plan development. Participation needs to be enhanced both by department heads and through the appointment new Board members as prescribed in the City Charter.

The City of Gloucester CIP is a plan, program, budget and schedule which should forecast a series of municipal expenditures for capital improvements as prepared by the Community Development Department with oversight from the CIAB. A CIP is not binding upon municipal appropriations and expenditures. The CIP is an advisory document; however, a carefully prepared plan provides information for planning and delivering services, budgeting, and informing citizens and developers of the need for expenditures to manage growth and, in its current form, identifies areas of much needed research. Department submissions should not be treated as placeholders, but as viable projects that may be requested in the short and long term. A CIP can also help inform policies that attempt to attain efficient and effective investment, such as avoiding sudden or large expenditures or investment in either services or infrastructure soon to be obsolete. The CIAB continues to suggest a broadening of its involvement in the review of submitted capital requests. There is continued concern surrounding capital requests being made that were not included in discussions with specific departments, and/or requests submitted that were not given priority by the CIAB.

Again the CIAB believes that a greater emphasis should be placed upon how a project has been ranked by the Board. As requests are presented to the City they should be cross-referenced with

the CIP. If new information is available it should be submitted to the CIAB for review. Due to the current fiscal climate, the Board has only recommended projects as “urgent” or “necessary” if it believes that, as presented, failure to fund such requests would result in a threat to public health and safety or that further delay would result in the need for an even greater capital expense. For any project not in one of these categories, consultation with the CIAB should be sought in order to resolve new or different information that would elevate the requested project, or to defer the request.

## 2. Process

The CIAB met five (5) times over the months of February 2007 through May of 2007. A copy of the minutes of each meeting is attached as **Appendix 4**. Once more the departmental review process was prolonged due to several meeting time conflicts. As well, during the review period several departments had shifting priorities, and the information in this report may not reflect their current priorities. Due to the fact that few projects were funded over the course of the last fiscal year, much of the information was similar to that of years past but with some shifts within department priorities. As well, the bulk of capital request continue to be made by the DPW and the School and Fire Departments.

A copy of all information submitted by each department is available in the Community Development Department Office for review. Consistent with past practice each department is treated as a separate entity. The CIAB has reviewed all submissions and has categorized them by priority. The CIAB has held, due to little change in economic environment, that only projects which relate to ensuring public safety, or will lead even greater capital expense if deferred, have been ranked as “urgent” or “necessary.” Among other factors the Board also considered whether or not outside funding sources have been identified.

The CIAB has identified the need for additional membership and requests the Mayor to consider and appoint members accordingly. Most recently, Jim Guidotti, long standing chairman has resigned and is recognized for his expertise and commitment to the City. At no fault of the CIAB this submission is once more delayed from the date prescribed in the City Charter. Once again changes in staffing levels, and beginning the review process late in the planning period are the primary reasons for the delay, this has been an unfortunate reoccurrence.

## 3. Review Background

Updated information was submitted to the Community Development Department and forwarded to the CIAB. Meetings were held in order to provide an opportunity for departments to convey their needs and for the CIAB to ask questions or clarify information relating to capital requests.

A complete copy of all of the written materials that were submitted to the Board is on file with the Community Development Department. These department level submissions were entered into an overall schedule of capital improvements in the order that projects were presented to the Board.

Working sessions were informal and the CIAB received a great deal of information from the departments. This report is a synopsis of the consensus reached by the Board with respect to the proposals that were presented to it.

The Board utilized a system for ranking each capital investment proposal submitted. A hierarchical ranking system aids assignment of the relative priority for projects. Last year the Board added a new category, **R** for rejected, for projects, in the opinion of the Board, which would never be elevated to the designations of either "urgent, necessary, or even desirable." Other projects were rejected if the basic information submitted to the Board was not sufficient to formulate an opinion. This year the Board introduced the concept of ranking projects in multiple categories. This was done in several cases to distinguish projects of importance that would require further research if intended to be funded in this fiscal year. The general ranking categories proposed in descending order of priority are:

**Urgent 'U'** -- Should not be delayed beyond the specified date.

**Necessary 'N'** -- Needed to maintain basic level and quality of community services and for public health and safety.

**Desirable 'D'** -- Needed to improve the quality or level of service.

**Needs Research 'NR'** -- Needs more analysis or supporting information. Deemed deferrable pending the results of more research, planning or coordination.

**Rejected 'R'** -- Excluded from consideration and/or not a capital improvement.

**Inconsistent 'I'** -- Conflicts with an alternative project or solution recommended by the CIP or is contrary to community development/ land use planning goals.

The CIAB evaluated the need for specific capital investments based on the merit of an individual project and also based upon the relative need for specific project compared to all other request submitted.

In cases where outside revenue sources have been identified that have a strong probability of being secured by the city; a corresponding credit is shown in the CIP schedule. Consistent with past CIP a ten year planning period with emphasis on the first five is presented.

#### 4. Priority Projects

A total of nearly \$265 million dollars in capital requests were submitted for review by the CIAB. Over 80% of the requests were made by the Department of Public Works in the form of water and sewer system improvements, maintenance of public properties, and equipment needs. These requests constitute a substantial increase in both the number of requests and total capital expenditure necessary to fund projects; however, this was anticipated due to the near completion of several assessment studies. DPW requests as a percentage of the total request represented a reduction from last year due to the significant increase in requests by the School Department.

**Table 1** displays a listing of all projects submitted and their designation by the Board. In the ranking of projects, many recommendations were made to conduct further research or gather more information prior to submitting requests for funding. As well, as noted in the cover memorandum by the Board, several projects need to be considered in the context of the potential for consolidation or shared responsibilities across departments. The Board, being very aware of the current General Fund Budget and economic conditions, focused on projects which relate to public safety and maintaining basic services. Therefore, many projects with both merit and identified need were ranked as desirable at this time. The Board also provided commentary on a few projects which were cautiously given the designation of “necessary” for a variety of reasons.

**Table 2** Contains the list of projects identified as “urgent” and “necessary”. Those ranked as necessary are in no particular order. The School Department had not completed a comprehensive study at the time of preparation of this report; at the time of the review of submissions, funding sources were not identified. The Board is optimistic that there will be robust discussion next fiscal year with the review of the recommendations of the Five-Year Facilities Planning Committee. The “urgent” and “necessary” projects identified in the planning period have a total base cost of approximately \$86 million dollars.

**Table 3** contains a subset of the priority projects which have been submitted by departments with the anticipation of being requested to be funded in FY2008. The total funding required for these projects is approximately \$70 million dollars.

As noted in the previous section Review Background, the CIAB introduced a new category last year, “rejected”. This designation was given to projects which

- have already been funded,
- were not considered capital,
- no dollar amount was provided,
- and/or projects which the Board could not foresee being elevated as urgent, necessary or desirable.

**Table 4** contains the rejected submissions.

Aside from making recommendations for the outset of the fiscal year, the Board feels it should be forwarded requests as they are made. This will ensure that the projects are consistently represented as they were when presented for recommendation. If a project was not ranked as a priority, but new information is available, the project may be reconsidered and the CIAB should be consulted ideally prior to a request for funding is submitted.

Finally, as outlined in the cover memorandum from the CIAB, the Board will meet regularly on the second Thursday of each month beginning in September of 2007, submit a draft of the FY09 CIP to the Mayor in March of 2008, and culminate next fiscal years CIP planning process with presentation to the Planning Board and the City Council in compliance with the dates set forth in the City Charter. The Board welcomes requests for clarification on any material presented in the CIP either formally or in a workshop setting.

Table 1: Universe of Submissions

FY2008 CIAB Rank	Mandate? (Y=Yes & Blank =No)	Department (& Division if Applicable)	Dept. Priority	Proposed Project Description	Dept's Proposed Municipal Funding Source	Total Proposed Expenditure (By Project)	Identified Potential Outside Revenue Sources (Show as Credits)	Department Sub-Total (Minus outside revenue sources FOR FY2008)	Starting Year
NR		Community Development	1	Downtown Parking Facility	GFB/GA	2,000,000	(1,500,000)	500,000	FY2008
N		Community Development	2	Railroad Ave. Neighborhood Imp.(Sidewalks & Drains)	GA	90,000	(90,000)	0	FY2008
N		Community Development	3	Wetland Restoration Projects	GA	1,250,000	(1,250,000)	0	FY2008
N		Community Development	4	Green Technology Seed Funds & Climate Protection Plan	GA	225,000	(225,000)	0	FY2008
				Total				500,000	
NR		LIBRARY	1	Library COMPLETE RENOVATION	GFB	?	?	?	FY2008
N		PUBLIC HEALTH	1	COMMUNITY HEALTH CENTER DESIGN & CONSTRUCT	CDBG	250,000	(250,000)	0	FY2008
D		FIRE	1A	AERIAL LADDER TRUCK REPLACEMENT	GFB	1,700,000		800,000	FY2008
N		FIRE	1B	AERIAL LADDER TRUCK REFURBISHMENT	GFB	150,000		150,000	FY2008
N		FIRE/AMBULANCE	2	RESCUE 1 (AMBULANCE) REPLACEMENT	GFB	775,000		250,000	FY2008
NR		FIRE	3	CAR 2 REPLACEMENT (COMMAND VEHICLE)	GFB	85,000		40,000	FY2008
N		FIRE	4	MUNICIPAL FIRE ALARM REPLACEMENT	GFB	150,000		150,000	FY2008
D		FIRE/AMBULANCE	5	EMS COORDINATOR'S VEHICLE (CLASS V AMBULANCE)	GFB	110,000		50,000	FY2008
D		FIRE	6	ENGINE 2 REPLACEMENT	GFB	300,000		300,000	FY2008
NR		FIRE	7	FOREST FIRE TANKER REPLACEMENT	GFB	200,000		200,000	FY2008
NR		FIRE	8	FIRE STATIONS' REPAIR, RENOVATIONS, IMPROVEMENTS	GFB	500,000		500,000	FY2008
D-NR		FIRE	9	FIRE HEADQUARTERS REPLACEMENT	GFB/DEO	12,000,000		12,000,000	FY2009
N-NR		FIRE	10	WEST GLOUCESTER STATION EXPANSION	GFB	1,000,000		1,000,000	FY2009
R		FIRE	11	PUBLIC SAFETY VESSEL	GRB/GA	500,000		500,000	FY2009
R		FIRE	12	EMERGENCY COMMUNICATIONS SYSTEM	GFB	100,000		100,000	FY2008
R		FIRE	13	VEHICLE REPAIR/REPLACEMENT RESERVE FUND	GFB	2,000,000		200,000	FY2008
D		FIRE	14	ENGINE 1 & 5 REPLACEMENT	GFB	700,000		700,000	FY2010
NR		FIRE	15	FORESTRY (PICKUP) TRUCK REPLACEMENTS (3)	GFB	135,000		40,000	FY2008
				Total				16,980,000	
D		Harbormaster	1	Dredging Annisquam River and Public Landings	GA	3,500,000	?	0	FY2009
U		Harbormaster	2	Dredging Annisquam River Mouth	GA	575,000	(575,000)	0	FY2008
D		Harbormaster	3	Public Landing Solomon Jacobs Pier	EHF/GA	700,000	(560,000)	0	FY2008
D		Harbormaster	4	Lighting at Dun Fudgin	GA	95,000	(95,000)	0	FY2008
NR		Harbormaster	5	Harbormaster Office	EHF	200,000		200,000	FY2016
				Total		1,570,000	(1,230,000)	200,000	
N		POLICE	1	EMERGENCY GENERATOR	GFB	38,800		38,800	FY2008
R		POLICE	2	FIREARMS RANGE RENOVATIONS	GFB	250,800		250,800	FY2009
				Total				289,600	

	SCHOOL DEPT.		SCHOOL DEPT.	1	Transportation Building	?	300,000	0	FY2008
N	SCHOOL DEPT.		SCHOOL DEPT.	2	Heat system replace West Parish	?	750,000		FY2008
N	SCHOOL DEPT.	Y	SCHOOL DEPT.	3	Replace Floors Multiple Schools	?	4,629,000		FY2008
U	SCHOOL DEPT.		SCHOOL DEPT.	4	Roof Repair K thru 8	?	1,349,000		FY2008
N	SCHOOL DEPT.	Y	SCHOOL DEPT.	5	Window Replacement O'Maley, Fuller, Beeman, PC, GHS	?	4,225,000		FY2008
N	SCHOOL DEPT.	Y	SCHOOL DEPT.	6	ADA Access Compliance	?	637,825		FY2008
NR	SCHOOL DEPT.	Y	SCHOOL DEPT.	7	Elevator Repairs O'Maley	?	225,000		FY2008
N-NR	SCHOOL DEPT.		SCHOOL DEPT.	8	Clocks Bell Intercom W Par, Plum, O'Maley	?	184,000		FY2008
D	SCHOOL DEPT.		SCHOOL DEPT.	9	Repaving Multiple Schools	?	575,000		FY2008
N	SCHOOL DEPT.	Y	SCHOOL DEPT.	10	Field House Floor Replacement HS	?	700,000	(300,000)	FY2008
NR	SCHOOL DEPT.	Y	SCHOOL DEPT.	11	General Plumbing all schools	?	3,440,636		FY2008
D	SCHOOL DEPT.		SCHOOL DEPT.	12	General Plumbing O'Maley Rink	?	800,000		FY2008
NR	SCHOOL DEPT.	Y	SCHOOL DEPT.	13	Exterior Safety Lighting K thru 8	?	2,242,864		FY2008
NR	SCHOOL DEPT.		SCHOOL DEPT.	14	Fire Lane O'Maley	?	75,000		FY2008
R	SCHOOL DEPT.		SCHOOL DEPT.	15	Traffic Flow Management - All Schools	?	?		FY2008
NR	SCHOOL DEPT.	Y	SCHOOL DEPT.	16	Fire Alarm Repair GHS, O'Maley, Fuller	?	415,000		FY2008
NR	SCHOOL DEPT.	Y	SCHOOL DEPT.	17	Exterior Doors O'Maley, Beeman	?	850,000		FY2008
NR	SCHOOL DEPT.	Y	SCHOOL DEPT.	18	Fire Doors GHS, Fuller	?	745,000		FY2008
NR	SCHOOL DEPT.		SCHOOL DEPT.	19	Fuller Auditorium Lighting, Sound, Curtains	?	310,000		FY2008
NR	SCHOOL DEPT.		SCHOOL DEPT.	20	Transformer Replacement East Gloucester	?	129,000		FY2008
NR	SCHOOL DEPT.		SCHOOL DEPT.	21	Thermostat Replacement All Schools	?	5,360,900		FY2008
NR	SCHOOL DEPT.		SCHOOL DEPT.	22	Electrical System Updates All Schools	?	5,250,000		FY2008
NR	SCHOOL DEPT.		SCHOOL DEPT.	23	Fuller Phone System	?	30,000		FY2008
R	SCHOOL DEPT.		SCHOOL DEPT.	24	GHS Land Grading - Flood Prevention	?	?		FY2008
R	SCHOOL DEPT.		SCHOOL DEPT.	25	Sink/Counter Replacement - Beeman	?	?		FY2008
R	SCHOOL DEPT.		SCHOOL DEPT.	26	Building Exterior Maintenance GHS, Beeman, Plum Cove	?	?		FY2008
					Total				
									32,623,225
NR	DPW - Cent Services			1	2 Street Sweepers	GFB/ESB	350,000	(105,000)	FY2008
N	DPW - Public Prop/Facility			1	Upgrade Existing Fire Alarm System at City Hall	GFB	90,000		FY2008
NR	DPW - Public Prop/Facility			2	City Hall Archives Vault Project	GFB/S.R.	500,000	(200,000)	FY2008
N	DPW - Public Prop/Facility			3	City Hall Boiler Replacement & Misc. Heating Improvements	GFB	250,000		FY2008
NR	DPW - Public Prop/Facility			4	Newell Stadium Reconstruction Project	GFB	3,100,000		FY2008
NR	DPW - Public Prop/Facility			5	Upgrade Electrical System @ All 8 Muni Buildings	GFB	200,000		FY2008
NR	DPW - Public Prop/Facility			6	DPW Site Improvements	GFB	200,000		FY2008
N	DPW - Public Prop/Facility			7	Rehabilitate Windows City Hall	GFB/MHG	350,000	(80,000)	FY2009
I	DPW - Public Prop/Facility			8	Upgrade Alarm System @ All 8 Muni Buildings	GFB	50,000		FY2009
N	DPW - Public Prop/Facility			9	Handicap Bathroom Police Station (Aids Public Access)	GFB	40,000		FY2010
NR	DPW - Public Prop/Facility			10	Courthouse Security & Miscellaneous Building Improvements	GFB	150,000		FY2010
NR	DPW - Public Prop/Facility			11	DPW Soil Stock Pile Removal	GFB	500,000		FY2008
D-NR	DPW - Public Prop/Facility	#3		12	City Administration Building Construction	GFB	2,500,000		FY2010
N	DPW - Public Prop/Rec			1	Beach Rake & Tractor	GFB	75,000		FY2008
D	DPW - Public Prop/Rec			2	Magnolia Woods Parking Lot Expansion	GFB	125,000		FY2008
NR	DPW - Public Prop/Rec			3	Magnolia Woods Restroom Facility	GFB	250,000		FY2008
D	DPW - Public Prop/Rec			4	Field Rehab @ West Parish, Beeman and Plum Cove Schools	GFB	130,000		FY2009
D	DPW - Public Prop/Rec			5	Complete Fences @ Nate Ross Field	GFB	25,000		FY2009

D-NR	DPW - Public Prop/Rec	6	Replace Tennis and Basketball Courts @ Swinson Field	GFB	100,000	100,000	FY2010
N	DPW - Roads (Highway)	1	Pavement Management- Grind & Overlay Public Roads	PG/C/h90	300,000	300,000	FY2008
D-NR-I	DPW - Roads (Highway)	2	Washington Street Corridor Surface (Streetscape) Improvements	GFB	5,000,000	5,000,000	FY2008
R	DPW - Roads (Highway)	3	City Wide Bridge Evaluation Program	GFB	?	0	FY2008
R	DPW - Roads (Highway)	4	City Wide Bridge Repair Implementation Program	GFB	?	0	FY2009
N	DPW - Roads (Highway)	5	50/50 Paving Program Funding	GFB	100,000	100,000	FY2008
N-NR	DPW/ENGINEER - SEWER	1	WWTP Improvements CPE	ESH	14,000,000	14,000,000	FY2008
NR	DPW/ENGINEER - SEWER	2	Sewer Asset Management Repairs and Replacement	ESB	16,420,000	16,420,000	FY2008
N	DPW/ENGINEER - SEWER	3	Step Panel Control Component Installation	ESH	1,600,000	1,600,000	FY2008
N	DPW/ENGINEER - SEWER	4	CSO Phase II (CSO-002 Upper and Lower Separation)	ESB	6,575,580	6,575,580	FY2008
N-NR	DPW/ENGINEER - SEWER	5	Waste Water Pump Station Improvements - 3 Largest	ESB	15,000,000	15,000,000	FY2008
R	DPW/ENGINEER - SEWER	6	Step Valve GPS, Exercise & Replacement	ESB	1,500,000	1,500,000	FY2008
D	DPW/ENGINEER - SEWER	7	Sewer Extension Infill (Neighborhood Gaps)	ESB	250,000	250,000	FY2008
NR	DPW/ENGINEER - SEWER	8	Sewer Asset Management Gap Closure	ESB	540,000	540,000	FY2008
NR	DPW/ENGINEER - SEWER	9	Capacity Management Operations Mgmt (CMOM)	ESB	100,000	100,000	FY2008
N	DPW/ENGINEER - SEWER	10	West Glou. City Sewer District (aka Daylor Area)	GFB	19,700,000	19,700,000	FY2008
N	DPW/ENGINEER - SEWER	11	CSO Phase III (CSO-005 & 006 Separation and Regulator)	ESB	11,421,204	11,421,204	FY2009
R	DPW/ENGINEER - SEWER	12	Step Valve GPS Location, Exercise & Replacement	ESB	6,655,809	6,655,809	FY2009
			Total			93,762,593	
U-NR	DPW/ENGINEER - WATER	1	Interim Treatment Plant Improvements	EWB	3,000,000	3,000,000	FY2008
NR	DPW/ENGINEER - WATER	2	Lanesville Tank - Mixing system/clean/paint	EWB	300,000	300,000	FY2008
NR	DPW/ENGINEER - WATER	3	Babson Dam Improvements	EWB	1,000,000	1,000,000	FY2008
N	DPW/ENGINEER - WATER	4	Babson Water Treatment Lagoon Closure	EWB	375,000	375,000	FY2008
NR	DPW/ENGINEER - WATER	5	Distribution Sys. Master Plan & Unidirectional Flushing Prog.	EWB	150,000	150,000	FY2008
NR	DPW/ENGINEER - WATER	6	Water Asset Management Gap Closure	EWB	540,000	540,000	FY2008
NR	DPW/ENGINEER - WATER	7	Water Asset Management Repair & Replacement	EWB	33,300,000	33,300,000	FY2008
NR	DPW/ENGINEER - WATER	8	Annual Water Pipeline Renewal Program	EWB	16,500,000	16,500,000	FY2008
NR	DPW/ENGINEER - WATER	9	Lanesville Tank - Mixing system/clean/paint	EWB	300,000	300,000	FY2008
NR	DPW/ENGINEER - WATER	10	Dykes Dam Rehabilitation	EWB	150,000	150,000	FY2008
NR	DPW/ENGINEER - WATER	11	Reservoir Gatehouse Rehabilitation (5)	EWB	1,500,000	1,500,000	FY2009
NR	DPW/ENGINEER - WATER	12	Clean & Line 20" Main Water Lines	EWB	2,500,000	2,500,000	FY2009
NR	DPW/ENGINEER - WATER	13	West Glou. Water Line Improvements (Daylor Area)	EWB	2,000,000	2,000,000	FY2009
NR	DPW/ENGINEER - WATER	14	Water Treatment Plant Rehabilitation Program	EWB	40,000,000	40,000,000	FY2011
NR	DPW/ENGINEER - WATER	15	Transfer Pump Stations Rehabilitation (3)	EWB	4,200,000	4,200,000	FY2011
			Total			105,815,000	
NR	DPW - DRAINAGE	1	Cherry St/DPW/Mill Pond	GFB	450,000	450,000	FY2008
NR	DPW - DRAINAGE	2	Lansford St./Folly Pt. Road	GFB	10,000	10,000	FY2008
NR	DPW - DRAINAGE	3	Hesperus Ave.	GFB	10,000	10,000	FY2008
NR	DPW - DRAINAGE	4	Concord St. at Old Tompson Road	GFB	5,000	5,000	FY2008
NR	DPW - DRAINAGE	5	Willow Rest @ Goose Cove Lane	GFB	100,000	100,000	FY2008
NR	DPW - DRAINAGE	6	51 Atlantic St.	GFB	10,000	10,000	FY2008
NR	DPW - DRAINAGE	7	Atlantic St. & Atlantic Ave.	GFB	15,000	15,000	FY2008
NR	DPW - DRAINAGE	8	Cedarwood & Fenley	GFB	10,000	10,000	FY2008
R	DPW - DRAINAGE	9	Maplewood Ave.	GFB	?	?	FY2008
NR	DPW - DRAINAGE	10	Goodwin	GFB	20,000	20,000	FY2008

NR	DPW -DRAINAGE	11	Duley St.	GFB	150,000	150,000	FY2008
NR	DPW -DRAINAGE	12	#2 Harriet Road	GFB	15,000	15,000	FY2008
NR	DPW -DRAINAGE	13	Atlantic Road	GFB	25,000	25,000	FY2008
NR	DPW -DRAINAGE	14	Colburn St.	GFB	10,000	10,000	FY2008
R	DPW -DRAINAGE	15	State Owned Catch Basin	GFB	?	?	FY2008
R	DPW -DRAINAGE	16	Road Collapse	GFB	?	?	FY2008
NR	DPW -DRAINAGE	17	Woodward Ave.	GFB	30,000	30,000	FY2008
NR	DPW -DRAINAGE	18	Waterside Lane	GFB	15,000	15,000	FY2008
NR	DPW -DRAINAGE	19	Hesperus Ave.	GFB	50,000	50,000	FY2008
NR	DPW -DRAINAGE	20	Hesperus Ave.	GFB	5,000	5,000	FY2008
NR	DPW -DRAINAGE	21	51 Atlantic Ave.	GFB	5,000	5,000	FY2008
NR	DPW -DRAINAGE	22	Concord St.	GFB	5,000	5,000	FY2008
NR	DPW -DRAINAGE	23	Summer St. near Walker St.	GFB	5,000	5,000	FY2008
NR	DPW -DRAINAGE	24	Linden & Corliss	GFB	15,000	15,000	FY2008
			Total			960,000	

TOTAL 264,930,418

Table 2: Projects Ranked Urgent or Necessary

FY2008 CIAB Rank	Mandate? (Y=Yes & Blank =No)	Department (& Division if Applicable)	Dept. Priority	Proposed Project Description	Dept's Proposed Municipal Funding Source	Total Proposed Expenditure (By Project)	Identified Potential Outside Revenue Sources (Show as Credits)	Department Sub- Total (Minus outside revenue sources FOR FY2008)	Starting Year
N		DPW/ENGINEER - SEWER	3	Step Panel Control Component Installation	ESB	1,600,000		1,600,000	FY2008
N-NR	Y	DPW/ENGINEER - SEWER	1	WWTP Improvements CPE	ESB	14,000,000		14,000,000	FY2008
U		Harbormaster	2	Dredging Annisquam River Mouth	GA	575,000	(575,000)	0	FY2008
U		SCHOOL DEPT.	4	Roof Repair K thru 8	?	1,349,000		1,349,000	FY2008
U-NR		DPW/ENGINEER - WATER	1	Interim Treatment Plant Improvements	EWB	3,000,000		3,000,000	FY2008
N		Community Development	2	Railroad Ave. Neighborhood Imp.(Sidewalks & Drains)	GA	90,000	(90,000)	0	FY2008
N		Community Development	3	Wetland Restoration Projects	GA	1,250,000	(1,250,000)	0	FY2008
N		Community Development	4	Green Technology Seed Funds & Climate Protection Plan	GA	225,000	(225,000)	0	FY2008
N		PUBLIC HEALTH	1	COMMUNITY HEALTH CENTER DESIGN & CONSTRUCT	CDBG	250,000	(250,000)	0	FY2008
N		FIRE	1B	AERIAL LADDER TRUCK REFURBISHMENT	GFB	150,000		150,000	FY2008
N		FIRE/AMBULANCE	2	RESCUE 1 (AMBULANCE) REPLACEMENT	GFB	775,000		250,000	FY2008
N		FIRE	4	MUNICIPAL FIRE ALARM REPLACEMENT	GFB	150,000		150,000	FY2008
N		POLICE	1	EMERGENCY GENERATOR	GFB	38,800		38,800	FY2008
N		SCHOOL DEPT.	2	Heat system replace West Parish	?	750,000		750,000	FY2008
N	Y	SCHOOL DEPT.	3	Replace Floors Multiple Schools	?	4,629,000		4,629,000	FY2008
N	Y	SCHOOL DEPT.	5	Window Replacement O'Maley, Fuller, Beeman, PC, GHS	?	4,225,000		4,225,000	FY2008
N	Y	SCHOOL DEPT.	6	ADA Access Compliance	?	637,825		637,825	FY2008
N	Y	SCHOOL DEPT.	10	Field House Floor Replacement HS	?	700,000	(300,000)	400,000	FY2008
N		DPW - Public Prop/Facility	1	Upgrade Existing Fire Alarm System at City Hall	GFB	90,000		90,000	FY2008
N		DPW - Public Prop/Facility	3	City Hall Boiler Replacement & Misc. Heating Improvements	GFB	250,000		250,000	FY2008
N		DPW - Public Prop/Rec	1	Beach Rake & Tractor	GFB	75,000		75,000	FY2008
N		DPW - Roads (Highway)	5	50/50 Paving Program Funding	GFB	100,000		100,000	FY2008
N	Y	DPW/ENGINEER - SEWER	4	CSO Phase II (CSO-002 Upper and Lower Separation)	ESB	6,575,580		6,575,580	FY2008
N		DPW/ENGINEER - SEWER	10	West Glou. City Sewer District (aka Daylor Area)	GFB	19,700,000		19,700,000	FY2008
N		DPW/ENGINEER - WATER	4	Babson Water Treatment Lagoon Closure	EWB	375,000		375,000	FY2008
N-NR		SCHOOL DEPT.	8	Clocks Bell Intercom W Par, Plum, O'Maley	?	184,000		184,000	FY2008

N-NR		DPW/ENGINEER - SEWER	5	Waste Water Pump Station Improvements - 3 Largest	ESB	15,000,000	15,000,000	FY2008
N		DPW - Public Prop/Facility	7	Rehabilitate Windows City Hall	GFB/MHG	350,000	(80,000)	FY2009
N	Y	DPW/ENGINEER - SEWER	11	CSO Phase III (CSO-005 & 006 Separation and Regulator)	ESB	11,421,204	11,421,204	FY2009
N-NR		FIRE	10	WEST GLOUCESTER STATION EXPANSION	GFB	1,000,000	1,000,000	FY2009
N		DPW - Public Prop/Facility	9	Handicap Bathroom Police Station (Aids Public Access)	GFB	40,000	40,000	FY2010

**Total**      **86,260,409**

Table 3: Priority Projects Requested for FY2008

FY2007 CIAB Rank	Mandate? (Y=Yes & Blank =No)	Department (& Division if Applicable)	Dept. Priority	Proposed Project Description	Dept's Proposed Municipal Funding Source	Total Proposed Expenditure (By Project)	Identified Potential Outside Revenue Sources (Show as Credits)	Department Sub-Total (Minus outside revenue sources)	Starting Year
U-NR		DPW/ENGINEER - WATER	1	Interim Treatment Plant Improvements	EWB	3,000,000		3,000,000	FY2008
U		Harbormaster	2	Dredging Annisquam River Mouth	GA	575,000	(575,000)	0	FY2008
U		SCHOOL. DEPT.	4	Roof Repair K thru 8	?	1,349,000		1,349,000	FY2008
N-NR	Y	DPW/ENGINEER - SEWER	1	WWTP Improvements CPE	ESB	14,000,000		14,000,000	FY2008
N-NR		SCHOOL DEPT.	8	Clocks Bell Intercom W Par. Plum, O'Maley	?	184,000		184,000	FY2008
N-NR		DPW/ENGINEER - SEWER	5	Waste Water Pump Station Improvements - 3 Largest	ESB	15,000,000		15,000,000	FY2008
N		DPW/ENGINEER - SEWER	3	Step Panel Control Component Installation	ESB	1,600,000		1,600,000	FY2008
N		Community Development	2	Railroad Ave. Neighborhood Imp.(Sidewalks & Drains)	GA	90,000	(90,000)	0	FY2008
N		Community Development	3	Wetland Restoration Projects	GA	1,250,000	(1,250,000)	0	FY2008
N		Community Development	4	Green Technology Seed Funds & Climate Protection Plan	GA	225,000	(225,000)	0	FY2008
N		PUBLIC HEALTH	1	COMMUNITY HEALTH CENTER DESIGN & CONSTRUCT	CDBG	250,000	(250,000)	0	FY2008
N		FIRE	1B	AERIAL LADDER TRUCK REFURBISHMENT	GFB	150,000		150,000	FY2008
N		FIRE/AMBULANCE	2	RESCUE 1 (AMBULANCE) REPLACEMENT	GFB	775,000		250,000	FY2008
N		FIRE	4	MUNICIPAL FIRE ALARM REPLACEMENT	GFB	150,000		150,000	FY2008
N		POLICE	1	EMERGENCY GENERATOR	GFB	38,800		38,800	FY2008
N		SCHOOL DEPT.	2	Heat system replace West Parish	?	750,000		750,000	FY2008
N	Y	SCHOOL DEPT.	3	Replace Floors Multiple Schools	?	4,629,000		4,629,000	FY2008
N	Y	SCHOOL DEPT.	5	Window Replacement O'Maley, Fuller, Beeman, PC, GHS	?	4,225,000		4,225,000	FY2008
N	Y	SCHOOL DEPT.	6	ADA Access Compliance	?	637,825		637,825	FY2008
N	Y	SCHOOL DEPT.	10	Field House Floor Replacement HS	?	700,000	(300,000)	400,000	FY2008
N		DPW - Public Prop/Facility	1	Upgrade Existing Fire Alarm System at City Hall	GFB	90,000		90,000	FY2008
N		DPW - Public Prop/Facility	3	City Hall Boiler Replacement & Misc. Heating Improvements	GFB	250,000		250,000	FY2008
N		DPW - Public Prop/Rec	1	Beach Rake & Tractor	GFB	75,000		75,000	FY2008
N		DPW - Roads (Highway)	5	50/50 Paving Program Funding	GFB	100,000		100,000	FY2008

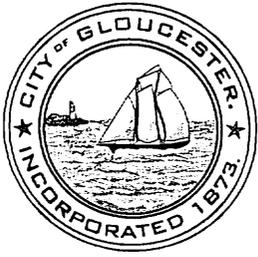
N	Y	DPW/ENGINEER - SEWER	4	CSO Phase II (CSO-002 Upper and Lower Separation)	ESB	6,575,580	6,575,580	FY2008
N		DPW/ENGINEER - SEWER	10	West Glou. City Sewer District (aka Daylor Area)	GFB	19,700,000	19,700,000	FY2008
N		DPW/ENGINEER - WATER	4	Babson Water Treatment Lagoon Closure	EWB	375,000	375,000	FY2008
N	-	DPW - Public Prop/Rec	2	Recreation Playground Equipment Purchase	CDBG	35,000	35,000	FY2008

Total 70,564,205

Table 4: Rejected Projects

FY2008 CIAB Rank	Department (& Division if Applicable)	Dept. Priority	Proposed Project Description	Dept's Proposed Municipal Funding Source	Total Proposed Expenditure (By Project)
R	FIRE	11	PUBLIC SAFETY VESSEL	GFB/GA	500,000
R	FIRE	12	EMERGENCY COMMUNICATIONS SYSTEM	GFB	100,000
R	FIRE	13	VEHICLE REPAIR/REPLACEMENT RESERVE FUND	GFB	200,000
R	POLICE	2	FIREARMS RANGE RENOVATIONS	GFB	250,800
R	SCHOOL DEPT.	1	Transportation Building	?	300,000
R	SCHOOL DEPT.	15	Traffic Flow Management - All Schools	?	?
R	SCHOOL DEPT.	24	GHS Land Grading - Flood Prevention	?	?
R	SCHOOL DEPT.	25	Sink/Counter Replacement - Beeman	?	?
R	SCHOOL DEPT.	26	Building Exterior Maintenance GHS, Beeman, Plum Cove	?	?
R	DPW - Roads (Highway)	3	City Wide Bridge Evaluation Program	GFB	?
R	DPW - Roads (Highway)	4	City Wide Bridge Repair Implementation Program	GFB	?
R	DPW/ENGINEER - SEWER	6	Step Valve GPS, Exercise & Replacement	ESB	1,500,000
R	DPW/ENGINEER - SEWER	12	Step Valve GPS Location, Exercise & Replacement	ESB	6,655,809
R	DPW -DRAINAGE	9	Maplewood Ave.	GFB	?
R	DPW -DRAINAGE	15	State Owned Catch Basin	GFB	?
R	DPW -DRAINAGE	16	Road Collapse	GFB	?

*Appendix 1*  
*Cover Letter from CIAB to Mayor*



# CAPITAL IMPROVMENTS ADVISORY BOARD

## MEMORANDUM

**TO:** Mayor John Bell

**FROM:** Capital Improvement Advisory Board (CIAB)

**DATE:** June 27, 2007

**SUBJECT:** General Observations Regarding the Formulation of the CIP

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The Capital Improvement Program (CIP) report is a guideline intended to give decision-makers in the City a “road map” of current and future capital improvement needs. Because this document projects needs as far out as 10 years, it is constantly changing and adjusting priorities on a year to year basis as community needs evolve.

Each year, departments are asked if there are new capital requests or changes to previous capital requests. If necessary, staff is then requested to come before the CIAB to discuss additions/changes.

For the 2008 report, we met with members of the School Department, the Archives Committee, the DPW, and the Fire Department.

We have general comments and concerns that arose as we reviewed the requests for the 2008 Capital Improvement Program:

1. We strongly recommend that the City hire a Facilities Manager to coordinate and oversee future planning for facilities. We would like to see the City establish a Citizen Building Commission to oversee capital project coordination for such projects as a Public Safety Building, the renovations to City Hall, the vault project, and general school projects including Newell Stadium.
2. The City should look to maximize its investment in facilities by consolidating functions across departments, such as a Public Safety building that would house both the Police and Fire Departments. We also encourage the City to explore the use of the Harbor Enterprise Fund to provide a regional public safety boat. Combined efforts between Fire Department, the dive team, and harbor staff would enhance emergency response capabilities.
3. With the closing of O’Maley School, we suggest that the City consider the option of consolidating all of its offices, as well as the school administration, into that facility and sell City Hall. There is apparently enough space to

accommodate this. In addition, we understand that the O'Maley sports fields are sufficient to accommodate the Newell Stadium functions. This would eliminate the need to repair Newell Stadium. By siting City Hall at O'Maley, departments would have easy, direct connection to the DPW yard. This would be beneficial to all City departments.

4. Relative to the closing of O'Maley, the School Department should provide to the CIAB the most current information for the cost of exterior new buildings to house additional students in the other schools as well as anticipated other future expenses during the transition.
5. We recommend that the DPW look into multi-function machines, pre-owned equipment – possibly through Military Surplus, and alternative uses for existing equipment. We also suggest that vehicles that are used only seasonally not be replaced, but when they need replacement, look to contract out the service. This would reduce capital expense as well as storage and maintenance expense.
6. We would also like to suggest that the City explore the use of Intergovernmental Agreements to regionalize our Fire Departments, 911 call centers, street sweeping and other services where cost savings might be achieved.
7. We also downgraded the request for the parking garage from “necessary” to “needing research”, as we continue to have strong concerns about the long term maintenance and responsibility for this garage.

We have observed that Departments will go to the administration to request a loan order for items which have either been ranked as “not recommended,” or have not been brought before the CIAB for discussion. A procedure was in place where the CFO, when this situation arose, would contact the Chair of the CIAB so that the issues could be discussed with the Mayor. We feel very strongly that if a department has not originally brought a capital project to the CIAB, the Mayor's office should not forward the request on to the City Council, and the City Council should not accept the request. We suggest that a mechanism be put in place to memorialize this process.

In addition, we believe that the CIP would be a more effective tool for the City if the CIAB met on an annual basis with the Mayor in March, and the Planning Board in April. Upon the forwarding of the CIP report to the City Council, we would like to meet in May with the full Council in a work session/discussion environment. This dialogue would provide an understanding of the CIP and its use as a tool to the Council, as well as provide the Council an opportunity to give guidance to the CIAB committee as to what is helpful and where we might improve.

We propose for the FY 2009 CIP report that the meeting schedule (below) be strictly enforced. The purpose of these meetings is for the Departments to explain and clarify to the CIAB their requests. When the Departments do not come for their scheduled meeting, the Committee has insufficient information and is unable to meet the mandated deadlines for production of the report.

2007-2008 CIAB Meeting Schedule by date and department

September 13, 2007	Fire Department
October 11, 2007	Meeting with Five Year Facilities Planning Committee
November 15, 2007	Department of Public Works
December 13, 2007	Department of Public Works
January 10, 2008	School Department
February 13, 2008	Other Departments
March, 2008	Meet with Mayor
April, 2008	Meet with City Council and Planning Board

(Additional meetings may be added if necessary)

*Appendix 2*  
*City Charter, Article 5, Section 5-1*

(b) *City Officers, Member of Multiple-Member Bodies and City Employees* — The school committee may require any city officer, member of a multiple-member body or city employee to appear before it to give such information as the school committee may require in relation to the municipal services, functions, powers or duties which are within the scope of responsibility of the said city officer, member of a multiple-member body or city employee.

(c) *Mayor* — In matters under its jurisdiction the school committee may at any time require the mayor to provide it with specific information on any matter within its jurisdiction. The school committee may require the mayor to appear before it, in person, to respond to written questions presented to him. The mayor may bring with him on such occasions any assistant, department head, city officer or city employee he deems necessary to assist him in responding to the questions posed by the school committee. The mayor shall not be required to answer any questions not relevant to those presented to him in advance and in writing.

(d) *Notice Requirements* — The school committee shall give at least five days written notice to any person it shall require to appear before it under the provisions of this section. Notice under this section shall be by delivery in hand.  
(Referendum of 11-5-85)

## ARTICLE 5. PLANNING AND COMMUNITY DEVELOPMENT\*

### Section 5-1. The Planning Process.

(a) *Overview* — Planning for the city shall be considered an on going process where economic development, environmental protection, and preservation of the city's heritage and neighborhood identity are balanced through citizen involvement and professional guidance.

(b) *Community Development Plan* — The planning board shall prepare a community development plan as authorized by MGL chapter 41, section 81-D. Said plan shall set forth community development land use and the development or disposal of municipal facilities. The mayor and city council shall be provided with copies of the community development plan for their review and consideration.

(c) *Land Use and Development Regulations* — In accordance with applicable provisions of the general laws, the city council may, by ordinance, adopt land use and development regulations, including, but not limited to, an official map and zoning ordinance.

(d) *Capital Improvement Program* — A capital improvement program shall be prepared for the mayor's review and approval by the community development department with the advice of the planning board and the capital improvements advisory board.

The capital improvement program shall set forth the schedule for land acquisition, utility expansion or replacement, and major building projects for the next five years. The program

\*Editor's note—Prior to its amendment approved at referendum November 5, 1985, Article 5, §§ 5-1—5-3, pertained to the comprehensive plan, as derived from the original Charter approved on November 4, 1975.

Code reference—Planning generally, Ch. 16.

shall include an explanation and cost projection for each item as well as expected funding sources for each item scheduled for the current year.

In the course of preparing the capital improvement program, the community development department shall contact all city agencies and departments to solicit project proposals. The mayor shall annually submit the updated capital improvement program to the city council for its review and recommendation.

(e) *Actions by Mayor, City Council and Multi-Member Bodies* — The mayor, city council and all multi-member bodies shall seek to ensure that their actions and decisions are consistent with the community development plan, the official map, and the capital improvements program. If any such office, agency or board deems it essential to take an inconsistent action or decision, it shall transmit to the planning board a statement in writing, explaining the necessity, prior to the taking of the action or decision.

(Referendum of 11-5-85)

#### Section 5-2. Planning Board.

(a) *Authority and Purpose* — The planning board, authorized and formed pursuant to MGL chapter 41, sections 81A–81J, shall be the city's primary agency responsible for the establishment of planning and community development policy. In addition to its statutory responsibilities, the planning board shall formulate policies which guide land use and the development of municipal facilities, and educate the public and other multi-member bodies with respect to those policies.

(b) *Relationship to Mayor, City Council and Community Development Department* — The planning board, on its own initiative, or as requested by the mayor or city council, shall study issues or projects related to the development of the city and present its findings and recommendations to the mayor or city council. The planning board and community development department shall work cooperatively on all such studies.

(Referendum of 11-5-85)

#### Section 5-3. Community Development Department.

(a) *Purpose* — There shall be established a community development department responsible for coordinating the physical growth and economic development of the city as well as the development of municipal facilities.

(b) *Structure* — The community development department shall consist of several divisions, one of which shall be the planning division, to be headed by a professional city planner.

(c) *Responsibilities* — The community development department shall:

- (i) Advise the mayor on all matters affecting the development of the city;
- (ii) Formulate and recommend to the mayor and planning board specific measures for the development of the city;
- (iii) Review and make recommendations to the city council regarding measures considered by it which affect the development of the city;

*Appendix 3*  
*City Code of Ordinances Section 2-586*

### **DIVISION 3. CAPITAL IMPROVEMENTS**

#### **Sec. 2-585. Annual planning; capital improvements advisory board established.**

A long range plan to serve as guidelines for capital improvements in the city shall be prepared each year in writing by the mayor subject to approval by the city council. Development of the plan shall take into account the recommendations made by a capital improvements advisory board, which is hereby established.

(Code 1970, § 2-18)

#### **Sec. 2-586. Capital improvements advisory board--Function, composition, appointment, terms of office.**

(a) The capital improvements advisory board shall consist of seven (7) members appointed by the mayor from the community at large with due care for providing an optimum mix of background and expertise, whose terms of three (3) years shall be staggered. The mayor shall designate a chairman of the board, who shall serve for a term of one (1) year and may be reappointed. All the members of the board shall elect a vice chairman from the membership, again on a yearly basis. No member of the city council shall serve as a member of the board.

(b) The board shall be appraised of the preparation of the ten-year capital improvements program developed by the community development department on a continuing basis, shall review the final ten-year program and shall submit a report on its review to the mayor.

(c) Minutes of each meeting of the capital improvements advisory shall be forwarded forthwith to each member of the city council.

(Code 1970, § 2-21; Ord. of 8-6-85, § I; Ord. No. 6-1991, § I, 2-26-91)

#### **Sec. 2-587. Capital improvement plan.**

(a) The capital improvement plan shall be concerned with physical facilities, such as land, buildings or other structures, or pieces of equipment, which require a relatively large investment and have a relatively long useful life.

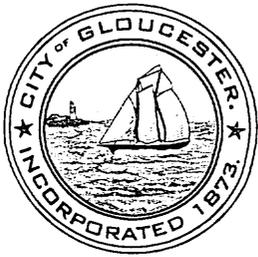
(b) The capital improvement plan shall specify a detailed program of capital expenditures over a period of ten (10) fiscal years from the date on which it becomes effective and shall specify the methods of financing the proposed capital improvements.

(c) Guidelines for the planning process, specifying minimum cost and useful life of capital improvements to be considered in the capital improvement plan, the maximum proportion of total budget to be devoted to capital improvements, and any restrictions on methods of financing, shall be established on recommendation of the mayor and approval by the city council.

(d) The capital improvement plan shall be submitted by the mayor to the city council no later than ninety (90) days before the first day of the fiscal year in which it is to take effect. The plan shall be updated annually during the time it is in effect.

(Code 1970, §§ 2-19, 2-20; Ord. No. 6-1991, § I, 2-26-91)

*Appendix 4*  
*Minutes from 2007 Meetings of the CIAB*



**CITY OF GLOUCESTER**  
**CAPITAL IMPROVEMENTS ADVISORY BOARD MEETING**  
**THURSDAY FEBRUARY 8, 2007 at 7:00 PM**  
**Community Development Conference Room B, 3 POND ROAD**

*Minutes*

**Members Present**

James Guidotti, Chair  
Peg Murtagh  
Don Fryklund  
Ron Hadley  
Bill Kyrouz

**Participants**

Joe Parisi  
Mark Cole  
Maggie Rosa  
Sarah Dunlop  
Mary McCarl

**Staff Present**

Gregg Cademartori

Jim Guidotti opened the meeting with an introduction of the newest member of the CIAB Bill Kyrouz. Mr. Kyrouz thanked the chair for the recognition and looked forward to assisting and contributing to the charter charge of the Board.

Jim Guidotti moved to initiate discussion with the Department of Public Works recognizing Joe Parisi in attendance. Mr. Cademartori indicated the purpose outlined on the agenda would be primarily to review new submission as very few projects were funded in the last fiscal year. This has been a reoccurring concern both for departments and the Board, and all believe the deferral some requests has exacerbated problems and resulted in an increase in the number and expense of requests.

Mr. Parisi thanked the Board for the opportunity to discuss DPW capital project submissions. Although they did not have a complete listing and associated costs they would like to begin with a discussion of what was considered their number three priority last year, the "Archives Vault" project. He introduced Mary McCarl, Sarah Dunlop, and Maggie Rosa to speak on this project.

Mary McCarl, provided background on the history and value of the Gloucester Archives which was also outlined in a recent article in the Gloucester Daily Times. For many years the City has been in violation in the way that the archives have been managed. Things have improved in recent years and the Archives Committee. The community has recognized this important need and thus far private donations for the cause have been received in excess of \$100,000. The Archives Committee has been working with an architect who has been assisting in the design of a new vault to be housed in the basement of City Hall.

Jim Guidotti felt that the failing City Hall was not a wise place to invest in a new vault facility. Don Frykland indicated that perhaps more of a concern is the design of the vault. He is concerned over the threats of fire and water damage. He further asked if the entire structure was designed for water proofing. If there was a fire in City Hall that is a real threat the firefighting efforts along could destroy archives if not adequately protected.

Ron Hadley agreed with Jim Guidotti that this simply is not the proper location for the archives for many reasons including whether or not the designed vault would have the capacity in the future. He felt the logical location and consolidation of expansion would be a new building with adequate space removing the threats associated with the wood frame construction of City Hall.

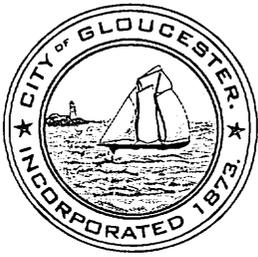
Mary McCarl responded in saying that the vault would be designed appropriately to address the concerns of fire/flood and that they have proposed this project based on what they know not uncertainties surrounding a new City Hall or library expansion.

Don Fryklund said unfortunately this should be planned for the next hundred years. You know going into this that the capacity of the vault will not be sufficient and it is a bad investment if City Hall were to be relocated, and he does not believe the design has addressed fire/flood issues.

Jim Guidotti indicated that it is of no fault of the Archives Committee but the fact is that we need a modern City Hall and a facilities plan in order that all departments can direct any needed investments in the proper location. He thanked the Archives Committee for their presentation.

Joe Parisi then outlined anticipated presentations by Department managers over the next several meetings. Water and Sewer infrastructure discussions are lengthy and still need refinement before they will be presented. He began with a review of projects which were either complete or removed from last year's submission. He had Mark Cole come to the meeting to discuss the Public Properties division. Consistent with last year's submission the Department forwarded projects by priority with the same designations utilized by the Board of "u for urgent, n for necessary and d for desirable."

Jim Guidotti recognized that none of these projects are new submittals and asked the Board members if they had any further questions regarding the same. Hearing none, he closed the meeting highlighting a reoccurring concern of the Board. There has been consistent request of facilities improvement from both the Public Properties division and the School Department. The Board feels that there needs to be one facilities manager that can assist in identify and implementing maintenance plans and utilization of all city buildings. This will be once more recommended to the Mayor in a cover letter to this year's CIP. He asked staff to research if analogous positions are held in other communities. He believes there is one facilities manager in Ipswich that performs this function very well.



**CITY OF GLOUCESTER**  
**CAPITAL IMPROVEMENTS ADVISORY BOARD MEETING**  
**THURSDAY MARCH 22, 2007 at 7:00 PM**  
**Community Development Conference Room B, 3 POND ROAD**

*Minutes*

**Members Present**

James Guidotti, Chair  
Peg Murtagh  
Don Fryklund  
Ron Hadley  
Bill Kyrouz

**Participants**

Joe Parisi  
David Knowlton

**Staff Present**

Gregg Cademartori

Jim Guidotti opened the meeting outlining that the sole agenda item would be discussion of DPW Water and Sewer projects recognizing Joe Parisi and David Knowlton to lead the discussion.

David Knowlton began with Sewer projects. There was a recent evaluation of the Wastewater Treatment Plant and to ensure compliance there are immediate upgrades which need to occur.

Don Fryklund asked if this had anything to do with potential secondary treatment waiver. He also wondered if any of these improvements would be obsolete or redundant if we were required to go to secondary treatment. He is concerned that we don't pay twice or three times if ever required to upgrade.

David Knowlton said that it is proposed to stay in compliance, and needs to be done regardless of any potential mandated upgrade in the future. He also pointed out with regard to the sewer system there are plant upgrades and several pump station upgrades that have been identified through the assess management study.

Don Fryklund wondered if we can still get parts for all these old components and whether or not it would be more cost effective to apply a consistent new technology solution that parts can be swapped out for. He also feels more detail needs to be required with some of these requests. If we have 29 pump stations we need to standardize operations which will result in cost savings.

Ron Hadley wondered about what would be funded through capital requests verses operating budgets or sewer enterprise funds. If these items are lumped together as capital can we expect that the operating budgets will decline.

Jim Guidotti recognized that many of the requests on the list are due to under-funding the operating budgets.

Don Fryklund felt that we all of these needed improvements and escalating sewer rates the CIAB should make a recommendation to the Council and the Mayor that there be enacted a true moratorium on private sewer extension, with specific emphasis on the STEP area.

Gregg Cademartori asked about sewer impacts and rates. He was under the impression that delivery of septage from septic pump outs and STEP tank pumping was a major complicating issue. He wondered as the plant accepts septage from haulers in Gloucester as well as outside of the

Community if the tipping fee outweighs the cost to the system. As well, he wondered if the rates were competitive.

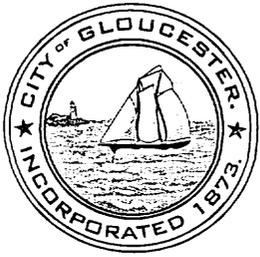
Joe Parisi was not sure the last time the rates were revised but, thought they were competitive.

Bill Kyrouz noted that the figures in the table did not add up, that there must be an error in the sum field. Also later on in the drainage projects section there are several projects with no estimate.

Dave Knowlton said that this is a working draft and that perhaps before further discussion on drainage and other project, they have an opportunity to correct these errors and flesh out the drainage project proposals. Many of the drainage projects are new in response to inventorying performed after the "Mother's Day Storm." He noted that they also wish to shift some of the priorities in the water project section.

Joe Parisi made a final comment suggesting that perhaps the CIAB would benefit from site visits to some of the facilities in need of substantial improvement.

Jim Guidotti indicated the Board was open to the possibility and to propose times through the Planning Office prior to our next meeting.



**CITY OF GLOUCESTER**  
**CAPITAL IMPROVEMENTS ADVISORY BOARD MEETING**  
**THURSDAY APRIL 26, 2007 at 7:00 PM**  
**Community Development Conference Room B, 3 POND ROAD**

*Minutes*

**Members Present**

James Guidotti, Chair  
Peg Murtagh  
Don Fryklund  
Ron Hadley  
Bill Kyrouz

**Participants**

Barry McKay

**Staff Present**

Gregg Cademartori

Jim Guidotti opened the meeting outlining that the sole agenda item would be discussion of Chief McKay regarding Emergency Services submission.

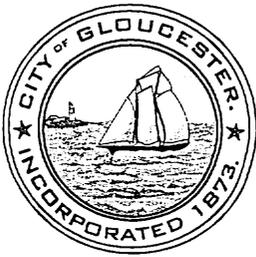
Gregg Cademartori expressed frustration over the scheduling of meetings with representatives from Engineering/DPW. Site visit could not be accommodated. He understood some members did attend the site visit at the Wastewater Treatment Plant called by the City Council. He had received some updated material from DPW, but does not anticipate any further meetings and projects should be ranked by the Board as submitted.

Chief McKay primarily read through the narrative submitted to the Board along with accompanying spreadsheet, which has been attached to these minutes as an appendix.

The Board recognized the continued detail of the submission and appreciated the breaking out of requests over the next several years, while also recognizing that many of these requests have been deferred for many years.

Jim Guidotti indicated once more that the proposed consolidated public safety building and the condition of current facilities should be evaluated by a common facilities manager that oversees all municipal facilities. This will be a recommendation to the Mayor and City Council.

Gregg Cademartori indicated that for a plan to be effective there needs to be an understanding of the conditions of current and expected debt service. It is unfortunate that the Board has not had any input from the Treasurer's Office. This will be an important component of next year's discussions and will provide a much better product for the Council. Once more this years report will fall short of long term plan and function primarily as a guide to requests over the next fiscal year.



**CITY OF GLOUCESTER**  
**CAPITAL IMPROVMENTS ADVISORY BOARD MEETING**  
**THURSDAY MAY 2, 2007 at 7:00 PM**  
**Community Development Conference Room B, 3 POND ROAD**

Minutes

Members Present

James Guidotti, Chair  
Peg Murtagh  
Don Fryklund  
Ron Hadley  
Bill Kyrouz

Participants

Jonathan Pope  
Brian Tarr

Staff Present

Gregg Cademartori

Jim Guidotti opened the meeting outlining that the sole agenda item would be discussion of School Department proposed capital project and recognized Brian Tarr and Jonathan Pope.

Jonathan Pope indicated that school department is trying to come up with a plan that responds to the Mayor's proposed budget. He thought it would be helpful first to discuss the background of the school department's assessment of the current facilities with respect to their needs. He said it is clear that we have three large buildings (GHS, O'Maley, and Fuller) and we only need two. O'Maley was constructed around the same time the City acquired Fuller, but we went ahead and completed O'Maley. These facilities were also built in the era of cheap oil; the buildings are by no means energy efficient. O'Maley in particular was built when teaching methods centered on open-classroom environments. Later the building was partitioned and divided by installing bookcases and eventually non-load bearing walls. This has created conflicts with the heating and cooling system that was design for the open classroom layout. All schools are being targeted to increase energy efficiency. Again if we only need two big buildings GHS and Fuller are the two that would best serve school needs along with the elementary schools. Comparatively O'Maley is about 180,000sf, and Fuller is 164,000sf. A factor weighing in on the future use of facilities is that the fields and rink at O'Maley are still of high value. Currently a business plan is also being developed for the rink.

Ron Hadley stated that he understands the budget issues and the decrease proposed for the schools, but he wondered about the actual number of students and how this plays into the decision making. Can the school department tell us whether the school population is increasing or decreasing and if so there is a difference among grades?

Mr. Pope responded that overall as a benchmark, six years ago the student population was at 4,200 and enrollment last year was down to 3,900. There was concern that West Gloucester was going to experience significant increase with sewerage and the LePage's project coming online.

Mr. Hadley went on to say are we potentially going to be in a situation of needing O'Maley in the future. His concern was that he understood that the state did not look very favorably upon selling off school property as surplus and then requesting building funds.

Mr. Pope agreed this is always a concern, but still believe another large building will not be apart of the school plan and/or O'Maley would have to be completely redone. Again the fields are still high value and we may wish to think about moving other sports programs to the O'Maley location.

Brian Tarr also noted that the track at O'Maley is regulation size while the track around Newell Stadium is not.

Mr. Pope returned to the discussion of capital needs. The School Department discussed several plans over the course of this spring. Anticipating budget shortfalls they evaluated redistricting and closing facilities. The budget they forwarded to the Mayor's Office was plan B, which did not respect the funding level that Mayor's Office indicated it could support. They have already been looking at energy savings across all facilities and cost avoidance. The current plan includes the closing of the O'Maley and transferring 5<sup>th</sup> graders to the Fuller School for them to become the first 6<sup>th</sup> grade class in 2009. Students currently at the Fuller would be redistricted to the elementary schools this fall.

Mr. Hadley asked about the future use of the O'Maley school. He thought it may be able to house all city offices.

Mr. Pope said those discussions really have not begun, he thought that perhaps it could have a mix of uses as the city offices would not occupy all the space, he also thought the downtown YMCA was looking for a new location. There is nothing particularly wrong with the O'Maley building structurally; it is more of a systems issue. The heating and ventilation systems were designed for an open concept building and over the years it has been compartmentalized.

Ultimately we are trying to go from 14 classes down to 10 classes. We have been pursuing the addition of modular classroom additions to facilitate the plan. What really necessitates the new classrooms is the shift of special needs out to the elementary schools. Standard classrooms are required to be a minimum of 900sf, the modulares will also help correct current non-compliant systems were some rooms in Beeman and West Parish that are being used are actually converted closets.

Mr. Guidotti asked what type of modulares is proposed for the school, he assumed they were no trailers like the old Poplar Street municipal offices.

Mr. Pope responded that these are definitely not like the trailers. A better term to equate with them is probably pre-fabricated construction. They are built on pier foundations are complete with bathrooms. He also said these modular units have greatly improved, and that in fact Varian has used them as permanent additions to their facilities. The total cost is projected at around \$470,000.

Mr. Pope moved back to the current thinking for next year. The budget that was forwarded was a million over what the Mayor's office indicated it could support. But, if about 200k more could be allocated we could do a phased move and closure.

Ron Hadley asked if there are any programs or services that are not mandated that we are providing.

Mr. Pope said that there are several programs which are particularly costly actually because there are services we do not provide in house. Special needs is the big one. If we don't have the programs to meet a student's needs what are termed IEPs or individual education programs are created. He would like to see us expand our language based learning disabilities programs in house. As an example because we don't we send eight students to Landmark School in Beverly at a significant cost. There are other individual cases that are so extreme that cost the City as much as \$200k for an individual student.

Mr. Hadley asked about school choice and its impact. He thought that it is costly because we have so many students choosing to go out of the Gloucester system.

Mr. Pope said actually the agreed cost or funds sent to the students choice district is less than it cost to educated a student in Gloucester. We pay out approximately \$6,000 per student and Gloucester cost per pupil is about \$8,700. So if we kept them all we would not be able to afford it nor would we have the facilities to accept them. The greatest fear is that with all the changes in the current proposal if parents and student feel we can't provide the quality for IEP students they will be more costly if they opt out of the system. There are currently 780 IEP students.

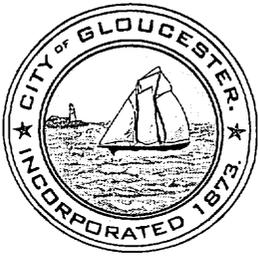
Don Fryklud said that he has had experience and observed the modular construction and agrees that it is a sound product. However, like everything else we need to maintain our public buildings.

Mr. Pope agrees that we need a facilities director. We are all doing the best we can.

Mr. Guidotti agreed and said that the CIAB has been recommending a facilities committee to assist in the long-term planning of our facilities.

Peg Murtagh said she also agrees we need a dedicated facilities manager. This can not continue to be the responsibility of DPW. Ipswich has there own director and it seems to be working quick well.

Mr. Guidotti thank Mr. Pope and Mr. Tarr for attending, while recognizing the task is difficult for the CIAB with degree of uncertainty in many of the departments proposals.



**CITY OF GLOUCESTER**  
**CAPITAL IMPROVEMENTS ADVISORY BOARD MEETING**  
**WEDNESDAY MAY 23, 2007 at 7:00 PM**  
**Community Development Conference Room B, 3 POND ROAD**

*Minutes*

**Members Present**

James Guidotti, Chair  
Peg Murtagh  
Don Fryklund  
Ron Hadley  
Bill Kyrouz

**Participants**

**Staff Present**

Gregg Cademartori

Jim Guidotti opened the meeting outlining that the sole the purpose of the meeting would be to rank the various projects as submitted by the City Departments. Upon consensus of the Board each project would be designated a ranking of urgent, necessary, desirable, needing research and/or rejected.

The Board proceeded through the listing and as in recent years confined the designation of urgent or necessary to projects related to emergency repairs or threats to public safety.

Peg Murtagh reminded members that they came up with a new project designation last year of "rejected", to deal with those projects that have been repeatedly requested or would never arise in the mind of the Board to "urgent" or "necessary". She wondered if it would also make sense to give some projects multiple designations to reflect the position of the Board. For example there could be several projects of merit that may also need further research before the Council should move forward on a loan order request. If this is the case a designation of N, NR would mean that it is a necessary project, but that much more information should be provided before authorizing a loan.

Members agreed with the concept and so designated several projects in more than one category. As well, members suggested that the department head with the request could either come back to the CIAB or should copy the CIAB on information submitted to Council.

The Board completed the review of projects and moved to review a draft of the cover letter that is to be attached to the CIP when submitted to the Mayor.

Ms. Murtagh circulated a draft letter, which members made some fine edits to. One of the primary concerns is failure of department heads to make meets of the Board. The Board suggested the Planning Director/or Community Development Director if hired post a pre-determined meeting schedule. If managers can not make the meeting or reschedule there submissions simply will not be heard. This process has to be given the attention it deserves.

Mr. Cademartori indicated that he would research the meeting schedules of all Boards which may conflict with the activity of the CIAB and proposed a schedule to be incorporated in the letter.

Bill Kyrouz appreciated the copy of the ordinance and charter provisions that were forwarded to all members and suggested that the schedule also incorporate meeting with the Mayor, Planning Board and City Council.

Ms. Murtagh concurred and suggested that this could be expanded to include a workshop with the Council if necessary.

Mr. Guidotti closed the meeting with announcing his resignation from the Board. He thanked members for the opportunity to work with them. He was happy to see new members appointed to the Board recently, and that more membership is required. He also suggested the nomination of Peg Murtagh to assume the chair.