

*Capital Budget*  

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*Section*



## INTRODUCTION TO THE CAPITAL IMPROVEMENT PLAN

The following section illustrates, in detail, the expenditures and revenues within the Capital Budget appropriation. The Capital Budget is the first year of a five year plan for capital expenditures to be incurred over a given fiscal year from funds appropriated by the City Council for projects scheduled in the same year.

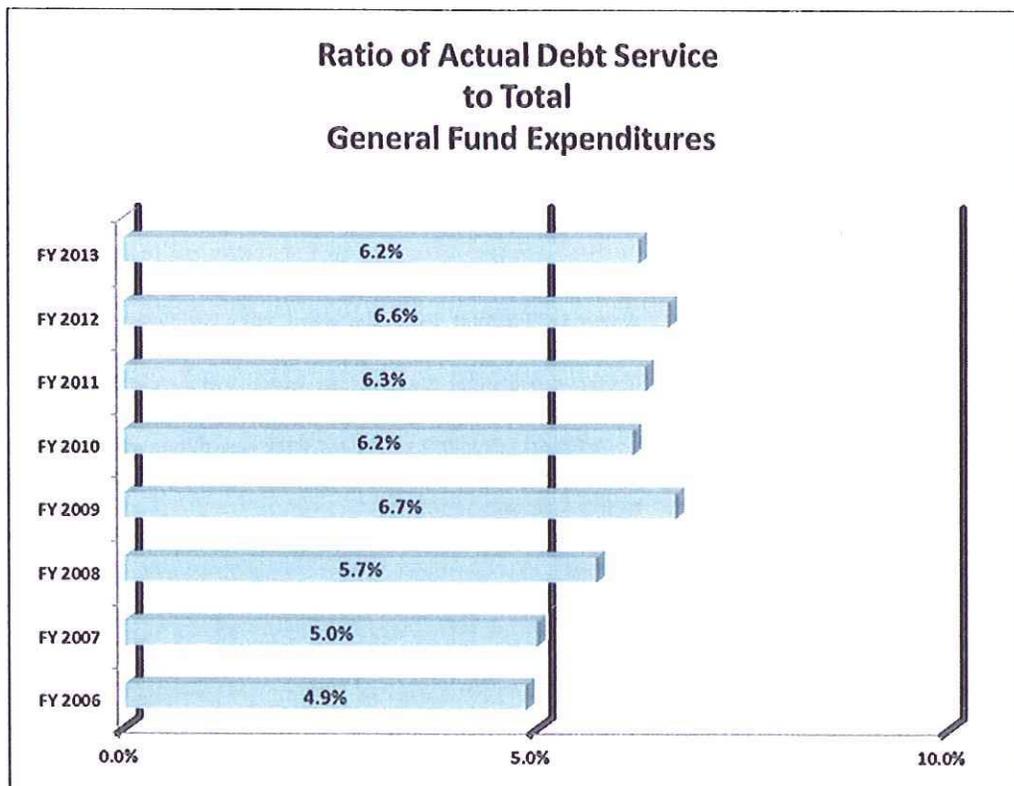
The City of Hartford's Capital Improvement Plan (CIP) is designed to implement many of the objectives of One City, One Plan, Hartford's Plan of Conservation and Development, adopted by the Commission on June 3, 2010.

A Capital Improvement Fund Appropriation Ordinance for Fiscal Year 2014-2015 in the amount of \$46,450,000 to meet project costs is included in the Legal Documents Section. The City makes every attempt to finance the Capital Improvement Plan through the use of outside funding sources such as Federal and State grants and Hartford Park Trust Funds (HPTF). As a result, \$28,950,000 of the fiscal year 2014-2015 appropriation will be general obligation bonds.

## DEBT MANAGEMENT

One main factor of importance to the City's CIP is a good understanding and management of its long-term debt. In order to maintain its debt expenditure in line with available resources, the City adheres to certain fundamental policies with respect to the incurrence of debt: Hartford maintains its total debt service requirement within 10% of its total operating expenditures.

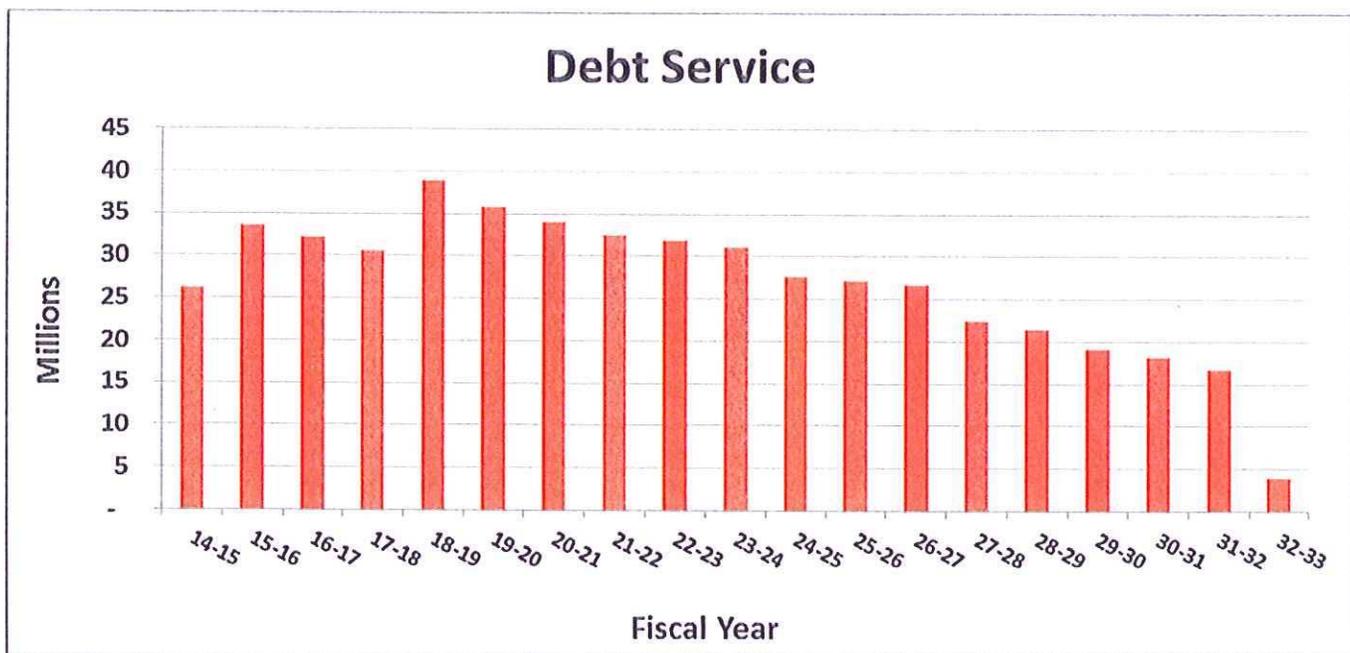
Bond-rating agencies recommend that long-term debt services should be between 5% and 15% of the total operating budget. Hartford's policy of holding debt service to no more than 10% is well within that guideline. For FY 2013, it was 6.2 cents of each dollar of expenditures in the governmental funds went towards principle reduction and interest expenses on long-term bonded debt.



## DEBT SERVICE

The City's legal debt limit is based upon its tax collections for the most recently completed fiscal year including interest and lien fees as well as tax relief for the elderly. For the FY2013, Hartford's base for establishing its debt limit was \$256,241,000. State law establishes various debt percentage limitations based on the purposes for which the debt is issued. The following limitations are currently in effect: (1) General Purpose, 2.25 times the base, (2) Schools, 4.50 times the base; (3) Sewer, 3.75 times the base; (4) Urban Renewal, 3.25 times the base; (5) Pension Funding, 3.00 times the base; (6) Total Debt, 7.00 times the base. At end of FY2013 the City's total net direct and net overlapping indebtedness totaled \$688,202,000, amounting to just 38.37% of the total debt limitation.

Debt Service used to fund capital improvement projects will be \$26,354,089 in the Fiscal Year 2014-2015 Adopted Budget, and is \$259,557 or 1% more than the Fiscal Year 2013-2014 Adopted Budget. This represents 4.8% of the General Fund Budget. For Fiscal Year 2015-2016 Debt Service is forecasted to increase to \$33,569,395 or 27.4% over Fiscal Year 2014-2015 Adopted Budget. Detailed information can be found under Debt Services on page 29-1.



## MANAGEMENT CONSIDERATIONS

The Fiscal Years 2014-2015 through 2018-2019 Adopted Capital Improvement Plan strives to balance and distribute limited resources to meet the City's most critical needs over the next five years. The primary emphasis is to preserve the existing infrastructure. While the City of Hartford looks cautiously forward to new and creative development efforts to stimulate the City's economy and tax base, it is important to maintain fiscal conservatism. This poses a challenge to City leaders who must seek to preserve and improve the existing physical plant so that the City's operating departments, the Hartford Public School System, and the Hartford Public Library may effectively deliver services. The Adopted Capital Improvement Plan was developed in consideration of the following factors:

- Implement Plan of conservation and development
- Infrastructure preservation
- Maintaining and improving the City's park system
- Communication Enhancements
- Prudent financial planning

## CATEGORY OVERVIEW

The projects fall into one of six major project categories: Educational Facilities, Public Safety, Parks and Recreation, Library Services, Public Works, and Development.

### **Educational Facilities**

The Education Facilities capital improvement projects are designed to maintain, improve and construct the City's public schools. Education Facilities projects primarily focus on the repair, restoration and renovation of existing schools. There are no new educational facilities projects scheduled in Fiscal Year 2014-2015. The next educational facilities project, the renovation of Milner School, is slated for Fiscal Year 2015-2016.

### **Public Safety**

The Public Safety Facilities capital improvement projects are designed to maintain, improve and construct facilities for use by all public safety departments. The Fiscal Year 2014-2015 plan includes two projects costing \$1,500,000 each; a new Police substation and a Public Safety Complex Garage.

### **Parks and Recreation**

The Parks and Recreation capital improvement projects are a major investment in the City's historic park system. The total amount appropriated for Parks and Recreation is \$15,000,000 or 32.3% of the total Fiscal Year 2014-2015 adopted capital budget. In addition to the parks and playgrounds improvements, two larger projects are slated for City funding in Fiscal Year 2014-2015. They are: a \$9,000,000 project for improvements and upgrades to Dillon Stadium, and \$3,000,000 in golf course improvements. An additional \$3,000,000 in City Funding is slated for FY 2015-2016 to complete the golf courses improvements.

### **Library Services**

The Library Services capital improvement projects are designed to maintain, improve and construct the City's public Libraries. There are no new Library Services projects scheduled until Fiscal Year 2016-2017 when a project to renovate a Branch Library is scheduled.

### **Public Works**

The Public Works capital improvement projects are designed to maintain, improve and construct the City's fundamental facilities, services and installations needed for the functioning of the City. The total amount for Infrastructure is \$19,950,000 or 43% of the total Fiscal Year 2014-2015 adopted capital budget. The majority of these funds, \$14,000,000 are earmarked for the Albany Avenue project.

### **Development**

The Development capital improvement projects are to promote and enhance the orderly growth and development of the City including property acquisitions. The total amount for Development is \$8,500,000 or 18% of the total Fiscal Year 2014-2015 adopted capital budget.

## Project Descriptions

The Capital Improvement Plan (CIP) is designed to meet the 5-year capital needs of the City in the areas of Public Safety, Public Facilities, Parks & Recreation, Infrastructure, Development, and Education. The City's investment in these major public improvements will aid educational programs, strengthen neighborhoods, enhance public safety, and foster economic development.

The following are summaries of Capital Improvement Plan projects. Detailed information can be obtained from the individual departments.

### Educational Facilities

#### Renovation of Milner School

The project is slated for City funding in FY2015-2016, will renovate the existing Milner School. Anticipated net 75% state reimbursement.

#### Renovation of Burns School

The project is slated for City funding in FY2016-2017, will renovate the existing Burns School. Anticipated net 75% state reimbursement

#### Renovation of Martin Luther King School

The project is slated for City funding in FY2016-2017, will renovate the existing Martin Luther King School. Anticipated net 75% state reimbursement

#### Renovation of Dwight School

The project is slated for City funding in FY2017-2018, will renovate the existing Dwight School. Anticipated net 75% state reimbursement

#### New Montessori Magnet School

The project is slated for City funding in FY2017-2018, will construct a new Montessori Magnet School. Anticipated net 90% state reimbursement

#### New Pre-K Magnet School

The project is slated for City funding in FY2018-2019, will construct a new Pre-K Magnet School. Anticipated net 90% state reimbursement

#### School Facilities Capital Improvements-BOE

These improvements are for roof replacement, new boilers, asbestos abatement, masonry work, sprinkler system installation, parking lot paving, and air conditioning installation.

These projects are slated for City funding in FY2015-2016, 2016-2017, 2017-2018 & 2018-2019.

### Public Safety

#### Renovation of Fire Station #11

This project is to renovate the existing or build a new "green" fire station to meet LEED or High Performance Energy Standards. The improvements will also address ADA, safety issues and other firehouse needs.

This project is slated for City funding in FY2015-2016.

#### Fire Training Facility

This project is to enhance the existing burn building by adding new fire resistant modular sections. The new expanded facility would be shared with the Police Department for tactical training. Additionally, the project is to conduct exterior shell repairs, interior finishes and

improve the HVAC system at the existing Fire Training Academy. This project is slated for City funding in FY2015-2016.

Coventry Street Police Station

This project is to build a new Police Substation on the corner of Coventry and Holcomb Streets.  
This project is slated for City funding in FY2014-2015.

Public Safety Complex Garage

This project involves the city's contribution to a mixed use development on land adjacent to the Public Safety Complex.  
This project is slated for City funding in FY2014-2015.

Park Improvements and Playground Enhancements

Projects include: Citywide improvements to parks and other recreation facilities, playgrounds, spray parks, courts, park signage and entrances, vehicle controls, walkways, site amenities and related items.

These projects are slated for City funding in FY2014-2015, 2015-2016, 2016-2017, 2017-2018 & 2018-2019.

Pond Dredging

Projects include pond dredging work at Pope and Goodwin Ponds. This project is slated for City funding in FY2015-2016 & 2016-2017.

**Parks and Recreation**

Cemetery Beautification and Improvements

Improvements include monument restoration and other master plans and recommendations at Old North Cemetery and the Ancient Burial Ground. It also includes master plans and implementation for Old South, Zion and Northwoods Cemetery for future improvements. These projects are slated for City funding in FY2015-2016.

Dillon Stadium Improvements and Upgrades

Improvements to Dillon Stadium.

This project is slated for City funding in FY 2014-2015

Golf Courses

These projects will be to renovate Keney and Goodwin Golf Courses and facilities.

These projects are slated for City funding in FY2014-2015 and 2015-2016.

Urban Forestry

These funds will be utilized to maintain the beauty of our forestry planting in our parks and city streets by conducting an analysis and developing a plan for urban forestry management. Unsafe trees will be harvested below the surface of the ground and a comprehensive plan for the active replanting of native trees will be developed and implemented. New trees will be planted as part of the project.

These projects are slated for City funding in FY2014-2015, 2015-2016, 2016-2017, 2017-2018 & 2018-2019.

**Library Services**

Branch Library Renovation

This project is slated for City funding in FY2016-2017.

Facility Bathroom Renovation

This project is slated for City funding in FY2017-2018.

**Public Works**

Citywide Fencing

Improvements include repairs to existing broken, damaged and missing fencing throughout the City and new heavy timber fencing throughout city parks. This project is slated for City funding in FY2014-2015.

Flood Control Design and Improvements

These funds will be utilized to provide investigation, analysis and design work of projects necessary to comply with the U.S. Army Corps of Engineers (USCE) mandates, and improve overall operational efficiency and reliability of our flood control system. A long range capital improvement plan has been developed to comply with the Code of Federal Regulations for Flood Control and includes critical pump station repairs, levee closure structure modernization, preliminary engineering for future pump station automation and various other repairs and upgrades. These projects are slated for City funding in 2015-2016, 2016-2017, 2017-2018 & 2018-2019.

Paving

These projects are slated for City funding in FY2014-2015, 2015-2016, 2016-2017, 2017-2018 & 2018-2019.

Sidewalks

These projects are slated for City funding in FY2014-2015, 2015-2016, 2016-2017, 2017-2018 & 2018-2019.

Albany Avenue

This project will align Albany Avenue to improve traffic safety, circulation, and pedestrian access. Limits of complete Streetscape and Safety Improvement project is on Albany Avenue from Homestead to Main Street. This project is slated for City funding in FY2014-2015.

Street Lights Repair and Study

This project is slated for City funding in FY2014-2015.

Energy Projects

These projects will develop a global strategy for the city. Improvements include: energy management audit and related energy upgrades to City buildings and schools. These projects continue and build upon a comprehensive citywide retro commissioning effort. These projects are slated for City funding in FY2015-2016, 2016-2017, 2017-2018 & 2018-2019.

Citywide Security

These projects are slated for City funding in FY2015-2016, 2016-2017, 2017-2018 & 2018-2019. Improvements include door security hardware and electronic devices and cameras citywide at parks and buildings.

Roof Replacement

Improvements include roof replacement at City Hall and other City buildings. These projects are slated for City funding in FY2015-2016, 2016-2017, 2017-2018 & 2018-2019.

Municipal and Facility Renovations

City Hall Improvements include exterior shell improvements and Phase I energy improvements. This project activity also includes creating a comprehensive plan of the 40 & 50 Jennings Road facilities, conducting an analysis for the use of 275 Pearl Street, and analysis of firebox replacement and traffic control consolidation. Additionally, miscellaneous minor city wide improvements will be undertaken. These projects are slated for City funding in FY2014-2015, 2015-2016, 2016-2017, 2017-2018 & 2018-2019.

Quirk West Renovation and Improvements

This project is to renovate existing deteriorated areas including pool, locker rooms, elevators, gym, interior offices, as well as adding a community room and new office and repair areas. Building improvements also include site work, ADA, HVAC, exterior shell, windows and doors, and interior finishes. This project is slated for City funding in FY2017-2018.

40 Jennings Road Fuel Delivery System

This project is slated for City funding in FY2014-2015. Improvements include repairs to and replacement of existing four fuel pumps, island, roof, delivery system, etc. at 40 Jennings Road.

Scale House

This project is slated for City funding in FY2015-2016. Improvements include building environmental abatement, exterior envelope, and interior layouts to the three existing buildings.

**Development**Streetscape Various Streets

These projects are slated for City funding in FY2014-2015, 2015-2016, 2016-2017, 2017-2018 & 2018-2019.

Neighborhood Development & Housing Revitalization

These funds are to encourage and assist in the reuse and revitalization of the existing housing stock. It may also be used to help in the development of new housing units for homeowners and to develop new moderate and affordable housing units for homebuyers and renters. The funds will also be used for Livable & Sustainable Neighborhoods Initiative improvements, needed equipment costs and expenses associated with project management of the improvements. These funds will also be used to revitalize commercial districts in specific areas of the city. Specific goals are to acquire vacant lots and substandard buildings and then demolish, mothball and/or maintain these acquisitions in order to facilitate the development of housing properties as well as commercial, mixed use and industrial properties and finance improvements to public properties.

These projects are slated for City funding in FY2014-2015, 2015-2016, 2016-2017, 2017-2018 & 2018-2019.

Redevelopment-Variou Projects

These projects are slated for City funding in FY2014-2015, 2015-2016, 2016-2017, 2017-2018 & 2018-2019.

Adopted Capital Improvement Plan  
FY 2014-2015 through 2018-2019

	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Total
<b>Educational Facilities</b>						
Renovation of Milner School		47,500,000				47,500,000
Renovation of Burns School		55,000,000				55,000,000
Renovation of Martin Luther King School		68,000,000				68,000,000
Renovation of Dwight School				34,500,000		34,500,000
New Montessori Magnet School				28,600,000		28,600,000
New Pre-K Magnet School					15,200,000	15,200,000
School Facilities Capital Improvement-BOE		2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Subtotal		49,500,000	125,000,000	65,100,000	17,200,000	256,800,000
<b>Public Safety</b>						
Renovation of Fire Station #11		2,000,000				2,000,000
Fire Training Facility		650,000				650,000
Coventry Street Police Station	1,500,000					1,500,000
Public Safety Complex Garage	1,500,000					1,500,000
Subtotal	3,000,000	2,650,000				5,650,000
<b>Parks and Recreation</b>						
Park Improvements and Playground Enhancements	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Pond Dredging		800,000	650,000			1,450,000
Cemetery Beautifications and Improvements	9,000,000	1,000,000				1,000,000
Dillon Stadium Improvements and Upgrades	3,000,000					9,000,000
Golf Courses	3,000,000					6,000,000
Urban Forestry	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
Subtotal	15,000,000	8,300,000	4,150,000	3,500,000	3,500,000	34,450,000
<b>Library Services</b>						
Branch Library Renovation			1,500,000			1,500,000
Facility Bathroom Renovation				300,000		300,000
Subtotal			1,500,000	300,000		1,800,000
<b>Public Works</b>						
Citywide Fencing	500,000					500,000
Flood Control Design and Improvements		20,000,000	20,000,000	20,000,000	15,000,000	75,000,000
Paving	3,000,000	3,000,000	4,000,000	4,000,000	4,000,000	18,000,000
Sidewalks	1,000,000	1,000,000	1,000,000	2,000,000	2,000,000	7,000,000
Albany Avenue	14,000,000					14,000,000
Street Lights Repair and Study	250,000					250,000
Energy Projects		500,000	500,000	500,000	500,000	2,000,000
Citywide Security		500,000	500,000	500,000	500,000	2,000,000
Roof Replacement		500,000	500,000	500,000	500,000	2,000,000
Municipal and Facility Renovations	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Quirk West Renovation and Improvements				5,000,000		5,000,000
40 Jennings Road Fuel Delivery System	200,000					200,000
Scale House		500,000				500,000
Subtotal	19,950,000	27,000,000	27,500,000	33,500,000	23,500,000	131,450,000
<b>Development</b>						
Streetscape Various Streets	2,500,000	2,500,000	5,000,000	5,000,000	5,000,000	20,000,000
Neighborhood Development & Housing Revitalization Fund	3,000,000	2,000,000	2,000,000	2,000,000	2,000,000	11,000,000
Redevelopment-Various Projects	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Subtotal	8,500,000	7,500,000	10,000,000	10,000,000	10,000,000	46,000,000
Total	46,450,000	94,950,000	168,150,000	112,400,000	54,200,000	476,150,000
Less: HP Trust Fund	500,000	500,000	500,000	500,000	500,000	2,500,000
Locip Reimbursable	3,000,000	2,000,000	2,000,000	2,000,000	2,000,000	11,000,000
Educational Reimbursable	0	35,625,000	92,250,000	51,615,000	13,680,000	193,170,000
Other Reimbursable	14,000,000	250,000	250,000	250,000	250,000	15,000,000
Net Cost	28,950,000	56,575,000	73,150,000	58,035,000	37,770,000	254,480,000

## IMPACTS OF FISCAL YEAR 14-15 PROJECTS ON OPERATING BUDGET

The Capital Improvement Plan, funded through the Capital Budget appropriation, was reviewed with department managers for possible impacts on operating budgets and services.

The projects listed below are identified within their category and state the financial impacts on the current year budget.

The descriptions of the column labeled "Operating Impact" are as follows:

1. **Reduce:** The project will reduce operating costs.
2. **Negligible:** The project will generate less than \$5,000 per year in increased operating expenditures.
3. **Minimal:** The project will generate between \$5,000 and \$50,000 per year in increased operating expenditures.
4. **Moderate:** The project will generate between \$50,001 and \$100,000 per year in increased operating expenditures.
5. **High:** The project will generate \$100,001 or more per year in increased operating expenditures.

<u>Categories / Project</u>	<u>Operating Impact</u>
<b><u>Public Safety</u></b>	
Coventry Street Police Station	Moderate
Public Safety Complex Garage	Moderate
<b><u>Public Works</u></b>	
Citywide Fencing	Negligible
Paving	Negligible
Sidewalks	Negligible
Albany Avenue	Minimal
Street Lights Repair and Study	Negligible
Municipal and Facility Renovations	Negligible
40 Jennings Fuel Delivery System	Negligible
<b><u>Parks and Recreation</u></b>	
Park Improvements and Playground	Minimal
Dillon Stadium Improvements and Upgrades	Minimal
Golf Courses	Negligible
Urban Forestry	Negligible
<b><u>Development</u></b>	
Streetscape Various Streets	Negligible
Neighborhood Development & Housing Revitalization Fund	Minimal
Redevelopment – Various Projects	Negligible

