



CITY OF HAVERHILL CITY COUNCIL AGENDA

Tuesday, September 15, 2020 at 7:00 PM

Theodore A. Pelosi, Jr. Council Chambers, 4 Summer st, Room 202
Virtual and In-Person Meeting

Due to the ongoing COVID-19 Pandemic, Governor Baker issued an Emergency Order temporarily suspending certain provisions of the Open Meeting Law, G.L. c. 30A sec. 20. Public bodies otherwise governed by the OML are temporarily relieved from the requirement that meetings be held in public places, open and physically accessible to the public, so long as measures are taken to ensure public access to the bodies' deliberations "through adequate, alternative means."

1. OPENING PRAYER
2. PLEDGE OF ALLEGIANCE
3. APPROVAL OF MINUTES OF PRIOR MEETING
4. ASSIGNMENT OF THE MINUTES REVIEW FOR THE NEXT MEETING
5. COMMUNICATIONS FROM THE MAYOR:
 - 5.1. Mayor Fiorentini requests to give an update on the Coronavirus (COVID-19) Crisis
 - 5.2. Mayor Fiorentini requests that Ralph Basiliere address The City Council to give an update on Haverhill's Vietnam Memorial fundraising efforts and event
 - 5.3. Mayor Fiorentini submits final recommendations of Matrix Company
 - 5.4. Mayor Fiorentini submits a Loan Order for \$272,000 for purchase of land for water supply protection and also an Order authorizes him to purchase the land *Related communication from Robert Ward, DPW Director*
 - 5.4.1. Loan Order - \$272,000 to purchase land for water supply protection *File 10 days*
 - 5.4.2. Order – authorize Mayor to purchase & execute agreement for purchase of said parcel of real property located at 0 Groveland Bridge Road; located within the watershed of Millvale Reservoir
 - 5.5. Mayor Fiorentini submits the updated Capital Plan and Order for fiscal years 2021 to 2025 and requests Council vote to approve or disapprove the related Order
 - 5.5.1. Order – City Council hereby adopts & approves FY 21-FY 25 Capital Plan
 - 5.6. Mayor Fiorentini submits Bond Order authorizing bond proceeds for \$250,000 for an Asset Management Plan for City's drinking water distribution system, stormwater collection system and wastewater collection system *Related communication from Robert Ward, DPW Director*
 - 5.6.1. Bond Order – Appropriate \$250,000 for asset Management Plan relating to City's drinking water *File 10 days*



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6. COMMUNICATIONS FROM COUNCILLORS TO INTRODUCE AN INDIVIDUAL(S) TO ADDRESS THE COUNCIL:

7. PUBLIC PARTICIPATION- REQUESTS UNDER COUNCIL RULE 28

8. COMMUNICATIONS AND REPORTS FROM CITY OFFICERS AND EMPLOYEES:

- 8.1. Communication from John Pettis, City Engineer requesting to move the hearings to accept the following streets as public ways to October 27 2020:
Amy Lynne Lane Cortland Road Russett Hill Road
Ryan Patrick Way Pear Tree Road Hearings October 27th
- 8.2. Communication from William Pillsbury, Economic Development & Planning Director, requesting to reschedule Zoning Hearing, Doc 40 and Zoning Ordinance, Doc 40-B, to November 10 2020
- 8.3. Abatement report from Christine Webb, Assessor for August 2020

9. UTILITY HEARING(S) AND RELATED ORDER(S)

9.1. HEARINGS AND RELATED ORDERS:

- 9.2. Document 85: Petition from Attorney Paul Magliocchetti for applicant Ernest M Cioto, Trustee of Cioto Realty Trust for a Special Permit to allow construction in the Waterfront District (Zone F) with site sitting directly on the Merrimack River to build 54 condos at 38 Railroad St: Assessors Map 701, Block 630, Lot 9 Comments from City Departments are included
Related communication from Attorney Paul Magliocchetti for applicant requesting to withdraw this application without prejudice

10. APPOINTMENTS:

- 10.1. Confirming Appointments:
- 10.2. Non-Confirming Appointments:
- 10.3. Resignations

11. PETITIONS:

- 11.1. Petition from Wady & Jewniifer Grullon requesting to purchase City property that abuts their property at 14 Silver Birch Lane; Assessors Map 574, Block 1 Lot 7
- 11.2. Petition from Attorney Thomas MacMillan for applicant Haverhill Stem LLC, 124 Washington st, requesting minor modification to a special permit previously granted on September 11 2019
- 11.3. Applications Handicap Parking Sign - Renewals
 - 11.3.1. Sandra Hanagan for 103 Summer st, Apt 2
 - 11.3.2. Cristina Perez for 37 Curtis st
 - 11.3.3. John Connor for 31 Fourth av
 - 11.3.4. Stephen O'Leary for 38 Wilson st
 - 11.3.5. Carol A Young for 10 South Lincoln st

All have Police Department approval

Amusement/Event Applications:

Tag Days:



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11.4. **One Day Liquor License**

11.5. **Annual License Renewals:**

11.5.1. **Hawker Peddlers License 2020 - Fixed location**

11.5.2. **Coin-Op License Renewals for Weekly 2020**

11.5.3. **Drainlayer License for 2020**

11.5.3.1. Tim White - *renewal*

11.5.4. **Taxi Driver Licenses for 2020**

11.5.5. **Taxi License:**

11.5.6. **Junk Dealer License:**

11.5.7. **Pool Tables**

11.5.8. **Sunday Pool**

11.5.9. **Bowling**

11.5.10. **Sunday Bowling**

11.5.11. **Buy & Sell Second Hand Articles**

11.5.12. **Buy & Sell Second Hand Clothing**

11.5.13. **Pawnbroker license**

11.5.14. **Fortune Teller**

11.5.15. **Buy & Sell Old Gold**

11.5.16. **Roller Skating Rink**

11.5.17. **Sunday Skating**

11.5.18. **Exterior Vending Machines**

11.5.19. **Limousine/Livery License/Chair Cars**

11.5.19.1. *New England Health Transportation Inc*, Victor Gonzalez for 143
Essex st; 3 Livery Vehicles

12. MOTIONS AND ORDERS

12.1. Order authorize the payment of bills of previous/current year departmental appropriations as listed:

<u>Vendor</u>	<u>Amount</u>	<u>Account</u>
Conn Kavanaugh LLP	\$ 2,628.50	Law Department
North Shore Data Services	\$ 558.00	Information Technology
Benevento Bituminous Products	\$ 76.76	Highway Department
Hometown Forecast Services	\$ 125.00	Highway Department
Fidelity House CRC	\$ 277.20	Mayor Office
Toshiba	\$ 168.00	City Clerk
Brown, Richardson & Rowe	\$ 1,795.65	Recreation
Cassidy Water Conditioning Inc	\$ 47.50	Wastewater Department
Paul Pascucci	\$ 1,120.00	Water-Engineering
LexisNexis	\$ 1,184.69	Police Department
HF Group LLC	\$ 25.00	Insp/Health Department
Comcast Business (9)	\$ 4,971.81	Police Department
Xerox Corporation	\$ 2,155.00	Information Technology



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13. ORDINANCES (FILE 10 DAYS)

14. COMMUNICATIONS FROM COUNCILLORS:

- 14.1. Communication from Councillor Bevilacqua requesting to recognize Hispanic Heritage month, 9/15-10/15, recognizing the history, culture and contributions of Hispanic and Latino Americans
- 14.2. Communication from Councillors Michitson and Jordan requesting an update on COVID-19 status and impact to Haverhill from Mayor Fiorentini
- 14.3. Communication from Councillor Bevilacqua requesting a discussion about Haverhill's untreated sewage discharge into the Merrimack River and proposed public notice requirement
- 14.4. Communication from Council President Barrett requesting to refer issues of traffic and parking on Montvale Avenue as schools reopen to the *Traffic & Safety Committee*
- 14.5. Communication from Councillor McGonagle requesting to refer a request for "No Parking Here to Corner" sign on Portland st at intersection of White st to the *Traffic & Safety Committee*

UNFINISHED BUSINESS OF PRECEDING MEETING:

- 14.6. Document 69-J; Communication from Councillor Colin LePage requesting a status update on the Matrix study regarding the "Organization of our Facilities Maintenance Dept" as previously requested
Tabled from August 25 2020

16. RESOLUTIONS and PROCLAMATIONS:

17. COUNCIL COMMITTEE REPORTS AND ANNOUNCEMENTS:

- 17.1. Councillor Colin LePage submits Minutes and Recommendations of Administration & Finance Committee meeting held August 4th 2020 for acceptance and discussion. Items discussed were Doc 34-O; tax reduction for veterans; Doc 69-L; oversight and enforcement of terms and conditions of City negotiated contracts and Doc 11-E; Asynchronous City Council meetings

18. DOCUMENTS REFERRED TO COMMITTEE STUDY

19. LONG TERM MATTERS STUDY LIST

20. ADJOURN

JAMES J. FIORENTINI
MAYOR



CITY OF HAVERHILL
MASSACHUSETTS

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September 10, 2020

City Council President Melinda Barrett and Members of the Haverhill City Council

RE: Communication from the Mayor regarding Coronavirus

Dear Madame President and Members of the Haverhill City Council:

I am requesting to address the City Council at their meeting on Tuesday, September 15, 2020 to give an update on the Coronavirus (COVID-19) crisis.

Very truly yours,

James J. Fiorentini
Mayor

JJF/lyf

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JAMES J. FIORENTINI
MAYOR



**CITY OF HAVERHILL
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RE: Communication from Ralph Basiliere

Dear Madame President and Members of the Haverhill City Council:

I am requesting Ralph Basiliere address the City Council at their meeting on Tuesday, September 15, 2020, to give an update on Haverhill's Vietnam Memorial fundraising efforts and event.

Very truly yours,

James J. Fiorentini
Mayor

JJF/lyf

JAMES J. FIORENTINI
MAYOR



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MASSACHUSETTS**

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September 10, 2020

City Council President Melinda Barrett and Members of the Haverhill City Council

RE: Matrix Report

Dear Madame President and Members of the Haverhill City Council:

Attached please find the final recommendations of the Matrix Company.

You will recall that at my request, approved by a majority of the Council, we allocated money for a full and complete study of our maintenance department. Matrix does recommend that we allocate more resources to maintenance which I agree with. They do not recommend that we hire additional staff.

The report recommends that we have a joint department run by a qualified professional who will report both to the mayor and the school superintendent. I agree with that recommendation. It is not yet clear to me if the school committee will agree.

In the interim, the report recommends that the city have one person who will coordinate maintenance on the city side. I agree with that recommendation and I have adopted it. I have designated purchasing agent, Steve Buccuzzo, as the city side maintenance coordinator. I have directed that all department heads submit their maintenance requests to Steve and enter them into our work order system so that we can better track them. Mr. Buccuzzo is already working on a revised preventive maintenance plan.

In order to better coordinate maintenance in the Fire Department I have hired retired firefighter Brian Saunders, who has many years of experience in the construction industry, to coordinate maintenance on a part-time basis in the fire department.

Tuesday night, Robin Haley will be available at the Council meeting remotely to outline the report and answer any questions or concerns you might have. I will be present at the meeting as will Steve Buccuzzo to answer any other questions you might have.

If you have any questions or comments or concerns do not hesitate to contact me.

Respectfully submitted,

James J. Fiorentini
Mayor

JJF/lyf

2020 SEP 10 PM 4:17

Facilities Maintenance Organizational and Management Assessment

HAVERHILL, MASSACHUSETTS



September 9, 2020

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1 Introduction and Executive Summary

This report outlines the findings and recommendations from the project team's organizational and operational assessment of facilities maintenance services in Haverhill, Massachusetts.

1. Approach and Methodology Used in the Study.

To understand and evaluate these issues, the project team embarked on a thorough assessment of facilities maintenance services provided by the school system's facilities maintenance department at both school and city buildings. The principal approaches utilized by the project team included, but were not limited to, the following:

- **Interviews** – members of the project team individually interviewed numerous customer department heads, management, supervisory and line staff.
- **Data Collection** – the project team collected a wide variety of external and internal data documenting the staffing, structure, operations and organization including:
 - Schools staffing and scheduling
 - Documentation reflecting operational practices
 - Various performance information

This data was summarized in a descriptive profile of the school facilities maintenance department which is provided in an Appendix to this report.

Interim deliverables were provided to the City, and the project team reviewed facts, findings and conclusions with department staff.

2. Introduction

When reading the report, it is important to note that while the school facilities maintenance department principally maintains the school's 18 facilities, it also sporadically assists in the maintenance of the city's 22 facilities. The bulk of the maintenance of city facilities is provided by contractors at the initiative of city department heads and other personnel.

For this reason, the report focuses primarily on the operations of the school system's Facilities Maintenance Department (FMD), as it is the only organization in the study that provides direct facilities maintenance. In addition, the report analyzes organizational structure and ways to improve facilities maintenance and management going forward.

3. Summary of Recommendations and Impacts of COVID-19 on Operations.

COVID-19 has already had an adverse impact on Haverhill, as every other city and town across Massachusetts and the country. Its future economic effects are unknown but could be long-lasting and broadly felt. The US economy shrank at an annualized rate of 4.8% in the first quarter of 2020, and it will shrink much lower than that in the second quarter. As of May 7, 2020, over 33.5 million workers have lost jobs in the previous seven weeks, equating to an unemployment rate of over 26%.

The City projected a \$500,000 deficit for FY 2020, and a \$5 to \$6 million deficit for FY 2021, however these have not materialized as of the writing of this report. The City has compensated for a deficit of \$2 million by using stabilization funds, and the Schools have not experienced a deficit. It is not possible to know how long the effects of COVID-19 and the economic downturn will last and depending on the length and severity of the pandemic, deficits could be a lingering issue. It is prudent, therefore, for Haverhill to begin to anticipate a reduction in spending in anticipation of a protracted period of declining revenues. With this in mind, we have provided in the table below both the recommendations as they are discussed in the body of this report as well as the anticipated impacts that these recommendations will have on facilities maintenance operations.

The following table provides a sequential listing of all the recommendations in this report.

Rec. #	Recommendation	Priority	Timeframe	Cost/ (Savings)
Chapter 2 – Staffing and Operations				
1	The FMD should identify all maintainable facilities equipment and machinery and enter pertinent data into its computerized maintenance management system.	High	Immediate and ongoing	NA
	<i>Both the City and Schools are aware of their maintenance equipment in their buildings, and this recommendation focuses on the formality of entering pertinent data into a computerized database for reference in designing a preventive maintenance program. Therefore, although this may be accomplished over a prolonged period, there should be no economic impact from the COVID-19 crisis that prevents the implementation of this recommendation.</i>			

Rec. #	Recommendation	Priority	Timeframe	Cost/ (Savings)
2	<p>The Facilities Maintenance Department should develop and implement a preventive maintenance program for all of the City and School buildings and building components.</p> <p><i>The project team has made no recommendations to reduce staffing in this report. Therefore, assuming that current staffing levels stay in place over the near term, there is no impediment to the development of a preventive maintenance program. Its implementation, however, may need to be deferred until the current fiscal crisis has passed, which will coincide with Phase 3 of the recommendations found in the "Organization" chapter of this report.</i></p>	High	FY 2021	NA
3	<p>The Facilities Maintenance Department should begin to define service levels for each of its major work activities.</p> <p><i>There should be no impediment from the effects of COVID-19 to defining appropriate service levels.</i></p>	Medium	Immediate and ongoing	NA
4	<p>The City and the Schools should centrally coordinate formal facilities assessments on a periodic basis, and prioritize the facilities repairs identified in these assessments.</p> <p><i>There should be no impediment from the effects of COVID-19 to coordinating facilities assessments, however contracting for formal assessments should be delayed until after the major financial effects of dealing with the crisis.</i></p>	Low	Coinciding with Phase 2 (described herein)	NA
5	<p>The Facilities Manager should generate a monthly performance report on the accomplishment of projected work, and discuss the work accomplished with the Mayor, Superintendent and Assistant Superintendent.</p> <p><i>Although there is likely no real impediment to implementing this recommendation due to COVID-19, it should be deferred until sufficient data have been accumulated. Regular meetings with the Mayor, Superintendent and Assistant Superintendent are also unlikely to be high priorities for those personnel while dealing with pressing financial issues.</i></p>	Lo	Fall, 2021	NA

Rec. #	Recommendation	Priority	Timeframe	Cost/ (Savings)
6	The Department should enhance its information gathering and analysis capabilities by requiring staff to record standard data elements on each work order. <i>There should be no impediment from the effects of COVID-19 to defining standard data for capture on work orders.</i>	High	Immediate and ongoing	NA
7	The City and Schools should designate a limited number of personnel in each building who are authorized to make facilities work requests. <i>There should be no impediment from the effects of COVID-19 to designating points of contact for each building.</i>	Low	Fall, 2020	NA
8	The Facilities Maintenance Department should develop a written policies and procedures manual for the City and the Schools. <i>There should be no impediment from the effects of COVID-19 to developing policies and procedures.</i>	Low	Coinciding with Phase 2 (described herein)	
Chapter 3 - Organization				
9	As an interim step, the City should immediately centralize all facilities maintenance services under the Purchasing Agent, as a temporary measure. All contracted repairs should be requested and procured through this central point of contact. <i>There should be no impediment from the effects of COVID-19 to defining appropriate service levels.</i>	High	Fall, 2020	\$26,000
10	Once current fiscal constraints are lessened or removed, the City and the Schools should centralize all facilities maintenance services, and formally recognize the Facilities Management Department's responsibilities for the maintenance and repair of City facilities, as well as those of the Schools. <i>As noted in the recommendation, this should be deferred until the major financial effects of COVID-19 have subsided.</i>	High	TBD	NA

Rec. #	Recommendation	Priority	Timeframe	Cost/ (Savings)
11	Once the current fiscal constraints are fully removed, and FMD has addressed data collection, analysis and customer service issues, the City and Schools should convert to a contractor-centered business model, in which low, or unskilled, services are provided by in-house staff, with skilled labor provided by contractors. <i>As noted in the recommendation, this should be deferred until the major financial effects of COVID-19 have subsided.</i>	High	TBD	Approximately \$286,000 annually

2 Staffing and Operations

This chapter of the report analyzes the operations and staffing of the facilities maintenance and management functions in the City of Haverhill. In a later section of this report, the project team will address organizational structure for Haverhill's facilities maintenance and management function and will provide alternatives for the future. It is important to first place that discussion in the proper context by analyzing the manner in which facilities services are currently delivered. This section begins with an analysis of sufficiency of staffing and contractual funding of operations. The project team makes recommendations later in this section regarding actions that would be required if the City and Schools retain facilities maintenance services internally.

1. The Facilities Maintenance Function is Under-Staffed to Perform an Adequate Level of Maintenance for Its Buildings.

The Schools' Facilities Maintenance Department is composed of a facilities manager, a principal bookkeeper, a custodial storekeeper, a plumber, an electrician and four maintenance mechanic positions (one of which is currently vacant). Therefore, there are six full time equivalent positions dedicated to the maintenance of the 18 school facilities which are listed below.

Facility	Area (sq ft)	Current Replacement Value ¹
Bradford Elementary	73,785	\$14,153,485
Burnham Registration Center	20,250	\$3,207,875
Bartlett TEACH	21,750	\$4,505,619
Hunking Middle School	147,996	\$63,654,000
Consentino Middle School	108,300	\$18,003,723
Crowell Elementary	20,250	\$3,927,814
Nettle Middle School	101,000	\$19,587,031
Golden Hill Elementary	73,875	\$14,153,485
Greenleaf Academy	37,925	\$5,788,238
Haverhill High School	355,000	\$60,940,823
Whittier Middle School	54,500	\$8,717,070
Moody Elementary	27,000	\$4,584,525
Pentucket Lake Elementary	73,875	\$14,153,485
Silver Hill Elementary	73,875	\$14,153,485
Tilton Lower	68,475	\$10,912,998
Tilton Upper (formerly Haverhill Alternative)	43,283	(Unavailable)
Walnut Square Elementary	16,500	\$421,324
Carpentry Shop, 4 Bay Garage	4,896	\$134,421
Total	1,322,535	\$260,999,401

FMD also maintains city facilities as staff are available. The following table provides a listing of city facilities including facility size and estimated current replacement values.

Facility	Area (sq ft)	Current Replacement Value
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¹ Excludes Walnut Square Elementary, for which no value could be located.

City Hall	77,393	\$24,622,206
Police Department	26,892	\$11,532,125
Library	40,000	\$10,492,909
Fire Station	4,800	\$1,258,178
Fire Station	3,661	\$930,926
Fire Station	11,132	\$2,132,247
Fire Station	4,064	\$755,972
Police Vehicle Garage	5,525	\$1,349,518
Police Animal Control	1,200	\$172,189
Veterans Memorial Skating Rink	35,460	\$6,259,119
R.L. Wood School	9,360	\$1,819,797
Citizens Center	28,932	\$4,766,392
Rocks Village Fire Station	1,344	\$97,219
Ayers Station Fire Station	1,120	\$97,219
Swasey Field Spray Park, Restroom Storage	150	\$380,091
Cashman Field Restroom and Storage	150	\$74,136
Haverhill Stadium	27,500	\$5,629,753
Comfort Station (Tennis Courts)	500	\$48,950
Boat and Canoe Storage, Bath House	4,660	\$402,523
Riverside Park Restroom and Storage	150	\$74,136
Parking Deck	17,500	\$5,707,114
Park Department Barn	9,942	\$1,637,892
Public Works	18,560	\$3,512,983
Total	329,995	\$83,753,594

Between the Schools and City, there are 41 facilities encompassing 1,652,620 square feet. These buildings have a current replacement value (CRV) of \$344,752,995.

As previously noted, Schools have a staff of six (6) maintenance staff who are primarily responsible for the maintenance of the 18 school buildings. The City primarily utilizes outside contractors to perform maintenance and repairs on its 23 buildings with some sporadic assistance from the schools' FMD staff.

The facilities maintenance budget for Schools for the current year is provided in the table below.

Category	FY20 Budget
Personnel Services	\$431,9845
Operations	\$1,055,039
Supplies, Materials	\$61,471
Utilities	\$442,199
Total	\$1,990,694

The City does not issue a specific budget for its facilities maintenance expenditures; however, the following table reflects the actual expenditures made to contractors for the services shown in FY19.

Service	FY19 Actual Expenditure
Boiler Repair	\$65,577.00

Electrical Repair	\$79,152.65
Elevator Repair	\$57,259.90
Plumbing and HVAC Repair	\$281,379.31
Total	\$483,368.86²

Using the FY19 expenditure levels for the City as a proxy, the total expenditure for facilities maintenance and repair for both the City and Schools would be \$2,474,063.

In determining the adequacy of staffing for facilities maintenance operations, the project team typically utilizes a standard of between 45,000 and 50,000 square feet of maintainable space per full time equivalent (FTE) Technician. This range is derived from the International Facilities Management Association (IFMA) survey of 650 public and private members of the organization. In addition, the IFMA survey also asks respondents for their facilities maintenance expenditures as a ratio of the CRV in their respective agencies. The project team compares Haverhill's metrics to those in the IFMA survey in the analyses below.

(1) Haverhill's Facilities Maintenance Expenditure Levels Are Below National Averages.

As noted above, the national averages in the IFMA survey indicate that agencies allocate one maintenance technician FTE per 45,000 to 50,000 square feet of maintainable space. To calculate the degree to which Haverhill meets these averages, it is necessary to determine the equivalent number of facilities maintenance staff that are allocated to this function. The FMD has six authorized FTEs who perform building maintenance and repairs. However, both the City and Schools expend relatively significant amounts for contracted repairs which, for purposes of comparison to IFMA survey averages, must be converted to equivalent staff positions.

The Schools provided three years of line item budgetary expenditures for analysis. Two of the line items in these budgets, "Maintenance/Repair-Building" and "Testing Services Building Maintenance" relate to contractual expenditures for the maintenance and repair of School facilities. These are provided below.

Budget Item	FY17-18 Budget	FY 18-19 Budget	FY 19-20 Budget	Average
Maint/Repair-Bldg	\$538,000	\$754,140	\$687,738	\$659,959
Testing Svcs-Bldg	\$30,000	\$30,000	\$30,000	\$30,000
Total	\$568,000	\$784,140	\$717,738	\$689,959

² The figures in the table represent a summary of expenditures provided by the Purchasing Office of the City. It likely contains some capital expenses, and even some expenses incurred by the Schools. The project team obtained a separate itemized listing of maintenance expenditures for City departments, however as many expenses are not fully described, it was not possible to determine the charges made specifically for facilities maintenance with any degree of certainty. Therefore, we elected to utilize the figures provided by the Purchasing Office with the acknowledgement that they may overstate the actual facilities maintenance expenditures to some degree.

Haverhill Schools have averaged \$689,959 in the past three years in expenditures for contracted facilities maintenance.

The City of Haverhill provided actual expenditures for a single year (FY 18-19) for contracted maintenance and repairs of its facilities of \$483,369. Combining these two figures, the City and Schools expend approximately \$1,173,328 annually for contracted maintenance and repair. To convert this figure to an equivalent number of full time facilities maintenance technicians, the project team utilized the following assumptions:

- The labor element of the contractual expenditure represents 50% of the total with the remaining 50% of the expenditure being for parts, materials and supplies.
- Contract laborers performing building maintenance and repairs are compensated at the same hourly rate as the average rate paid to the skilled positions of Plumber and Electrician in FMD.

It should be noted that neither of the above assumptions is likely to be precisely accurate; however, they are used as proxies in the calculation of the number of FTEs allocated to maintenance and repair in Haverhill's City and Schools facilities. In the experience of the project team, parts, supplies and materials may vary greatly from one work order to another; however, over the course of an extended period of time representing a typical mix of repair types, these average about 50% of the total expenditures. Regarding the hourly rates paid to contractors, their direct hourly rates are generally somewhat higher than those of municipal workers, however, these rates are inclusive of both profit and fringe benefits. To make the calculation more equitable, an assumption of a fringe benefit of 40% of direct salaries to FMD staff is made in the calculation below.

Position	Number	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	Average per position ³
Electrician	1	\$69,530	\$80,141	\$2,500	\$74,835
Plumber	1	\$61,225	\$64,272	\$71,161	\$65,553
Total	2	\$130,755	\$144,413	NA	\$70,194
Fringe Benefits (40% of direct compensation)					\$28,078
Average Total Compensation for FMD Skilled Trades Positions					\$98,272

The average total compensation for skilled trades workers in FMD has been about \$98,272 annually over the past three fiscal years. Therefore, given that the average expenditures for contracted maintenance and repair have been \$689,959 for the past three years, the calculated number of contracted FTEs has been about 7.0 (\$689,959/\$98,272). Added to the six (6) FTE positions in FMD, this equates to 13.0 positions performing facilities maintenance and repair work on 1,652,620 square feet (calculated from an earlier table) of city and school facilities. This equates to 127,125 square feet per equivalent facilities maintenance technician.

³ Average for Electrician position includes only fiscal years 2017-18 and 2018-19, as the incumbent was absent for a substantial portion of FY 2019-2020.

As was noted above, the IFMA survey indicates that each dedicated facilities maintenance technician is typically responsible for an average of between 45,000 and 50,000 square feet of maintainable space. This compares to the average of about 127,125 for the City of Haverhill's 41 city and school buildings.

(2) The City Also Expends Less Than National Averages on Building Maintenance as Compared to the Total Size of Facilities Maintained.

The IFMA survey referenced in the previous section provides several bases for comparison of facilities metrics to determine the degree to which Haverhill meets industry standards. One of these is the number of maintainable square feet per equivalent facilities maintenance technicians. On the basis of that comparison, it was found that Haverhill's technicians are responsible for about 2.5 times the average of other public and private entities.

Another basis for comparison is on the amount of facilities maintenance expenditures as a percentage of the current replacement value of facilities. As was noted above, the current replacement value (CRV) of the city's and schools' 41 facilities is \$344,752,995. The following table shows the expenditures for facilities maintenance as a percentage of 274 respondents' CRVs.

Percentile	CRV Index %
99	9.14%
95	6.41%
90	3.31%
75	1.87%
50	0.94%
25	0.49%
10	0.26%
5	0.16%
1	0.04%
Mean	1.55%

As was noted above, the City expended \$483,369 for contracted expenses in FY 18-19. The table below shows the average of the past three fiscal years expended by the schools.

FY 17-18 Budget	FY 18-19 Budget	FY 19-20 Budget	Average
\$1,626,942.61	\$1,738,458.56	\$1,990,693.53	\$1,785,364.90

As the table shows, the average expenditure by the Schools has been about \$1,785,365 annually for the past three fiscal years. Combined with the City's \$483,369, Haverhill spends approximately \$2,268,734.

Given that the total CRV for the public buildings in the City of Haverhill is \$344,752,995, the maintenance and repair expenditure of \$2,268,734 equates to 0.658% of CRV.

Although the table above does not display fine enough gradients, this figure would equate to about the 35th percentile of respondents in the IFMA survey; if the figures are extrapolated, meaning that, as a percentage of their current value, only about 35% of respondents spend less on maintenance and repair of their facilities than does Haverhill.

(3) An Analysis of Metrics Indicates That the City's Facilities Maintenance Expenditures Are Insufficient to Provide High Levels of Service.

The previous sections have shown that, as a comparison to standard metrics, the City and Schools are staffed at relatively low levels and expend relatively low levels on the maintenance of their 41 facilities. These observations are at least partially validated through an analysis of response times to requests for repairs.

The project team requested and received a report of work requests by type (e.g., electrical, door/window, fire alarm, HVAC, etc.) that showed the elapsed time between receipt of the work request and the completion of the work. FMD staff accommodated this request, however staff were unable to provide work completions within specified time periods (e.g. work orders completed between January 1, 2019 and December 31, 2019), but rather provided response times for all work orders from the inception of the DeskPro CMMS, which was in FY 2018. The results of this analysis are provided in the table below.

Completion Period	Number	Percent of Total	Cum. Pct. of Total
0-15 mins.	67	1.83%	1.83%
15-30 mins.	27	0.73%	2.56%
30-60 mins.	34	0.93%	3.49%
1-2 hours	72	1.96%	5.45%
2-4 hours	96	2.62%	8.07%
4-12 hours	73	1.99%	10.06%
12-24 hours	222	6.06%	16.12%
1-2 days	257	7.01%	23.13%
2-4 days	309	8.43%	31.56%
4-7 days	439	11.98%	43.54%
1-2 weeks	458	12.50%	56.04%
2-4 weeks	420	11.46%	67.50%
1-2 mos.	402	10.97%	78.47%
2-3 mos.	176	4.80%	82.27%
3-6 mos.	284	7.75%	91.02%
6-12 mos.	230	6.28%	93.30%
1-2 years	99	2.70%	100.00%
Total	3,665	100.00%	100.00%

Highlights from a review of the above table include the following:

- A key measure of the responsiveness of facilities maintenance personnel is the percentage of work requests completed within 24 hours. In highly responsive organizations, this should approach 50% or higher. In Haverhill, only 16.1% of work requests are completed in 24 hours, or about one in six.
- Fewer than half (43.5%) of all work requests are completed within one week.
- Only about three of every four (78.5%) work requests are completed within two months.

The metrics presented above indicate that FMD does not, or is not able to, respond to work requests in a timely manner. However, it should be noted that some undetermined number of work requests that have not yet been completed are not entirely due to inactivity on the parts of FMD staff. Interviews indicate that some work requests come to FMD and cannot be completed without further input from school management. One such example involves hazardous waste at one of the schools, which requires direction as to how to proceed. Another involves addressing a tripping hazard at another of the schools. There were 267 such open work orders as of March 13, 2020. It is not known how many of these open work orders involve requests for work that require further direction and input to the FMD; however, it is true that 267 open work orders represent a very high number of requests (about 7% of the total for the time period) for work that has not been addressed. Further, it is not clear that FMD is actively and consistently requesting the input necessary to clear these requests.

The combination of staffing, expenditure and response metrics in this section of the report provides strong evidence that facilities maintenance in Haverhill is under-staffed and under-funded, and this combination may be at least partially responsible for a lack of responsiveness on the part of FMD to the clearing of work requests. There are several options that can be pursued to address this situation, some of which, but not all, involve additional expenditures.

Given the current economic downturn, in the following sections of the report, the project team will present several options that the City can institute that involve varying levels of expenditure to enhance its approach to facilities maintenance and management.

(4) The City and Schools Would Be Required to Make Significant Investments in Staff and Support Systems to Raise Service Levels to Those of National Standards.

As was calculated above, each equivalent maintenance technician in Haverhill is responsible for an average of 127,125 square feet of maintainable space, while national averages are between 45,000 and 50,000. In order to meet this national average, Haverhill would be required to hire additional maintenance technicians over and beyond the 13 FTEs that currently perform maintenance.

Similarly, as compared to national averages regarding expenditures for maintenance, in order to meet the 50th percentile of expending 0.94% of current building replacement value on maintenance, Haverhill would be required to spend a significant amount to meet this standard as well.

It is clear that meeting national averages regarding staffing and expenditures is not feasible in Haverhill, either currently or in the foreseeable future. Therefore, the focus of this report will not be on meeting national standards, but rather on improving operations, maximizing efficiencies and optimizing the organizational model of service delivery going forward.

2. The Schools' Facilities Maintenance Department Should Develop an Inventory of All Maintainable Equipment in Both the City and School System.

The foundation of any maintenance program is the development of an inventory of maintainable equipment for which there is maintenance responsibility. The City conducted a thorough review of each of its facilities utilizing a private contractor in 2012. This review included the documentation of facility address; floor space building characteristics, heating, ventilation and air conditioning (HVAC) systems, energy management systems, hot water systems and lighting systems. The review also provided an objective assessment of the condition of each system, as well as their respective projected useful lives.

Although the School System has recently investigated the potential of conducting a similar review of three of its schools (Hunking, Bradford and Tilton), it has not developed a comprehensive assessment of its structures or the maintainable systems within them.

The objective of a facility review, such as the one recently performed by the City, is not simply to document the existence of facilities and their conditions, although these are important elements of the process. The main objective, however, is to develop the preventive and, eventually, the predictive maintenance programs for internal systems that will ensure that these systems are optimized, and that they meet or exceed their projected economic lives.

The FMD should begin the process of entering all maintenance machinery and equipment into its DeskPro computerized maintenance management system (CMMS). The project team recognizes that this software solution is not optimal for longer-term use by the department, but also recognizes that the department may be required to utilize it for the foreseeable future. The elements that should be entered for each system include the following:

- Facility location
- Machinery type (boiler, air handler, etc.)
- Age and/or year installed

- Specifications (e.g., gas-fired water heater with input capacity of XXX MBH, tank capacity of XXX gallons)
- Sketch or photograph (if available)
- Checklist of preventive maintenance (PM) tasks. For air handlers this may include such items as:
 - Check the unit for noise and vibration
 - Clean filters
 - Drain and clean condensation pan
 - Lubricate and grease motor and blower bearing
 - Straighten coils with a fin comb
 - Check that the motor belt and pulley are working properly
 - Inspect wiring for damage or loose connections
 - Check the unit's bypass valve
- Maintenance history
- Maintenance frequency (once per month, once per quarter, etc. See the following section for suggested frequencies for specific units.)

The creation of a full inventory of maintainable systems and equipment is necessary for the development of both an effective preventive maintenance program and a projected long-term capital plan that estimates the costs of replacement of major systems over the course of time. And on a more practical level, it allows the manager to quantify the cost of maintaining specific pieces of equipment.

After on-site visits by the project team had concluded, the City reports that it has begun entering these data into its system. The Schools should follow suit and begin entering all above data into either the DeskPro software, or another suitable solution.

Recommendation 1: The FMD should identify all maintainable facilities equipment and machinery and enter pertinent data into its computerized maintenance management system.

3. The Facilities Maintenance Department Should Develop and Implement a Comprehensive Maintenance and Reporting Program.

Although the FMD does perform certain preventive maintenance tasks, its full implementation has been impeded by both the relative lack of staff as well as the fact that not all major maintenance equipment has been entered into the DeskPro computerized maintenance management system. This section of the report describes the elements of a successful preventive maintenance program.

(1) A Comprehensive Preventive Maintenance Program Should Be Developed and Instituted for All of the City and the School System Buildings

Many building industry and facilities management groups, including the American Public Works Association, the Building Owners and Managers Association (BOMA) International, the Association of Physical Plant Administrators (now named the Association of Higher Education Facilities Officers), and the Association of School Business Officers agree on the benefits of well-planned preventive maintenance.

These professional associations cite preventive maintenance for its effects on improving equipment's operating efficiency, preventing premature replacement of components, and avoiding interruptions for building occupants. Preventive maintenance is widely thought to reduce long-term costs by maximizing the operating capacities of equipment, minimizing downtime, and avoiding breakdowns that would otherwise lead to higher repair costs later. Studies within individual companies show savings in energy costs and repair costs and reductions in equipment breakdowns due to preventive maintenance. Some studies have shown that the investment of time and financial resources into preventive maintenance returns \$2 in savings for every \$1 invested.⁴

FMD should enhance its preventive maintenance program for heating, ventilation, air conditioning, electrical and plumbing components for all of the city and school buildings. FMD has not yet entered all of the major maintenance equipment into the DeskPro CMMS, which is a critical step in developing maintenance schedules and reporting on results. FMD should enhance and implement a comprehensive preventive maintenance program and enter these elements into DeskPro along with the elements of maintenance and the frequencies with which the maintenance should occur. The elements of this preventive maintenance program are presented below.

- **Establish levels of service necessary to preventively maintain the facilities.** In establishing levels of service, FMD should document what maintenance activities are needed to ensure that a particular system or component meets or exceeds its life expectancy. Manufacturer's literature and the experience of FMD staff are some ways to determine both, acceptable life cycles and what preventive maintenance work would result in achieving those life expectancies in the most efficient manner.
- **Prepare an annual work program for preventive maintenance of buildings and building components.** Once the levels of service have been established, setting the tasks into a work plan is the next step. The list of tasks to be performed should be described in detail, and the frequency and nature of the work should be clearly stated. The supplies and materials to be used must be specified in considerable depth and the manner in which the work is to be accomplished should be expressed in simple language.
- **Develop a formal work planning and scheduling system for preventive**

⁴ "From Preventive to Proactive", Public Works Magazine, November, 2007.

maintenance of buildings and building components. The core of any preventive maintenance program is in the scheduling and assignment of specific preventive maintenance tasks. This is almost always done using a work order system. This element of the preventive maintenance program takes the work items developed for each facility component, such as the quarterly inspection of a rooftop HVAC unit, and assigns them to FMD staff according to the established structure and schedule.

- **Report actual versus planned results of preventive maintenance.** Effective preventive maintenance programs depend on feedback from FMD staff using the work orders and a reporting/tracking system of costs associated with the work order. This information is used to maintain the proper balance between preventive maintenance and renewal and replacement efforts.
- **Establish a reporting system.** Through a combination of informal evaluations and formal audits, a reporting system could be established to analyze the FMD's maintenance system to assure cost-effective maintenance.

Although there will be some initial costs and time consumed in setting up the preventive maintenance program, the benefits will be apparent within 18 to 24 months. As was noted above, for every dollar expended in preventive maintenance, the City may see two dollars of costs avoided. The following table provides some initial guidance on the items to be covered in a PM program, and the frequencies with which specific equipment should be serviced.

Recommended Elements of an Effective Preventive Maintenance Program

Description	Frequency
Chiller Check	Daily/Weekly
Cooling Tower Maintenance	Quarterly
Lamp/Lighting Check	Weekly
Restroom Inspection	Weekly
Roof Inspection	Semi-Annual
Fan Coil and HVAC Unit Routine Maintenance	Quarterly
Exit/Emergency Light Inspection	Weekly
Fire Station Mechanical Equipment Maintenance	Quarterly
Mechanical Equipment Maintenance – Other Buildings	Semi-Annual
Winterization of HVAC Units	Annual
Condenser Coil Cleaning	Quarterly
Ballast Checks	Monthly
Check Sprinkler Heads	Monthly
Check Air Filters and Belts	Quarterly
Check Emergency Generator	Annual
Belts and Motors on Exhaust Fans	Semi-Annual
Grease Motors and Pumps	Quarterly
Check Motors on Air Handlers	Quarterly
Inspect Boilers and Steamers	Annual
Check Smoke Alarms	Semi-Annual
Check Fire Extinguishers	Semi-Annual
Check Fire Escape Condition	Semi-Annual

Description	Frequency
Check Building Electrical Panels	Annual

FMD is not currently staffed sufficiently to immediately implement a robust preventive maintenance program that ensures adherence to monthly, quarterly and annual PM schedules for each maintainable piece of equipment in the inventory that will have been developed in conformance to the guidelines outlined in the above section. However, a general rule of thumb is that 80% of all maintenance costs are generated by 20% of the equipment. Given this, it is not unreasonable to begin with a modest goal of establishing a PM plan for only HVAC units, which are generally among the more costly units to maintain and repair in any facility. Indications from the City after the conclusion of on-site visits by the project team are that the Schools have requested that a private contractor conduct these PM events for HVAC equipment, and that the City already does this. The eventual goal is that 30% of all work should be preventive maintenance-related and that 90% of all work should be generated by PM inspections.

Recommendation 2: The Facilities Maintenance Department should develop and implement a comprehensive preventive maintenance program for all of the city and school buildings and building components.

(2) The Facilities Maintenance Department Should Define Appropriate Service Levels.

In order to properly staff and fund the facilities maintenance function in Haverhill, it is imperative to first define the desired levels of service. This is true for any organizational model the City selects, whether fully centralized and provided by internal staff, whether fully outsourced or whether provided under some combination of the two.

The main objectives of the facilities maintenance department are to maintain the facility infrastructure of the schools (and to some extent the city) and to respond to customer requests for service related to this infrastructure. Without an agreed-upon set of service levels, however, the degree to which FMD (or whatever organization is selected going forward) achieves satisfactory results will be subjective and will vary based on the individual making the assessment.

FMD, in conjunction with the Mayor, the Schools Superintendent and Assistant Superintendent, should develop levels of service that will ensure that its facilities infrastructure is adequately maintained and should also identify the gaps in providing these service levels at current staffing levels. Service levels should be defined in terms of response times to requests, how services will be delivered and how long they will take. Examples may include the following:

- Responses to requests related to air temperature will occur within two hours of request.
- Other than for air temperature complaints and similar services which are easily evaluated at the time of service, once requests for service have been completed,

the service requestor shall be called or visited within 48 hours to ensure that services were accomplished in accordance with the request.

- Ninety-five percent of preventive maintenance service orders will be completed within the month scheduled.
- All major maintenance equipment in city and school buildings will receive preventive maintenance in accordance with manufacturers' guidelines or in accordance with more frequent service levels defined by the FMD policy and procedures manual.

Some judgment will be needed in applying the standards, but they should provide specific and useful guidelines in terms of what maintenance should be performed and what maintenance can be deferred. The result of this step is a definition of the levels of service that can be achieved with the levels of staff and financial resources available to the Department. Labor hours, materials and equipment should be estimated for each level of service. Should this exercise indicate that insufficient resources currently exist to provide these service levels, the service levels should either be altered to be commensurate with available resources, or additional resources should be obtained to provide the agreed-upon service levels. Interviews with department staff indicate that the department has not developed or communicated these service levels either to city or school's management or to its building tenants. In the absence of a formal definition of these service levels, each customer of FMD services may have a different view as to the services to be provided.

Recommendation 3: The Facilities Maintenance Department should begin to define service levels for each of its major work activities. These should define the desired level of service to be accomplished and should be reflective of available personnel and financial resources. These service levels should be communicated to both internal and external stakeholders in the delivery of facilities maintenance services in the city and schools.

(3) The City and Schools Should Conduct Condition Assessments of Their Assets on a Periodic and Ongoing Basis.

Condition assessments of facilities must be made at regular intervals. These condition assessments must be updated as facilities age and should be based upon formal quantitative models.

The Schools commissioned a formal facilities assessment in 2018 which provided condition assessments of roofs, boilers and other pertinent features of its buildings. The City commissioned such a study in 2012. These assessments should be continued on at least a five-year basis, and they should be coordinated centrally in order to ensure consistency between the bases for the assessments.

The primary recommendation regarding these facilities assessments is to prioritize the identified deficiencies. Neither of the two assessments reviewed by the project team

provided a prioritized list of deficiencies and neither provided probable costs to abate them. Equally importantly, neither study provided an assessment of probable results should the identified deficiencies not be addressed going forward. These prioritized listings may not have been within the purview of the contractors performing the assessments, however, these are important elements of any such study, whether conducted by the contractor or by the city and schools after the assessments are conducted. Centralizing the analysis and assessing the priorities for the city as a whole are important in ensuring that the City makes the most informed and effective allocations of building modification funding in the future.

Recommendation 4: The City and Schools should centrally coordinate formal facilities assessments on a periodic basis and prioritize the facilities repairs identified in these assessments.

(4) The Facilities Maintenance Department Should Develop and Institute a Performance Management Program.

The performance of preventive maintenance on critical machinery and equipment is essential to the achievement of optimum performance, both of the machinery itself, but also of the technical staff responsible for their maintenance and repair. For this reason, it is critical that the PM program be the highest priority in the organizational evolution of the Department.

Once the PM program is instituted, it is imperative that FMD measure not only the success of the program, but its efforts in general. Performance measurement can provide important information to the Facilities Manager, who can use this information to improve individual and collective performance of their respective sections. The temptation is to continue to manage the problems of the day and to allow the organization to run much as it did the previous day, week, month, or year. Through the analysis of objective data that are collected and reported in a standard manner each year, the manager may make informed decisions regarding current performance, as well as how that performance may be improved. In short, using data to drive decision-making can help each of the maintenance technicians to carry out their missions more efficiently and effectively.

The performance management system should be designed to answer certain fundamental questions. These include the following.

- How do we know how well we're progressing against the department's mission and goals?
- What should we be measuring in order to make sure we have the information that is critical to making decisions?
- How should we report our performance, both internally and to external stakeholders such as the School Superintendent, School Committee, Mayor, City Council and residents?
- Given that we don't have unlimited resources, where should we be focusing our time and effort to ensure consistent improvement?
- How can we ensure that we strike the right balance between the value of the data and the time and effort required to obtain and report it?

Performance measures fall into the following three broadly defined categories:

- **Workload.** These measures are generally indicators of how much work was accomplished by the reporting department. Examples include numbers of work orders, number of PMs conducted, number of pumps and motors receiving preventive maintenance, etc. In addition, this category includes statements of the

systems or infrastructure for which the particular section is responsible. Examples of this include the number of square feet of maintainable space, number of buildings maintained, etc. In general, without context, workload measures are not useful in determining the relative productivity of the staff in each department, but rather their usefulness is in providing a basis by which efficiency and effectiveness measures can be calculated.

- **Efficiency.** These are measures that reflect the ratio of outputs per unit of input. The workload measures described above can be considered the “outputs” of service and production. The inputs are, for example, the number of hours expended in conducting PM, the number of FTEs conducting HVAC maintenance, etc. The objective of an organization should be to increase the outputs with the same, or fewer, inputs over time.
- **Effectiveness.** Effectiveness measures are reflections of the degree to which the Department is successful in delivering a specific service. These may be measured in terms of how satisfied customers are with the services or goods delivered. Alternatively, they may be measured in terms of the timeliness of the service or to the degree that the service was delivered at or under the targeted cost.

The system should be developed to summarize the daily work reports on a monthly basis to produce performance measurement reports. The Facilities Manager should be required to provide a monthly status report to the Mayor, Superintendent and Assistant Superintendent which should be more than a simple statement of the work that was accomplished. It should reflect not only this, but also the efficiency and effectiveness of the resources utilized and the degree to which the actual performance met the objectives stated in the monthly plan. For example, the performance measurement data generated by this report could include:

- A comparison of planned versus actual staff hours per work activity for the previous month and year-to-date for each work activity.
- A comparison of actual versus planned work output (e.g., air handlers scheduled for preventive maintenance vs. the number scheduled) per month and year-to-date for each work activity.
- A unit cost analysis that compares the planned versus actual unit costs for each work activity per month and year-to-date.
- A comparison of actual productivity (work output per staff hour) versus the expected productivity as stated in the performance standards.

The activity report should be viewed as a discussion document between the Manager and the Mayor, Superintendent and Assistant Superintendent to discuss the accomplishment of work, any reasons for not accomplishing the planned amount of work, and the action steps necessary to revise the work plan to ensure that the work is accomplished.

Recommendation 5: The Facilities Manager should generate a monthly performance report on the accomplishment of projected work and discuss the work accomplished with the Mayor, Superintendent and Assistant Superintendent. As plans change, adjustments to these plans should be discussed in this monthly meeting.

(5) The Facilities Maintenance Department Should Enhance Its Information Gathering and Analysis Capabilities.

The Facilities Maintenance Department utilizes the DeskPro software solution as its computerized maintenance management system. Although this CMMS has been made available to the department, its main function is as a “help desk” solution rather than a true tool for recording, analyzing, planning and managing work.

Given the limitations of the current environment, it is unlikely that FMD will be authorized to procure a more robust software solution. Therefore, the short-term options are to maximize the utility of DeskPro, utilize an existing solution in use by another school or city department or utilize an electronic spreadsheet such as Microsoft Excel to record and analyze work. Clearly, the latter solution is the least costly; however, if another CMMS should be available for minimal additional cost, that may present the best mix of utility and cost.

Whatever computerized maintenance management solution is used, there are some basic requirements of the system. These include:

- The ability to record pertinent attributes of all machinery and equipment within each facility, as well as preventive maintenance regimens, warranty information, latest structural assessment information, etc.
- The ability to schedule work on each piece of equipment.
- The ability to schedule the work of each maintenance technician.
- The ability to record labor, materials and equipment costs.
- The ability to record contractor repair costs, and to identify these as separate items from internal repairs.
- The ability to project the probable life cycle of each piece of equipment based on historical maintenance events and costs.
- The ability to identify areas of training needs for each maintenance technician and for FMD as a whole.

- The ability to provide a probable range of time expenditure for each scheduled maintenance event based on historic expenditures for the same event.
- The ability to measure and report on the attainment of defined performance measures.
- The ability to communicate the status and results of repairs to individuals making the repair request.
- The ability to solicit input on customer satisfaction with the requested repair.

Neither DeskPro nor Excel is capable of all of the above attributes, and it is unknown by the project team whether any existing software solution in the City or Schools has these capabilities. However, the absence of these capabilities should not inhibit FMD from maximizing the utility of existing tools. Even the simple recording of time and materials, repair types, machinery repaired, and contractor repair costs will both enhance FMD's ability to analyze productivity and to lay the foundation for uploading pertinent data into a future CMMS. Therefore, the project team recommends that for each maintenance event, the following information be recorded on each work order:

- Date
- Work Order Number
- Location (include address, and if not available, use nearest cross street)
- Activity Code of Work
- Crew Member(s) Name or Numeric Identifier
- Equipment Used
- Materials Used/Cost of Materials Used
- Start Time/End Time
- Labor Hours
- Contracted Costs (if applicable)
- Description of Issues/Problems Encountered
- Requesting Party and Phone Number (if applicable)

FMD should also institute procedures to ensure that all labor and materials are attributed to a specific work order. Interviews with FMD staff indicate that it is common for various school staff members to find maintenance workers in the hallways or other locations and ask for certain work to be performed while the workers are there. FMD has historically accommodated these types of requests, and this is doubtless viewed as a very customer-friendly practice by the tenants of the school buildings. This practice should not necessarily be discontinued, but the project team recommends that on these occasions, maintenance workers should call the office of the Facilities Manager to report the request and should also create a new work order for the new request. Many of these "side requests" may require very little time or materials, however, it is important to be able to track the frequency of these types of work requests, as they have a tendency to consume a much larger amount of time and materials over the course of an extended period than is believed to be the case at the time of performance.

Recording the above data for each work activity will ensure that productivity can be compared across work groups and employees, with the benefit of identifying any needed remedial action or training. Further, the data will allow for the calculation of full costs of activities in order to determine whether certain functions and activities are more cost-effectively performed by contractors, allowing internal crews to focus on activities for which they have relatively more expertise.

Recommendation 6: The Department should enhance its information gathering and analysis capabilities by requiring staff to record standard data elements on each work order.

Related to the above observation that maintenance workers are being pulled aside to perform unscheduled work, interviews also indicate that FMD does not prohibit any school employee from entering a work order into the system. Therefore, it is possible that the same work requests can be entered multiple times. Moreover, it is possible that some work orders may be in conflict not only with other work orders, but with the desires of the principals, or other managers, in the buildings. As was noted above, there are 267 open work orders in the system as of March 2020. It is not known how many of these are duplicates or which are work requests that would not have been made if they had been cleared by the building manager.

The project team recommends that each building manager, whether a Principal or other manager, designate one or two approved employees in their buildings to enter work requests into DeskPro. This will ensure that each work request is needed, approved and not in conflict with another work request. This will also have the effect of limiting the total number of work orders in the system by only reflecting those that are unique.

Recommendation 7: The City and Schools should designate a limited number of personnel in each building who are authorized to make facilities work requests.

4. The City and the Facilities Maintenance Department Should Develop Comprehensive, Written Policies and Procedures.

The *American Public Works Association's Public Works Management Practices Manual* is a tool that public works-related departments can use to develop or improve existing practices, enhance performance and increase productivity. Management Practice 1.4 states "the organizations policies, procedures and practices are periodically reviewed and/or updated to reflect actual practices."⁵

Neither the City nor the Schools have developed comprehensive policies and procedures such as building safety management, handling work requests, equipment security and others. However, the City as a whole should develop extensive policies and procedures to guide its managers and maintenance staff and assure uniformity in the critical processes.

⁵ American Public Works Association, Management Practices Manual, 8th Edition.

In developing policies and procedures, the following approach should be utilized.

- **Minimize.** The policies and procedures should be kept to a minimum.
- **Best Methods.** Make certain the procedure represents the “best method”. This means the procedure has been analyzed and is continually challenged.
- **Keep Current.** The problem with many policies and procedures is that they long ago outlived their usefulness. No one remembers why the policies and procedures were created in the first place. Sometimes they contradict each other and create even more confusion. Responsibility for updating these policies and procedures should be clear.
- **Be ready to change.** The key to organizational effectiveness and efficiency is finding a better way. The City and the Schools must always be ready to challenge current policy, to change it or even replace it.
- **The policies should be available on the city’s and school’s intranet sites.** This should facilitate easy updating.

The City and Schools should strive to achieve the best practices presented below in developing the policies and procedures manual.

Best Practices for a Policy and Procedures Manual

Develop written policies and procedures to guide managers and maintenance staff.

Establish a committee to develop, update, and evaluate its policies.

Annually recommends changes to policies and procedures needed to reflect changes in practices.

Periodically (once every four or five years) evaluate and recommend changes to the facilities maintenance policies to ensure that they are complete and relevant.

Develop procedures dealing with administrative matters.

The policies and procedures are readily accessible to all of the maintenance staff, and staff use them to guide their activities.

Examples of possible policies and procedures that should be developed are presented in the exhibit below.

Category of Policy and Procedure	Policy	Recommendations and Key Procedural Elements
Introduction	Purpose of the Manual	Contains the purpose and organization of the manual, and the process for updating the manual
Administration	Administrative Responsibilities	Should include 1. Authority, 2. Organization, 3. Boundaries
	Service Level Agreements in a centralized environment	Should include 1. Performance measures, 2. City, Schools and Operating department responsibilities.

Category of Policy and Procedure	Policy	Recommendations and Key Procedural Elements
	Reports	Should include report delivery and frequency
Maintenance and Repair	Maintenance and Repair Work Control	Should include how maintenance is conducted – the work order and service request process and the methodology for the processing and managing of related work and staff resources
	Types of Maintenance and priorities of response	Should include the types of maintenance such as preventive maintenance, unplanned or reactive maintenance, emergency maintenance, and the priorities of the different types of maintenance.
	Safety Inspections	Should define responsibility for facility inspection program to identify life safety code deficiencies and correction of noted deficiencies.
	Building Systems and Collateral Equipment	Should define the responsibilities by type of building system (e.g., electrical, plumbing, HVAC, etc.) for the maintenance and inspection of the systems.
	Preventive Maintenance	Should include 1. The responsibilities for the development of preventive maintenance schedules, 2. How <i>DeskPro</i> is to be utilized to develop work orders and report preventive maintenance,
	Repair	Should include 1. Procedures for having facility equipment repaired and 2. How <i>DeskPro</i> is to be utilized to develop work orders and report repairs
	Outside or Commercial Repair	Should include 1. Criteria for repair 2. Outsourcing relevance
	Utility Interruptions	Ensure that any known interruption is scheduled and coordinated with upper level management prior to the required interruption.
	DeskPro	Should include the procedures for reporting work accomplishments in DeskPro
Parts and Inventory Management	Parts	Should include 1. Ordering 2. Use of contracts/non-contracts 3. Purchasing cards 4. Approvals
	Receiving	Should include 1. Identified space 2. Hours for acceptance 3. Security 4. Computer-entry into DeskPro
	Issuing	Should include 1. Approval(s) 2. Computer entry
	Inventory Control	Should include 1. Inventory frequency and method 2. Minimums and maximums 3. Reports
Service Contracts	City policy on procurement of service contracts	Should include a summary of City policies and procedures regarding service contracts and procurement of service contracts
	Obtaining Service Contracts	Should include: 1. Identifying potential service contractors and 2. Obtaining bids and selecting a contractor
	Writing Specifications	Should include 1. Documenting service requirements using a performance-based approach; 2. certification and safety requirements; and contract protocols and considerations.
	Managing service contracts	Should include 1. Communication

Category of Policy and Procedure	Policy	Recommendations and Key Procedural Elements
		2. Documentation of performance and review with the service contractor 3. Spot checks/verification.
Capital Project Management	Design and construction policy	Should include the City's procurement rules governing and controlling facility design and construction practices
	Project delivery methods	Should include the methodology to be used in managing capital projects
Sustainable Operations and Management	Energy Conservation Guidelines	Should include 1. Operational guidelines to manage energy usage in City buildings (e.g., temperatures). 2. Energy reporting 3. Alternate sources of energy (e.g., solar).

Recommendation 8: Facilities Maintenance Department should develop a written Policies and Procedures manual for the City and Schools.

3 Organization

This section of the report provides alternatives for organizing facilities maintenance operations in Haverhill.

1. The City and Schools Should Consider Several Alternatives for Organizing the Facilities Maintenance Function.

Although improvements have been made in recent years, the facilities maintenance function in Haverhill still has several deficiencies. Some of these are operational in nature and could likely be successfully addressed by making certain changes. However, some other elements of operations are more structural and require an alteration of organizational structure and approach to service delivery in order to successfully address them. This section of the report provides alternatives for future facilities maintenance service delivery and the advantages and disadvantages of each.

(1) The City and Schools Approach Facilities Maintenance and Repair Using Different Models.

As has been described above, the City and the Schools approach the conduct of facilities maintenance in very different manners. The Schools have an internal staff of six maintenance technicians who are primarily responsible for the maintenance and repair of the 18 school buildings, but who also attempt to provide services to the city's 23 facilities as time and resources allow. Schools also procure the services of outside contractors as workloads and skill sets require. The City has no internal facilities maintenance staff and relies on the Schools to some small degree for maintenance services but primarily procures the services of outside contractors for the bulk of facilities maintenance and repair services. In procuring these outside contractors, the various departments occupying each of the facilities are responsible for obtaining their services.

Interviews with city staff indicate that, although they understand that the schools, through FMD, are available to assist with their facilities maintenance needs, their actual experiences with this model are that communication from FMD is irregular when requesting services, and they have largely stopped making requests of FMD as a result. Given the relatively low expenditures on repair and maintenance by schools, as was described earlier in this report, this observation is unsurprising.

For their parts, the various city departments generally procure outside contractors only when there is a need for a structural or mechanical repair, as opposed to regular preventive maintenance. This model can result in longer or shorter periods during which no expenditures for building maintenance repairs and services are made. However, when repairs are needed, they typically result in larger expenditures than would have been necessary if regular maintenance had been performed. The services requested are generally of an emergency nature.

FMD, on the other hand, has six maintenance technicians who hold varying skill sets. There are two specialists, a Plumber and an Electrician, and four Maintenance Mechanic positions (three of which were filled during the time of this study). There is no in-house capability to perform the more complex HVAC repairs in the schools which requires the services of outside contractors. One Maintenance Mechanic has a license to repair air conditioning units up to 10 tons, but larger units require outside contractors.

(2) The City and Schools Should Consider Several Alternatives Going Forward.

The City and Schools approach the maintenance of their facilities in different manners, and although the issue of lack of sufficient staff and funding to increase service levels to those of national standards may continue to be unachievable, at least in the near term, certain efficiencies may be gained through consolidating the organization and approach to facilities maintenance and management. Both School and City facilities are funded by the same Haverhill constituency, and as such should receive a consistent and standardized approach to their maintenance and repair. In this section, the project team presents alternatives to achieve this objective. These are presented below.

1. Organize separate in-house facilities maintenance capabilities for the city and the schools.
2. Centralize the city and school's facilities maintenance and management function under a single organizational structure.
 - 2.a. Convert the city and school's facilities maintenance function to a contract-only service model.
 - 2.b. Retain a small contingent of in-house staff to respond to quick, lower-skilled repairs, with all other repairs being contracted out.
 - 2.c. Retain a small contingent of in-house skilled maintenance technicians to perform preventive maintenance and contract out all emergency repairs.

Each of these alternatives is discussed below:

Alternative 1: Maintain separate City and Schools facilities maintenance capabilities

This alternative assumes that the City and Schools will separate, with the City maintaining its 23 buildings and the Schools maintaining their own¹⁸. This is effectively the model that is in current use, although this alternative formalizes the separation. Although the schools' FMD nominally is responsible for providing some degree of maintenance to city buildings, this is not occurring on a regular basis.

Under this organizational model, both city and school customers would directly contact either the central contact for city buildings or the schools' FMD, depending upon the facility. This eliminates the ambiguity from the City's standpoint as to whether FMD will

be able to commit sufficient resources to perform repairs within a specified timeframe, and also enhances accountability for ensuring that repairs are performed. The City and Schools facilities maintenance organizations would make independent decisions related to whether individual maintenance and repairs would be performed by in-house or contracted personnel.

This organizational model is the most prevalent one in Massachusetts and elsewhere, but it fails to capitalize on economies of scale related to contractual services, supplies and materials purchases, warehousing of inventories, maintenance management systems, and others. Further, this organizational alternative duplicate management structures for two relatively small departments.

Alternative 2a: Centralize the City and Schools facilities maintenance and management function under a single organizational structure.

Although the city and schools' facilities maintenance services are nominally centralized, they are not functioning as a single organization. This is partially due to the insufficiency of FMD staff to perform all necessary maintenance and repairs in city buildings and because there is confusion by FMD staff as to whether it has responsibility for city buildings.

Centralizing facilities maintenance in Haverhill would require formalizing the arrangement between the City and Schools, giving equal priority to both entities, but would prioritize individual repair needs based on both the severity of the issue and the criticality of the facility.

The following three alternatives should be viewed as sub-alternatives under the broad, general heading of Centralized Facilities Maintenance. They each presume that there are efficiencies gained through centralization, such as a single management structure, economies through centralized procurement of contracts and materials purchases, a unified approach to maximizing the economic lives of buildings and equipment, reduced space for warehousing and office areas, a single computerized maintenance management system and customer interface, and others.

Alternative 2b: Retain a small contingent of in-house staff to respond to quick, lower-skilled repair needs with all other repairs being contracted out.

This model would involve deployment of relatively low skilled and unlicensed facilities maintenance staff to perform minor repairs and assistance, with the more complex and time-consuming repairs being performed by contractors. In-house staff would be available to perform services such as toilet repairs, light bulb changes, response to room temperature complaints, office furniture movement, light carpentry, and other similar calls for service that tend to comprise a large percentage of the total calls, but which require relatively little time to complete and which do not require the highest level of trade skills to perform.

This alternative has the advantage of capitalizing on the utilization of staff who are already employed by FMD. There are few relative disadvantages, however, as is the case for alternative 2.a., it fails to develop internal expertise and familiarity with the major maintenance machinery and equipment in the city and schools.

Alternative 2.c: Retain a small contingent of in-house skilled maintenance technicians to perform preventive maintenance and contract out all emergency repairs

This alternative recognizes the critical importance of preventive maintenance of machinery and equipment that can, over a period of time, reduce the overall maintenance expenditures on the contract maintenance and repairs that would also be necessary from time to time. The City and the Schools own many older buildings which will always require a relatively high degree of maintenance; however, this may be minimized through regular and ongoing PM.

In this mode, the centralized maintenance organization would retain specialized maintenance technicians in plumbing, mechanical and electrical disciplines who would be deployed on a continual basis in the preventive care of all machinery and equipment with major emergency repairs contracted out on an as-required basis.

Each of the above alternative organizational models has certain advantages and disadvantages, and simply because one alternative may have more of one than another does not necessarily imply that it is the preferred one, as some evaluative criteria weigh more than others. This is especially true at the current time, as fiscal restraints clearly weigh on both the city and schools.

The following table provides an analysis and comparison of the major advantages and disadvantages of the alternatives listed above.

Alternative	Advantages	Disadvantages
1. Maintain separate City and Schools Facilities Maintenance Organizations	Effectively retains the model in existence currently. Increases accountability for maintenance by recognizing the separation of responsibility for specific buildings	Duplicates management structures, and therefore additional cost No ability to capitalize on economies related to procurement of contractors, materials, etc. Requires two separate management information systems
2. Centralize City and Schools Facilities Maintenance	Capitalizes on economies related to procurement of contractors and materials.	Customers may at times experience delays in response as compared to Alternative 1, whereby both city and schools retain separate abilities to

Alternative	Advantages	Disadvantages
	<p>Centralizes physical locations of management and staff. warehouse of materials and supplies.</p> <p>Provides a single customer interface.</p> <p>Maintenance and repairs for all city facilities (including schools) is approached in a standardized manner.</p> <p>Each of the centralized alternatives below share these advantages</p>	<p>maintain and repair their separate facilities.</p>
2.a. Centralize maintenance organization and utilize contractors only	<p>Building maintenance services are procured only as needed – eliminates fluctuations in workloads for in-house staff.</p> <p>Eliminates need to retain skilled labor in each trade.</p>	<p>Response times likely increase.</p> <p>Fails to develop in-house expertise in specific buildings and equipment.</p>
2.b. Centralize maintenance organization, with small in-house staff for quick tasks – contractors for complex maintenance	<p>Minimizes delays associated with contractor-only model.</p> <p>Lowest-cost model of the centralized alternatives.</p>	<p>Fails to develop in-house expertise in specific buildings and equipment.</p>
2.c. Centralize maintenance organization, with skilled in-house trades staff for PM and contractors for emergency work orders	<p>Emergency work orders either require skilled technicians to interrupt PM to respond, or involve delays waiting for contractors.</p>	<p>Somewhat higher cost than in Alternative 2.b., as it employs skilled labor, which is not only more expensive, but more difficult to find, recruit and retain.</p>

The decision regarding which of the above alternatives is optimal for Haverhill is not a simple matter of assessing the numbers of advantages and disadvantages. This is likely true under any circumstance, but especially so in the current environment of severe fiscal constraints. Therefore, relative costs of these alternatives must necessarily be heavily considered in selecting the optimum model, and by this criterion, the consolidation of the Schools and City facilities maintenance functions should be the preferred alternative, under Alternative 2. The main issue going forward, then, should be how best to accomplish this consolidation. As the discussion below shows, the recommended alternative should be to consolidate Schools and City facilities maintenance, and to phase in an approach whereby internal staff accomplish the quick tasks, and contractors are utilized for the more complex maintenance efforts.

(3) The City Should Take a Phased Approach to Changing Its Facilities Maintenance and Management Organizational Model.

As was noted above, fiscal constraints must be weighted heavily in the selection of the optimum organizational model. However, as justifiable as it may be in the short term, minimizing the investment in proper maintenance of the city and school buildings and equipment will result in their eventual failure, and this is already evident in some machinery. In short, failure to invest in proper maintenance, and not simply making emergency repairs, will eventually lead to even higher operational and capital costs.

For these reasons, and in recognition of the relatively recent severe fiscal constraints on the City, the project team recommends a three-phased approach to organizing facilities maintenance in Haverhill which blends lower initial costs with the longer-term goal of delivering necessary levels of preventive maintenance to buildings and equipment. The recommended phased approach is described below.

Phase 1: Centralize All City Facilities Maintenance Operations

In the first phase, the project team recommends that all City facilities maintenance and repair responsibilities be centralized under a single department or individual. Currently, little, if any, preventive maintenance occurs in City facilities, and repairs are contracted out to approved vendors as department heads, or their designees, deem necessary.

The centralization of all maintenance will, at a minimum, standardize the approach to the maintenance of facilities in the City, and will ensure that repairs are performed in accordance with contracts. Currently, to the extent that contracted repairs are inspected, these inspections are being performed by building personnel who may or may not have sufficient expertise to ensure that the repairs were adequately performed.

The project team recommends that the responsibility for city facilities maintenance be centralized in an existing department rather than creating a new organization, and during the course of this study, the City elected to designate the current City Purchasing Agent as the temporarily coordinator of City facilities maintenance, with a stipend of \$26,000.

The FMD should continue to operate under the status quo during this interim phase; however, it is recommended that it begin to shape its employee profile in accordance with the recommended Phase 3, under which the project team recommends that it transition to a non-skilled maintenance employee model. In any case, FMD should model its employee profile to fit whatever model is selected, so that as current employees retire or leave the School system for other reasons, it should hire employees who fit the selected profile.

This initial phase is necessary as a transitional step for two reasons. First, it is imperative that the City centralize the maintenance and repair of its facilities prior to simply centralizing all maintenance and repairs for all city and school buildings. Although FMD has made some strides in managing school facilities, it is still in the relatively initial stages

of requiring a set of standardized data on each repair. Prior to merging the two operations, it is important that both the City and Schools have firm grasps of the operations in their separate organizations. The second reason for this initial phase is to allow FMD additional time to implement the recommendations made earlier in this report regarding both data accumulation in its computerized maintenance management system, but also to enhance its customer service response model.

The project team recommends that the FMD Director develop a firm understanding of the buildings and the major maintenance equipment in both the City and the Schools prior to embarking on the second phase of this transition. Additionally, the Director should be responsible for developing a plan to implement a preventive maintenance program, and for entering all maintainable equipment into the management information system, as well as the preventive maintenance requirements and schedules for each. The FMD Director should begin reporting to both the School Superintendent and the Mayor during this initial transition phase.

Phase 2: Centralize All City and Schools Facilities Maintenance Operations

In this second phase of the transition, which should correspond both with general fiscal improvement and FMD operational improvement, the project team recommends that the City and Schools merge operations under a single organizational structure. Given the relatively more advanced state of the school's facilities maintenance department, it is recommended that the City transfer its maintenance operations to FMD, with FMD's charter officially expanded to give city facilities equal priority to those of the schools. This is an important element of the transition, as there is currently some degree of misunderstanding between the City and the Schools regarding the responsibility of FMD for City buildings. Further, it is imperative that FMD enhance its customer service orientation, as many interviews with City personnel indicate that there has been a historically slow, or non-existent, response to inquiries and requests for service. Finally, the City and Schools should clarify the roles, responsibilities and job requirements for the Facilities Manager. A suggested set is included in Appendix to this report.

During this phase, all City building maintenance and repair data should be transferred and uploaded to the FMD database in preparation for standardizing the data that are recorded for each work order and maintenance task. This will lay the foundation for the transition to a PM-based model in Phase 3.

Interviews indicate some level of discomfort on the parts of city personnel to fully transfer the responsibilities for maintenance and repair of city facilities to the FMD, as it is an organization not beholden specifically to the City. This is an understandable concern, and the City and Schools should give some consideration to expanding the committee to which the Facilities Manager reports on the attainment of performance measures, to one that formally reviews each month's work distribution between the City and Schools and obtains the status of each open work order to ensure the equitable distribution of work. As another step to ensure equity, the City and Schools should agree to a formula by which funding of the FMD is made on an annual basis. A simplistic measure may be made on

the basis of maintainable square footage. A more complex measure may incorporate this measure along with the distribution of labor hours between the two entities.

Phase 3: Convert to Contract-Centered Model with Capabilities for Quick In-House Response

The final phase of the transition would involve changing the centralized FMD mission from one of in-house response to all requests, to one whereby it responds with in-house staff to those requests for work that can be repaired within short time frames and which require no specific trade skills. All work requiring specific trades skills, both for PM and for unscheduled services, would be provided by contractors.

Although this model will require an additional expenditure over and above that which both the City and the Schools make currently, it mitigates this expense by allowing for a high proportion of facilities requests to be addressed by in-house staff. Data accumulated and reported by FMD from the period of FY 2018 through February 20, 2020 of FY 2020 indicate that about 56% of all categorized requests⁶ for services were for low or unskilled labor. These requests were for damage/vandalism, deliveries, doors/windows, painting, sink problems, toilet problems, and similar requests. Although some of these may have ultimately required skilled labor, they are generally of a type that can be addressed by lower skilled personnel, and are also generally of types that, even when considered emergencies initially, may be abated sufficiently by low skilled workers until skilled contractors can be placed on site. Alternatively, though, some of the requests that are classified as requiring skilled labor (e.g., electrical, roofing, HVAC, etc.) may have been addressed by low skilled FMD personnel.

As noted above, the full conversion to this model, although viewed as the optimum blend of skilled and unskilled labor, will require some additional expenditure, as preventive maintenance has been generally neglected over a relatively long period of time in many, if not most, facilities. In an earlier section of this report, it was noted that Haverhill spends at about the 35th percentile of organizations in the IFMA survey as a percentage of the current replacement value of its facilities. In order to achieve a slightly higher percentile, say the 40th percentile as extrapolated from the available data, the City and Schools would be required to spend about \$2,620,123 annually, compared to the \$2,268,734 the two combined entities currently spend, or about \$351,389 more. However, as the recommended model utilizes low or unskilled maintenance mechanics rather than the two skilled laborers currently on staff (i.e., the electrician and plumber), the conversion of these two positions to maintenance mechanics would save approximately \$65,445 annually, requiring a net additional investment of \$285,944 annually. It is recommended that this additional expenditure be invested in the preventive maintenance of the city and school facilities.

Recommendation 9: As an interim step, the City should immediately centralize all facilities maintenance services under the City Purchasing Agent. All contracted

⁶ About 19% of the 3,665 total requests were for uncategorized, "Other" or "Undesignated" services. These were removed from the totals.

repairs should be requested and procured through this central point of contact. It is anticipated that this initial phase will require an additional expenditure of \$26,000 as a stipend to the Purchasing Agent to manage centralized City services.

Recommendation 10: Once current fiscal constraints are lessened or removed, the City and the Schools should centralize all facilities maintenance services and formally recognize the Facilities Management Department's responsibilities for the maintenance and repair of city facilities, as well as those of the schools.

Recommendation 11: Once the current fiscal constraints are fully removed, and FMD has addressed data collection, analysis and customer service issues, the City and Schools should convert to a contractor-centered business model, whereby low, or unskilled, services are provided by in-house staff, with skilled labor provided by contractors. The additional expenditures required are estimated to be approximately \$285,944 annually.

Appendix A: Descriptive Profile of the Facilities Maintenance Department

This descriptive profile of the Haverhill Facilities Maintenance Department summarizes the existing organization, staffing and operational practices of the Department. It includes an overview of the current organizational structure, staffing allocations, position duties, and technology utilization.

The profile was developed through the following efforts:

- Interviews with selected staff members of the school system's Facilities Maintenance Department.
- Interviews with school department employees, including those in Technology, Human Resources, Business Department and Assistant Superintendent.
- Interviews with city "customer" departments.
- Collection, review and analysis of various data and documents covering organizational structure, operational practices, budgets, performance measures, and technology utilization.

The descriptive profile is designed to document the School System's Facilities Maintenance Department's current organizational structure, staffing allocations, principal duties of each position, budget, operational practices, performance measures, and technology utilization.

The descriptive profile does not attempt to include every organizational and operational facet of the department. Rather, it provides an overview and serves as the status quo of the department against which recommendations made at the conclusion of the study can be applied to demonstrate the change in organization, staffing or operational practice.

1. Introduction to the Department

The Facilities Maintenance Department is responsible for the maintenance of the City and School facilities through diagnosis of needs, repair, maintenance, housekeeping, management of construction and modification, management of energy usage, and procurement of needed services, materials and supplies.

2. Department Budget

The following table shows the actual expenditures for the Department in FY18, FY19, and the approved budget for the current fiscal year.

Category	FY18 Actuals	FY19 Actuals	FY20 Budget
Personal Services	\$456,759	\$425,032	\$431,9845
Operations	\$737,373	\$732,279	\$1,055,039
Supplies, Materials	\$39,618	\$54,834	\$61,471
Utilities	\$209,343	\$358,192	\$442,199
Total	\$1,443,093	\$1,570,337	\$1,990,694

Highlights from a review of the above table include the following:

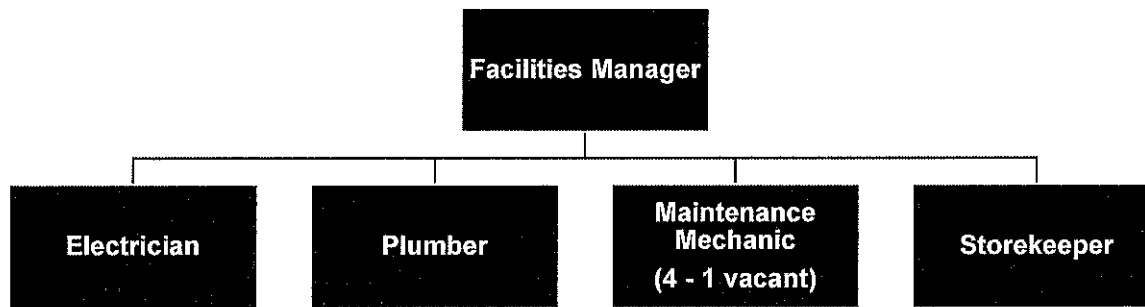
- The FY20 budget represents a \$420,357 increase over the 2019 actual expenditures. Although not shown in the table, the FY20 budget represents an increase of \$252,235, or 16.1%, over the FY19 budget, and a \$363,751, or 22.4%, over the FY18 budget.
- The primary contributors to the increase from FY19 to FY20 are in the budgeted expenses for Maintenance and Service Contracts (\$51,258 increase), Maintenance and Repair of Buildings (\$108,753 increase), and Security Expense (\$115,363 increase). These three-line items accounted for \$275,374, or about two-thirds of the total increase.
- Utilities expenses accounted for \$84,007, or about 20%, of the increase from FY19 to FY20.

The City does not issue a specific budget for its facilities maintenance expenditures; however, the following table reflects the actual expenditures made to contractors for the services shown in FY19.

Service	FY19 Actual Expenditure
Boiler Repair	\$65,577.00
Electrical Repair	\$79,152.65
Elevator Repair	\$57,259.90
Plumbing and HVAC Repair	\$281,379.31
Total	\$483,368.86

3. Organizational Structure

The following organizational chart shows the current number of staff in each position in the Facilities Maintenance Department and their reporting relationships.



4. Roles and Responsibilities

The following table shows the number of authorized FTE's and vacancies for each of the current positions in the Facilities Maintenance Department, as well as a summary of the key roles and responsibilities of each position. These are not intended to provide a "job description" level of detail but rather to summarize the major duties assigned.

Position Title	Authorized Positions	Vacant Positions	Key Roles and Responsibilities
Administration			
Facilities Manager	1.0	1.0	<ul style="list-style-type: none"> • Coordinate Facilities Maintenance activities and budget with the Assistant Superintendent of Schools. • Prepare and review bid documents, manage and report on contracted facilities maintenance services. • Manage all facilities maintenance personnel, as well as contract maintenance providers. • Supervises maintenance projects, programs and contractors. • Oversees the performance of grounds maintenance at the Schools. • Oversees building air quality, safety, snow removal. • Ensures that Facilities vehicles are maintained on a regular basis. • Prepares and manages the annual budget for Facilities Maintenance. • Inspects Schools buildings and grounds on a regular basis to determine maintenance needs.
Storekeeper	1.0	0.0	<ul style="list-style-type: none"> • Working with Maintenance personnel, determines needed supplies and materials. • Purchases needed supplies and materials either through purchase order or via Department-issued credit card. • Supports maintenance staff on minor maintenance tasks.
Maintenance Services			
Maintenance Coordinator/Electrician	1.0	0.0	<ul style="list-style-type: none"> • Receives work requests from School and City departments and assigns work to Plumber and to Maintenance Mechanics. • Performs electrical work in School and City buildings. • Maintains and installs electrical equipment. • Calculates load requirements. • Performs inspections and troubleshoots motor control circuits, energy management circuits. • Repairs and replaces electrical equipment. • Responsible for power and lighting at events. • Performs basic repairs on building generators; coordinates jobs with other personnel and outside contractors.

Position Title	Authorized Positions	Vacant Positions	Key Roles and Responsibilities
Plumber	1.0	0.0	<ul style="list-style-type: none">• Performs plumbing related repair and maintenance work in School and City buildings.• Fabricates, installs and repairs plumbing systems.• Performs pipefitting and related work in the installation and repairs of gas distribution systems and piping.• Responsible for maintenance of sprinkler systems in buildings and properties.• Troubleshoots equipment, piping and fixture issues.• Tests piping and heating systems• Coordinates jobs with other personnel and outside contractors.
Maintenance Mechanic	4.0	1.0	<ul style="list-style-type: none">• Performs general maintenance related to carpentry, electrical, mechanical, plumbing, glass work, etc.• Performs minor remodeling and renovation• Maintains records of work performed.

5. Technology Utilization

The following table provides a summary description of the core technology tools utilized by the Department of Facilities Maintenance in the course of its operations.

Technology	Description
DeskPro	<ul style="list-style-type: none"> Used to create, assign, modify, and close work orders and to generate work order reports. Desktop/laptop implementation as well as on mobile devices in field

6. Workload and Infrastructure

The following table provides a list of sample workload measures provided by the Schools.

Workload Metrics	Amount
Average Time to Resolution of Work Orders	1,246 hours
Tickets Resolved Less than 24 hours	16.1%
Tickets Resolves Less than One Week	43.6%
Tickets Resolved Less than 2 Months	78.5%
Current Replacement Value of Buildings (Schools)	\$260,999,401 ⁷
Current Replacement Value of Buildings (City)	\$344,752,995
Buildings Maintained-Schools (see below for detail)	17
Total Sq. Ft. Maintained-Schools (see below for detail)	1,322,535
Buildings Maintained-City (see below for detail)	23
Total Sq. Ft. Maintained-City (see below for detail)	329,995

The detailed breakdown of maintainable areas by facility is provided below. The first table provides the facilities maintained by school's personnel. This is followed by the table showing maintainable areas of City buildings.

⁷ Excludes Walnut Square Elementary, for which no value could be located.

Facility	Current Replacement Value
Bradford Elementary	73,785
Burnham Registration Center	20,250
Bartlett TEACH	21,750
Hunking Middle School	147,996
Consetino Middle School	108,300
Crowell Elementary	20,250
Nettle Middle School	101,000
Golden Hill Elementary	73,875
Greenleaf Academy	37,925
Haverhill High School	355,000
Whittier Middle School	54,500
Moody Elementary	27,000
Puntucket Lake Elementary	73,875
Silver Hill Elementary	73,875
Tilton Lower	68,475
Tilton Upper (formerly Haverhill Alternative)	43,283
Walnut Square Elementary	16,500
Carpentry Shop, 4 Bay Garage	4,896
Total	1,322,535

The following table are City buildings maintained primarily through contracts.

Facility	Area (sq ft)
City Hall	77,393
Police Department	26,892
Library	40,000
Fire Station	4,800
Fire Station	3,661
Fire Station	11,132
Fire Station	4,064
Police Vehicle Garage	5,525
Police Animal Control	1,200
Veterans Memorial Skating Rink	35,460
R.L. Wood School	9,360
Citizens Center	28,932
Rocks Village Fire Station	1,344
Ayers Station Fire Station	1,120
Swasey Field Spray Park, Restroom Storage	150
Cashman Field Restroom and Storage	150
Haverhill Stadium	27,500
Comfort Station (Tennis Courts)	500
Boat and Canoe Storage, Bath House	4,660
Riverside Park Restroom and Storage	150
Parking Deck	17,500
Park Department Barn	9,942
Public Works	18,560
Total	329,995

Appendix B: Primary Duties and Responsibilities of the Facilities Manager

- Implement a full facilities management program that includes both preventive and corrective maintenance
- Manage relationships with vendors and contractors
- Obtain quotes from vendors and contractors and make decisions regarding best value
- Negotiate contract terms for facilities services, goods and supplies
- Coordinate and monitor work performed by contractors to ensure work is completed in accordance with contracts
- Ensure that goods and services are delivered on time, in correct quantities, and at the quality required by the City
- Conduct/oversee facility inspections on a regular basis
- Coordinate with building tenants regarding both routine maintenance requests, intra-office moves, capital planning and other similar functions
- Ensure that facilities adhere to health and safety standards and industry codes
- Allocate work to subordinates in accordance with skills and to ensure full utilization
- Make determinations of appropriate staffing levels; develop appropriate justifications for changes in staffing levels
- Assess needs for both remedial training and continuing education for staff
- Plan and manage administrative and customer service functions; ensure proper and ongoing communication with building tenants regarding needed work; respond to customer requests in a prompt and effective manner
- Ensure that work orders are complete and that all required data are entered into the maintenance management system
- Develop budgets for facilities maintenance and management; ensure compliance with adopted budgets

- Advise the City regarding energy management and efficiency
- Assure that facilities comply with environmental health and safety requirements
- Assure that facilities are secure; respond to both facility and equipment alarms

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JAMES J. FIORENTINI
MAYOR



**CITY OF HAVERHILL
MASSACHUSETTS**

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September 10, 2020

City Council President Melinda E. Barrett and Members of the Haverhill City Council

RE: Loan Orders for the purchase of land (\$272,000) and for the mayor to execute the purchase of the property.

Dear Madame President and Members of the Haverhill City Council:

Please see attached a loan order authorizing bond proceeds for \$272,000.00 for the purchase of a parcel of land for the purpose of water supply protection. The second order authorizes me to purchase the property. These orders must be placed on file for two weeks, after which time I recommend approval.

Very truly yours,

James J. Fiorentini
Mayor

JJF/lyf

2020SEP11AM09:05HAU~CITYC



Haverhill

Robert E. Ward, Deputy DPW Director
Water/Wastewater Division
Phone: 978-374-2382 Fax: 978-521-4083
rward@haverhillwater.com

Date: September 10, 2020

To: The Honorable James J. Fiorentini
Mayor of Haverhill

From: Robert E. Ward *RW*
Deputy DPW Director

Subject: Purchase of Land Adjacent to Groveland Bridge Road for Water Supply Protection

Attached for approval are two City Council orders for the purchase of a parcel of land (Map 464, Block 3, Lot 1) located off Amesbury Road and Groveland Bridge Road in Haverhill for the purpose of water supply protection. The first order is a loan order for the purchase price of \$272,000. The second order authorizes the Mayor to execute the purchase of the property.

The location of this property makes this an important parcel for water supply protection. The 20.6-acre parcel is located entirely within the watershed of Millvale Reservoir, which supplies up to 70+ percent of Haverhill's drinking water. The East Meadow River is the main feed to Millvale Reservoir and runs through the southwest end of the property for approximately 1,100 feet. Attached are two maps showing the location of the parcel and a copy of the appraisal.

Watershed protection is the first and most fundamental step in protecting drinking water. A protected, healthy watershed results in cleaner water downstream, less stress on the water treatment plant, and reduced treatment costs. Purchasing watershed property is the best way to ensure it remains healthy and is a long-term investment in the health and quality of life for residents of Haverhill.

While the primary purpose is to protect public drinking water supplies, the property may be used by the public for appropriate passive recreation such as hiking, hunting, Nordic skiing, wildlife viewing, educational programs, and sustainable timber management.

With your approval, I will submit the Order to the City Clerk for the September 15th City Council Meeting. The loan order must be placed of file for ten days.

If you need additional information, please call me at (978) 374-2382.

Attachment(s)

- Loan Order
- Order Authorizing the Mayor to Purchase the Property
- Purchase and Sales Agreement (9 pages)
- Location Map
- Parcel Map
- Appraisal without addenda (26) pages

cc: Mike Stankovich, DPW Director (memo only)
William D. Cox, Jr., City Solicitor (memo only)
Charles Benevento, City Auditor/Finance Director (memo only)
John D'Aoust, WTP Plant Manager (memo only)



Document

CITY OF HAVERHILL

In Municipal Council

File 10 days ✓
51911

Ordered: That the City is hereby authorized to acquire, either by purchase or eminent domain, the property located off of Amesbury Road identified as Assessor's Parcel ID 464-3-1, for the purpose of protecting the City's water supply system, and to take any other action incidental and related thereto; that Two Hundred Seventy Two Thousand Dollars (\$272,000) is appropriated to pay the costs of said land acquisition project, including the payment of all costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the Mayor, is authorized to borrow said amount pursuant to Chapter 44, Section 8(3) of the General Laws, or pursuant to any other enabling authority, and to issue bonds or notes of the City therefor.

Further Ordered: That any premium received by the City upon the sale of any bonds or notes approved by this order, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this order in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

Further Ordered: That the Treasurer is authorized to file an application with the appropriate officials of the Commonwealth of Massachusetts (the "Commonwealth") to qualify under Chapter 44A of the General Laws any and all bonds of the City authorized to be borrowed pursuant to this loan order and to provide such information and execute such documents as such officials of the Commonwealth may require in connection therewith.

Loan Order

2020SEP11AM09:05HAYCITYVC



DOCUMENT

CITY OF HAVERHILL

In Municipal Council

ORDERED:

That the City Council finds that a certain undeveloped parcel of real property located at 0 Groveland Bridge Road containing 20.56-acres of land or 895,594 square feet, more or less, Assessors Parcel 464-3-1, is an essential parcel for public drinking water supply protection.

The parcel is located entirely within the watershed of Millvale Reservoir, which supplies up to 70+ percent of the City of Haverhill's drinking water. The East Meadow River is the main feed to Millvale Reservoir and runs through the southwest end of the property for approximately 1,100 feet. Watershed protection is the first and most fundamental step in protecting drinking water. A protected, healthy watershed results in cleaner water downstream, less stress on the water treatment plant, and reduced treatment costs. Purchasing watershed property is the best way to ensure it remains healthy and is a long-term investment in the health and quality of life for residents of Haverhill.

Therefore, the Mayor being and is hereby authorized on behalf of the City of Haverhill to execute a purchase and sale agreement for the purchase of said parcel of real property located at 0 Groveland Bridge Road containing 20.56-acres of land or 895,594 square feet, more or less, Assessors Parcel 464-3-1, from Richard Early, Sr., Trustee of D&D Realty Trust, a copy of which is attached hereto and incorporated herein. Further, the Mayor is authorized to accept said real property on behalf of the City and execute any and all documents necessary to carry out the provisions of the purchase and sale agreement.

2020SEP11AM09:05HAVCITYC

**STANDARD LAND
PURCHASE AND SALE AGREEMENT [#505]
(With Contingencies)**



The parties make this Agreement this _____ day of September, 2020. This Agreement supersedes and replaces all obligations made in any prior Contract To Purchase or agreement for sale entered into by the parties.

1. **Parties.** D&D Realty Trust, Richard Early Sr trustee, 6 Puzzle Lane Newton N.H.

_____, [insert name], the "SELLER," agrees to sell and City Of Haverhill, ATTN: Mayor & City Solicitor, 4 Summer St Haverhill Ma 01830

_____, [insert name], the "BUYER," agrees to buy, the premises described in paragraph 2 on the terms set forth below. BUYER may require the conveyance to be made to another person or entity ("Nominee") upon notification in writing to SELLER at least five business days prior to the date for performance set forth in paragraph 5. Designation of a Nominee shall not discharge the BUYER from any obligation under this Agreement and BUYER hereby agrees to guarantee performance by the Nominee.

2. **Description Of Premises.** The premises (the "Premises") consist of land containing approximately 20+ acres acres, more or less, described as 0 Groveland Bridge Road
Haverhill, MA 01830

as more specifically described in a deed recorded in the Essex South Registry of Deeds at Book 15002, Page 10, [Certificate No. _____], a copy of which ☒ is ☐ is not [choose one] attached.

3. **Purchase Price.** The purchase price for the Premises is \$ 272,000.00 dollars of which

\$ 100.00 were paid as a deposit with Contract To Purchase; and

\$ _____ are paid with this Agreement; and

\$ 271,900.00 are to be paid at the time for performance by bank, cashier's or certified check or by wire.

\$ 272,000.00 Total

4. **Escrow.** All funds deposited or paid by the BUYER shall be held in a non-interest bearing escrow account, by Coldwell Banker, as agent for the SELLER, subject to the terms of this Agreement and shall be paid or otherwise duly accounted for at the time for performance. If a dispute arises between the BUYER and SELLER concerning to whom escrowed funds should be paid, the escrow agent may retain all escrowed funds pending written instructions mutually given by the BUYER and the SELLER. The escrow agent shall abide by any Court decision concerning to whom the funds shall be paid and shall not be made a party to a lawsuit solely as a result of holding escrowed funds. Should the escrow agent be made a party in violation of this paragraph, the escrow agent shall be dismissed and the party asserting a claim against the escrow agent shall pay the agent's reasonable attorneys' fees and costs.

5. **Time For Performance.** The SELLER shall deliver the deed and the BUYER shall pay the balance of the purchase price at 10 o'clock A. m. on the 15th day of October, 2020, at the Buyer's Atty Office/Essex Registry of Deeds, or at such other time and place as is mutually agreed. TIME IS OF THE ESSENCE AS TO EACH PROVISION OF THIS AGREEMENT. Unless the deed and other documents required by this Agreement are recorded at the time for performance, all documents and funds are to be held in escrow, pending prompt rundown of the title and recording (or registration in the case of registered land). SELLER'S attorney or other escrow agent may disburse funds after 5:00 p.m. of the next business day

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following the date for performance, provided that the recording attorney has not reported a problem outside the recording attorney's control.

6. **Title/Plans.** The SELLER shall convey the Premises by a good and sufficient quitclaim deed running to the BUYER or to the BUYER'S nominee, conveying good and clear record and marketable title to the Premises, free from liens and encumbrances, except:

- (a) Real estate taxes assessed on the Premises which are not yet due and payable;
- (b) Betterment assessments, if any, which are not a recorded lien on the date of this Agreement;
- (c) Federal, state and local laws, ordinances, bylaws, rules and regulations regulating use of land, including building codes, zoning bylaws, health and environmental laws;
- (d) Any easement, restriction or agreement of record presently in force which does not interfere with the reasonable use of the Premises for _____;
- (e) Utility easements in the adjoining ways;
- (f) Matters that would be disclosed by an accurate survey of the Premises; and
- (g) **None** _____

[insert in (g) references to any other easement, restriction, lease or encumbrance which may continue after title is transferred]

If the deed refers to a plan needed to be recorded with it, at the time for performance the SELLER shall deliver the plan with the deed in proper form for recording or registration.

7. **Title Insurance.** BUYER'S obligations are contingent upon the availability (at normal premium rates) of an owner's title insurance policy insuring BUYER'S title to the premises without exceptions other than the standard exclusions from coverage printed in the current American Land Title Association ("ALTA") policy cover, the standard printed exceptions contained in the ALTA form currently in use for survey matters and real estate taxes (which shall only except real estate taxes not yet due and payable) and those exceptions permitted by paragraph 6 of this Agreement.

8. **Closing Certifications and Documents.** The SELLER shall execute and deliver simultaneously with the delivery of the deed such certifications and documents as may customarily and reasonably be required by the BUYER'S attorney, BUYER'S lender, BUYER'S lender's attorney or any title insurance company insuring the BUYER'S title to the Premises, including, without limitation, certifications and documents relating to: (a) parties in possession of the Premises; (b) the creation of mechanics' or materialmen's liens; (c) the underlying financial terms of the purchase and sale; (d) the citizenship and residency of SELLER; and (e) information required to permit the closing agent to report the transaction to the Internal Revenue Service. At the time of delivery of the deed, the SELLER may use monies from the purchase to clear the title, provided that all documents related thereto are recorded with the deed or within a reasonable time thereafter acceptable to the BUYER and, provided further, that discharges of mortgages from banks, credit unions, insurance companies and other institutional lenders may be recorded within a reasonable time after recording of the deed in accordance with usual conveyancing practices. The SELLER'S spouse hereby agrees to release all statutory, common law or other rights or interest in the Premises and to execute the deed, if necessary.

9. **Possession And Condition Of Premises.** At the time for performance the Premises also shall comply with the requirements of paragraph 6 and there shall be no outstanding notices of violation of any zoning, health, environmental or other law, bylaw, code or regulation, except as agreed. The BUYER shall have the right to examine the Premises within forty-eight (48) hours prior to the time for performance or such other time as may be agreed and upon reasonable notice to SELLER for the purpose of determining compliance with this paragraph.

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10. **Extension Of Time For Performance.** If the SELLER cannot convey title as required by this Agreement or cannot deliver possession of the Premises as agreed, or if at the time of the delivery of the deed the Premises do not conform with the requirements set forth in this Agreement, upon written notice given no later than the time for performance from either party to the other, the time for performance shall be automatically extended for thirty (30) days, except that if BUYER'S mortgage commitment expires or the terms will materially and adversely change in fewer than thirty (30) days, the time for performance set forth in paragraph 5 shall be extended to one business day before expiration of the mortgage commitment. SELLER shall use reasonable efforts to make title conform or to deliver possession as agreed, or to make the Premises conform to the requirements of this Agreement. Excluding discharge of mortgages and liens, about which the SELLER has actual knowledge at the time of signing this Agreement, the SELLER shall not be required to incur costs or expenses totaling in excess of One Thousand

(\$1,000.00) to make the title or the Premises conform or to deliver possession as agreed. If at the expiration of the time for performance, or if there has been an extension, at the expiration of the time for performance as extended, the SELLER, despite reasonable efforts, cannot make the title or Premises conform, as agreed, or cannot deliver possession, as agreed, then, at the BUYER'S election, any payments made by the BUYER pursuant to this Agreement shall be immediately returned. Upon return of all such funds, all obligations of the BUYER and SELLER shall terminate and this Agreement shall automatically become void and neither the BUYER nor SELLER shall have further recourse or remedy against the other.

11. **Acceptance Of Deed.** The BUYER shall have the right to accept such title to the Premises as the SELLER can deliver at the time for performance and if extended, shall have such right at the time for performance, as extended. The BUYER shall also have the right to accept the Premises in the then current condition and to pay the purchase price without reduction of price. Upon notice in writing of BUYER'S decision to accept the Premises and title, the SELLER shall convey title and deliver possession. Acceptance of a deed by the BUYER or BUYER'S nominee, if any, shall constitute full performance by the SELLER and shall be deemed to release and discharge the SELLER from every duty and obligation set forth in this Agreement, except any duty or obligation of the SELLER that the SELLER has agreed to perform after the time for performance. Notwithstanding the foregoing, all warranties made by the SELLER shall survive delivery of the deed.

12. **Adjustments.** At the time for performance of this Agreement adjustments shall be made as of the date of performance for current real estate taxes. The net total of such adjustments shall be added to or deducted from the purchase price payable by the BUYER at the time for performance. If the real estate tax rate or assessment has not been established at the time for performance, apportionment of real estate taxes shall be made on the basis of the tax for the most recent tax year with either party having the right to request apportionment within twelve months of the date that the amount of the current year's tax is established.

13. **Acknowledgment Of Fee Due Broker.** The SELLER and BUYER acknowledge that a fee of Ten Thousand Eight Hundred (4%) for professional services shall be paid by the SELLER to J. Bradford Brooks, Coldwell Banker, the "BROKER", at the time for performance. In the event of a conflict between the terms of this Agreement and a prior fee agreement with BROKER, the terms of the prior fee agreement shall control unless BROKER has expressly agreed to a change in writing. The BUYER and SELLER acknowledge receipt of a notice from BROKER, pursuant to 254 of the Code of Massachusetts Regulations Section 3.0 (13), regarding any agency relationship of the BROKER with the BUYER and/or the SELLER. The BUYER and SELLER understand that J. Bradford Brooks, Coldwell Banker, [insert name] a real estate broker, is seeking a fee from J. Bradford Brooks, Coldwell Banker [name of listing broker, seller or buyer, if applicable] for services rendered as a ☐ seller's subagent ☐ buyer's agent [choose one]. The BUYER further represents and warrants that there is no other broker with whom BUYER has dealt in connection with the purchase of the Premises.

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14. **Buyer's Default.** If the BUYER or BUYER'S nominee breaches this Agreement, all escrowed funds paid or deposited by the BUYER shall be paid to the SELLER as liquidated damages. Receipt of such payment shall constitute the SELLER'S sole remedy, at law, in equity or otherwise, for BUYER'S default. The BUYER and SELLER agree that in the event of default by the BUYER the amount of damages suffered by the SELLER will not be easy to ascertain with certainty and, therefore, BUYER and SELLER agree that the amount of the BUYER'S deposit represents a reasonable estimate of the damages likely to be suffered.

15. **Buyer's Financing.** *(Delete If Waived)* The BUYER'S obligation to purchase is conditioned upon obtaining mortgage financing in the amount of \$ _____ at prevailing rates and terms by _____. If, despite reasonable efforts, the BUYER has been unable to obtain such financing the BUYER may terminate this Agreement by giving written notice that is received by SELLER or SELLER'S agent by 5:00 p.m. on the calendar day after the date set forth above. In the event that notice has not been actually or constructively received, this condition is deemed waived. In the event that due notice has been received, all monies deposited or paid by the BUYER shall be returned and all obligations of the BUYER and SELLER pursuant to this Agreement shall cease and this Agreement shall become void. In no event shall the BUYER be deemed to have used reasonable efforts to obtain financing unless the BUYER has submitted at least one (1) application to a licensed mortgage lender by _____ and acted reasonably promptly in providing any additional information requested by the mortgage lender.

16. **Tests/Survey.** *(Delete If Waived)* The BUYER'S obligations under this Agreement are subject to BUYER'S right to obtain test(s), inspection(s) and a survey of the Premises or any aspect thereof, including, but not limited to, percolation, deep hole, septic/sewer, water quality, and water drainage by consultant(s) regularly in the business of conducting said test(s), inspections and surveys, of BUYER'S own choosing, and at BUYER'S sole cost within 10 days after SELLER'S acceptance of this agreement. If the results are not satisfactory to BUYER, in BUYER'S sole discretion, BUYER shall have the right to give written notice received by the SELLER or SELLER'S agent by 5:00 p.m. on the calendar day after the date set forth above, terminating this agreement. Upon receipt of such notice this agreement shall be void and all monies deposited by the BUYER shall be returned. Failure to provide timely notice of termination shall constitute a waiver. In the event that the BUYER does not exercise the right to have such test(s), inspection(s) and survey or to so terminate, the SELLER and the listing broker are each released from claims relating to the size suitability or condition of the Premises that the BUYER or the BUYER'S consultants could reasonably have discovered.

17. **Warranties And Representations.** The SELLER further represents and warrants that SELLER has full authority to enter into this Agreement. The BUYER acknowledges that BUYER has not relied upon any warranties or representations other than those incorporated in this Agreement, except for the following additional warranties and representations, if any, made by either the SELLER or any real estate agent None

[If none, state "none"; if any listed, indicate by whom the warranty or representation was made.]

18. **Notices.** All notices required or permitted to be made under this Agreement shall be in writing and delivered in hand, sent by certified mail, return receipt requested or sent by United States Postal Service overnight Express Mail or other overnight delivery service, addressed to the BUYER or SELLER or their authorized representative at the address set forth in this paragraph. Such notice shall be deemed to have been given upon delivery or, if sent by certified mail on the date of delivery set forth in the receipt or in the absence of a receipt three business days after deposited or, if sent by overnight mail or delivery, the next business day after deposit with the

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overnight mail or delivery service, whether or not a signature is required. Acceptance of any notice, whether by delivery or mail, shall be sufficient if accepted or signed by a person having express or implied authority to receive same. Notice shall also be deemed adequate if given in any other form permitted by law.

BUYER: City Of Haverhill
ATTN: Mayor & City Solicitor
4 Summer St Haverhill Ma 01830
Haverhill, MA 01830-5836

SELLER: D&D Realty Trust
Richard Early Sr trustee
6 Puzzle Lane Newton N.H.

19. **Counterparts / Electronic Delivery / Construction Of Agreement.** All documents related to this transaction may be delivered electronically, including by encrypted email or facsimile, and shall have the same effect as delivery of an original. This Agreement shall be construed as a Massachusetts contract; is to take effect as a sealed instrument; sets forth the entire agreement between the parties; is binding upon and is intended to benefit the BUYER and SELLER and each of their respective heirs, devisees, executors, administrators, successors and assigns; and may be canceled, modified or amended only by a written agreement executed by both the SELLER and the BUYER. If two or more persons are named as BUYER their obligations are joint and several. If the SELLER or BUYER is a trust, corporation, limited liability company or entity whose representative executes this Agreement in a representative or fiduciary capacity, only the principal or the trust or estate represented shall be bound, and neither the trustee, officer, shareholder or beneficiary shall be personally liable for any obligation, express or implied. The captions and any notes are used only as a matter of convenience and are not to be considered a part of this Agreement and are not to be used in determining the intent of the parties. Any matter or practice which has not been addressed in this Agreement and which is the subject of a Title Standard or Practice Standard of the Massachusetts Conveyancers Association at the time for performance shall be governed by the Standards and Practices of the Massachusetts Conveyancers Association.

20. **Additional Provisions.**

1, This transaction is subject to approval by the Haverhill City Council, as well as appropriation of the purchase price.

2, Transaction is also subject to compliance with all applicable provision of MGL c. 30 B

UPON SIGNING, THIS DOCUMENT WILL BECOME A LEGALLY BINDING AGREEMENT. IF NOT UNDERSTOOD, SEEK ADVICE FROM AN ATTORNEY.

BUYER City Of Haverhill _____ Date

SELLER D&D Realty Trust _____ Date

BUYER ATTN: Mayor & City Solicitor _____ Date

SELLER, or spouse Richard Early Sr trustee _____ Date

BUYER 4 Summer St Haverhill Ma 01830 _____ Date
Date

SELLER, or spouse 6 Puzzle Lane Newton N.H.

Escrow Agent. By signing below, the escrow agent agrees to perform in accordance with paragraph 4, but does not otherwise become a party to this Agreement.

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I, RICHARD P. EARLY, JR.,

of Haverhill, Essex County, Massachusetts

in consideration of ONE and 00/100 (\$1.00) DOLLAR

grant to RICHARD P. EARLY, SR., Trustee of D & D Realty Trust, under Declaration of Trust dated September 29, 1993, and recorded with Essex South District Registry of Deeds at Book 12235, Page 8,

of 58 South Kimball Street, Haverhill, MA 01835,

WITH QUITCLAIM COVENANTS

PARCEL ONE:

Beginning at a point on the northerly side of the Country Bridge Road at the bridge over the East Meadow River and thence running easterly and northeasterly by said Country Bridge Road, 557 feet, more or less, to the Old Groveland Bridge Road; thence northeasterly and northerly by said Old Groveland Bridge Road, 797 feet, more or less, to a corner of a wall at land, now or formerly, of Emma S. E. Cote, et al; thence westerly by said land now or formerly of Emma S. E. Cote, et al, by said wall and line continued 381 feet, more or less, to the said East Meadow River; and thence southerly by said East Meadow River, to the point begin at, containing 9 acres, more or less.

PARCEL TWO:

A certain parcel of land situate at the junction of the Old Groveland Bridge Road and the Country Bridge Road, and bounded and described as follows: bounded on the west by the said Old Groveland Bridge Road; on the north by land now or formerly of J. C. Tilton; on the northeast by land of Guy M. Littlefield; on the southeast by land of Charles N. Kelly; and on the south by the said Country Bridge Road, containing about 7 acres more or less.

PARCEL THREE:

The land in said Haverhill being bounded on the east by land now or formerly of Antonio Belleto; on the north, northwest and west, by various courses, by land now or formerly of the Haverhill Waterworks; and on the south by the Brandy Brow Road containing 8 acres, more or less.

PARCEL FOUR

The land in said Haverhill lying off of the Brandy Brow Road and opposite Parcel Three described above and bounded on the north by land now or formerly of Annie P. Duffy, land now or formerly of C. Herbert Poor and land now or formerly of Isaac Anastasiades; on the south by land now or formerly of the said Isaac Anastasiades and a small brook; and on the east by said small brook, containing six acres more or less.

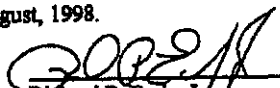
All four parcels being the same premises conveyed to me by deed of the Selectmen of the Town of West Newbury, Trustees, dated July 22, 1996, and recorded with Essex South District Registry of Deeds at Book 13672, Page 485.

PROPERTY ADDRESS: Brandy Brow Road, Haverhill, MA

WILLIAM S. FARACI, ESQUIRE
211 SOUTH MAIN STREET
BRADFORD, MA 01835

This conveyance is made in order to complete the transfer of the premises into said Trust which provided the original consideration for purchase.

Executed under seal this 4th day of August, 1998.


Richard P. Early, Jr.

Commonwealth of Massachusetts

Essex, ss.

August 4, 1998

Then personally appeared the above named Richard P. Early, Jr., and acknowledged the foregoing instrument to be his free act and deed, before me,


William S. Faraci - Notary Public
My commission expires January 19, 2001



Commonwealth of Massachusetts
BOARD OF REGISTRATION OF REAL ESTATE BROKERS AND SALESPERSONS

www.mass.gov/dpl/boards/re

MASSACHUSETTS MANDATORY REAL ESTATE LICENSEE-CONSUMER RELATIONSHIP DISCLOSURE
THIS IS NOT A CONTRACT

This disclosure is provided to you, the consumer, by the real estate licensee listed in this disclosure.

THE TIME WHEN THE REAL ESTATE LICENSEE MUST PROVIDE THIS NOTICE TO THE CONSUMER:

All real estate licensees must present this form to you at the first personal meeting with you to discuss a specific property. In the event this relationship changes, an additional disclosure must be provided and completed at that time.

CONSUMER INFORMATION AND RESPONSIBILITY:

If you are a buyer or seller, you can engage a real estate licensee to provide advice, assistance and representation to you as your agent. The real estate licensee can represent you as the seller (Seller's Agent) or represent you as the buyer (Buyer's Agent), or can assist you as a Facilitator.

All real estate licensees, regardless of the working relationship with a consumer must, by law, present properties honestly and accurately, and disclose known material defects in the real estate.

The duties of a real estate licensee do not relieve consumers of the responsibility to protect their own interests. If you need advice for legal, tax, insurance, zoning, permitted use, or land survey matters, it is your responsibility to consult a professional in those areas. Real estate licensees do not and cannot perform home, lead paint, or insect inspections, nor do they perform septic system, wetlands or environmental evaluations.

Do not assume that a real estate licensee works solely for you unless you have an agreement for that relationship.

For more detailed definitions and descriptions about real estate relationships, please see page 2 of this disclosure.

THE SELLER OR BUYER RECEIVING THIS DISCLOSURE IS HEREBY ADVISED THAT THE REAL ESTATE LICENSEE NAMED BELOW IS WORKING AS A:

Check one: ☒ Seller's Agent ☐ Buyer's Agent ☐ Facilitator

If Seller's Agent or Buyer's Agent is checked above, the real estate licensee must complete the following section:

Check one: Non-Designated Agency

The real estate firm or business listed below and all other affiliated licensees are also working as the agent of the
NOT APPLICABLE
 This option is not applicable to any Coldwell Banker Realty transaction.

☒ **Designated Agency**

Only the licensee named herein represents the
☐ Seller ☐ Buyer (designated Seller Agency or designated Buyer Agency). In this situation any other licensees affiliated with the brokerage firm listed below do not represent the party indicated above and may represent another party in any related real estate transaction.

This section is not applicable if Facilitator is checked above.

By signing below, the real estate licensee, acknowledge that this disclosure has been provided to the consumer named herein:

[Signature]
 Signature of Real Estate Licensee

J. BRADFORD BROOKS
 Printed Name of Real Estate Licensee

☒ Broker ☐ Salesperson

9/16/2020
 Today's Date

Coldwell Banker Realty f/k/a
Coldwell Banker Residential Brokerage
 Name Real Estate Brokerage Firm

Broker's License # 8064

Brokerage Firm Real Estate License #

 Signature of Consumer

 Printed Name of Consumer

☐ Buyer ☐ Seller

 Today's Date

 Signature of Consumer

 Printed Name of Consumer

☐ Buyer ☐ Seller

 Today's Date

Last Revised by DPL: January 24, 2017

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 Coldwell Banker is fully committed to the Fair Housing and Equal Opportunity Acts.

☐ Check here if the consumer declines to sign this disclosure.
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Coldwell Banker - Haverhill

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Phone: (978)372-8577

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Listing Master

TYPES OF AGENCY REPRESENTATION

SELLER'S AGENT

A seller can engage the services of a real estate licensee to act as the seller's agent in the sale of the seller's property. This means that the real estate agent represents the seller, who is a client. The agent owes the seller client undivided loyalty, reasonable care, disclosure, obedience to lawful instruction, confidentiality and accounting. The agent must put the seller's interests first and attempt to negotiate price and terms acceptable to their seller client. The seller may authorize sub-agents to represent him/her in marketing its property to buyers, however the seller should be aware that wrongful action by the real estate agent or sub-agents may subject the seller to legal liability for those wrongful actions.

BUYER'S AGENT

A buyer can engage the services of a real estate licensee to act as the buyer's agent in the purchase of a property. This means that the real estate agent represents the buyer, who is a client. The agent owes the buyer client undivided loyalty, reasonable care, disclosure, obedience to lawful instruction, confidentiality and accounting. The agent must put the buyer's interests first and attempt to negotiate price and terms acceptable to their buyer client. The buyer may also authorize sub-agents to represent him/her in purchasing property, however the buyer should be aware that wrongful action by the real estate agent or sub-agents may subject the buyer to legal liability for those wrongful actions.

(NON-AGENT) FACILITATOR

When a real estate licensee works as a facilitator that licensee assists the seller and/or buyer in reaching an agreement but does not represent either the seller or buyer in the transaction. The facilitator and the broker with whom the facilitator is affiliated, owe the seller and buyer a duty to present all real property honestly and accurately by disclosing known material defects and owe a duty to account for funds. Unless otherwise agreed, the facilitator has no duty to keep information received from a seller or buyer confidential. Should the seller and/or buyer expressly agree, a facilitator relationship can be changed to a seller or buyer client relationship with the written agreement of the person so represented.

DESIGNATED SELLER'S AND BUYER'S AGENT

A real estate licensee can be designated by another real estate licensee (the appointing or designating agent) to represent a buyer or seller, provided the buyer or seller expressly agrees to such designation. The real estate licensee once so designated is then the agent for that buyer or seller who becomes the agent's client. The designated agent owes the buyer client or seller client, undivided loyalty, reasonable care, disclosure, obedience to lawful instruction, confidentiality and accounting. The agent must put their client's interests first, and attempt to negotiate price and terms acceptable to their client. No other licensees affiliated with the same firm represent the client unless otherwise agreed upon by the client. In situations where the appointing agent designates another agent to represent the seller and an agent to represent the buyer in the same transaction, then the appointing agent becomes a dual agent. Consequently, a dual agent cannot fully satisfy the duties of loyalty, full disclosure, obedience to lawful instructions, which is required of a seller or buyer agent. Only your designated agent represents your interests. Written consent for designated agency must be provided before a potential transaction is identified, but in any event, no later than prior to the execution of a written agreement for purchase or sale of residential property. The consent must contain the information provided for in the regulations of the Massachusetts Board of Registration of Real Estate Brokers and Salespeople (Board). A sample consent to designated agency is available at the Board's website at www.mass.gov/dpl/re.

DUAL AGENT

A real estate licensee may act as a dual agent representing both the seller and the buyer in a transaction but only with the express and informed written consent of both the seller and the buyer. A dual agent shall be neutral with regard to any conflicting interest of the seller and buyer. Consequently, a dual agent cannot satisfy fully the duties of loyalty, full disclosure, obedience to lawful instructions, which is required of a seller or buyer agent. A dual agent does, however, still owe a duty of confidentiality of material information and accounting for funds. Written consent for dual agency must be provided before a potential transaction is identified, but in any event, no later than prior to the execution of a written agreement for purchase or sale of residential property. The consent must contain the information provided for in the regulations of the Massachusetts Board of Registration of Real Estate Brokers and Salespeople (Board). A sample consent to dual agency is available at the Board's website at www.mass.gov/dpl/re.

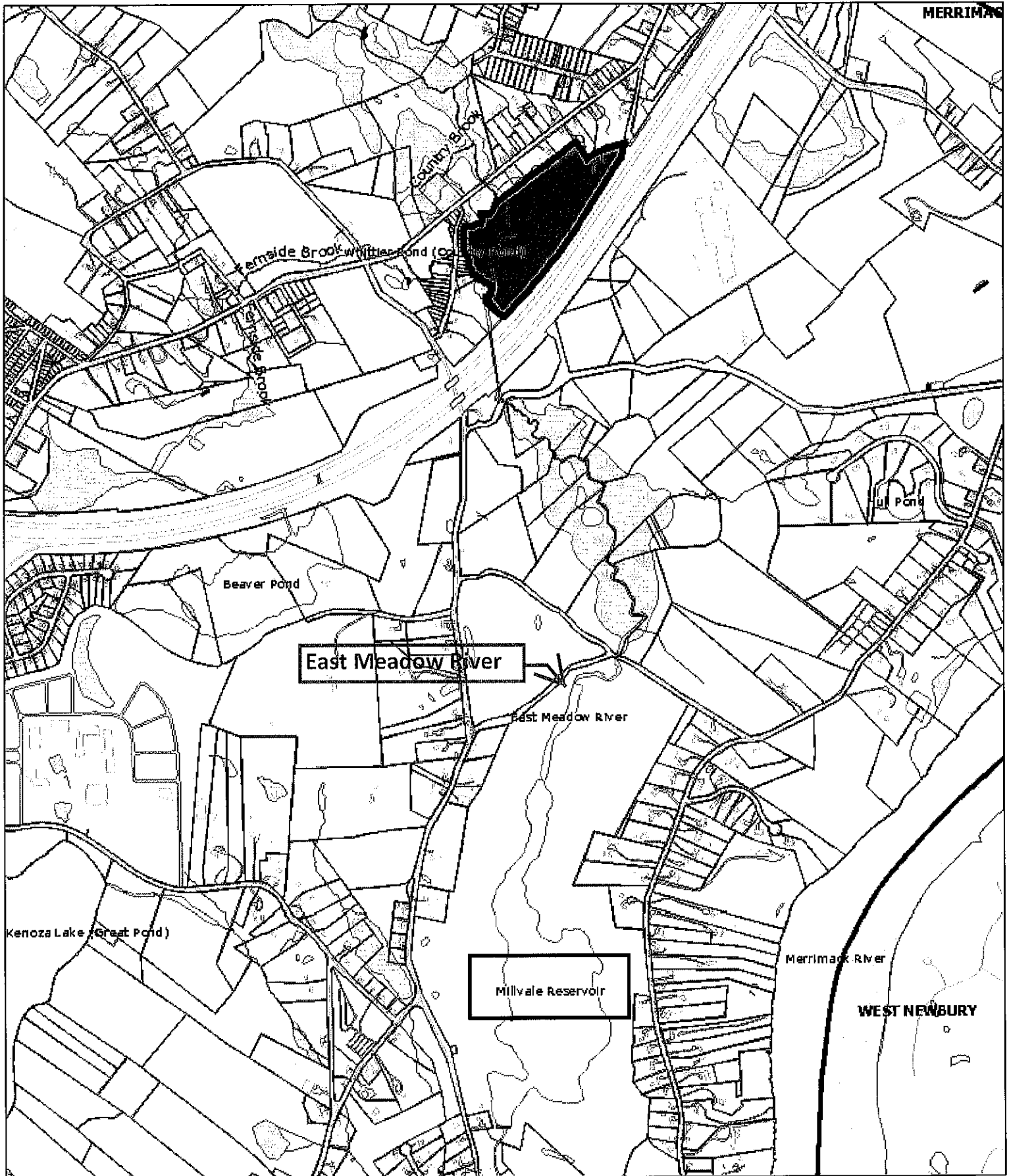
Last Revised by DPL: January 24, 2017

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Haverhill, MA

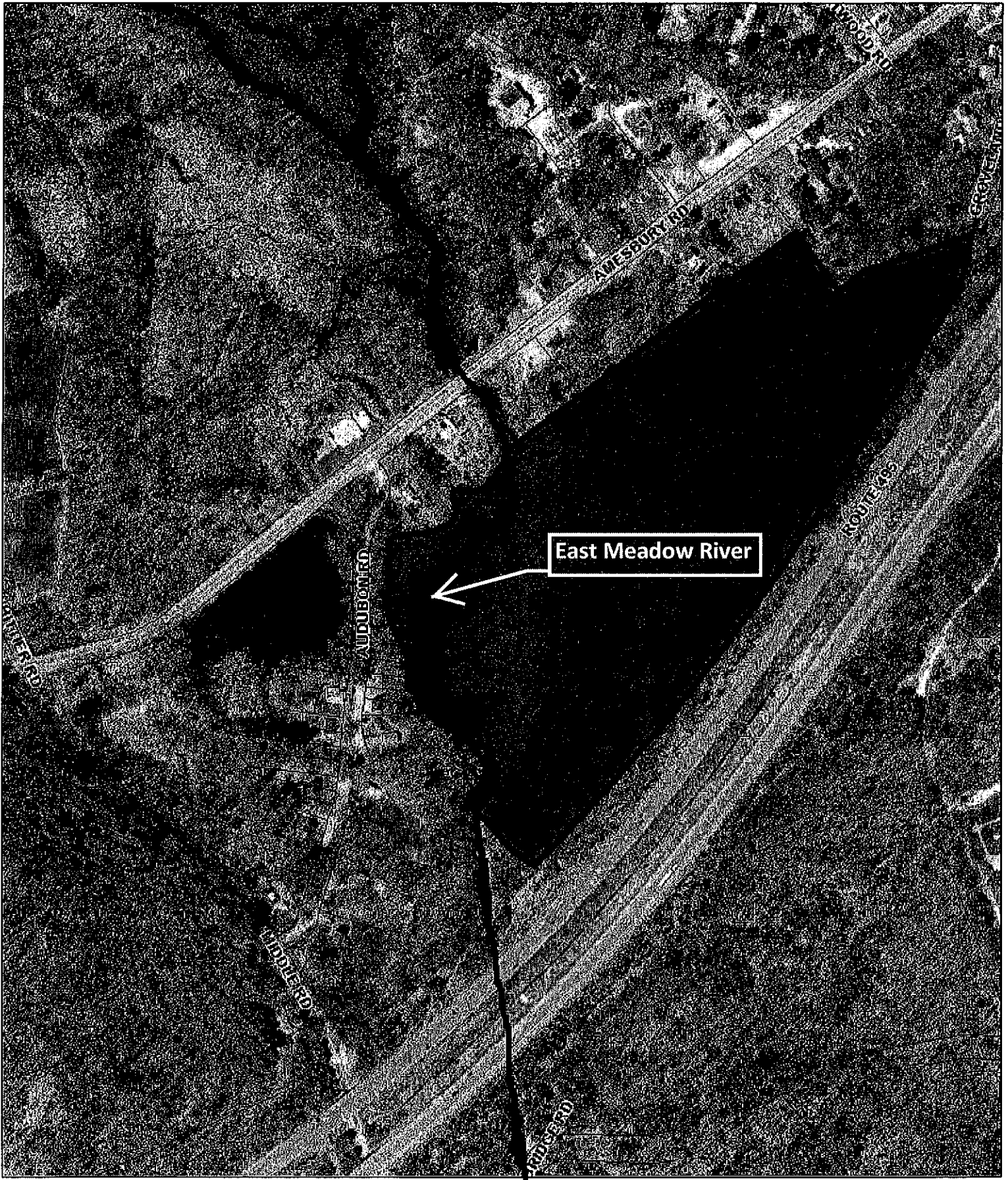


City Of Haverhill, MA
Engineering — Division
Date produced: 6/25/2020

0 850 1,700 3,400 Feet
1 inch = 1,249 feet

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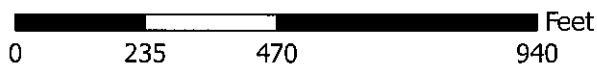




Haverhill, MA



City Of Haverhill, MA
Engineering — Division
Date produced: 6/25/2020



1 inch = 345 feet

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A P P R A I S A L

As of July 21, 2020

**of the Real Estate
Located at**

**0 Groveland Bridge Road
Haverhill, Essex County, Massachusetts**

**Mark S. Reenstierna
Appraiser**

**T. H. Reenstierna, LLC
Real Estate Appraisers & Consultants
22 Mill Street, Suite 102
Arlington, Massachusetts 02476**

**Client:
Robert E. Ward
Deputy DPW Director
City of Haverhill
40 South Porter Street
Haverhill, MA 01835**

T.H. REENSTIERNA LLC

Real Estate Appraisers and Consultants

22 Mill Street, Suite # 102

Arlington, Massachusetts 02476

ph: 781-643-5737 • 888-330-7336 • fax: 781-648-6423

www.threenstierna.com

August 13, 2020

Robert E. Ward
Deputy DPW Director
City of Haverhill
40 South Porter Street
Haverhill, MA 01835

Re: 0 Groveland Bridge Road, Haverhill, Essex County, MA

Dear Mr. Ward:

In accordance with your request, Mark S. Reenstierna has inspected the property located at 0 Groveland Bridge Road, Haverhill, Essex County, Massachusetts. He has inspected the property for the purpose of estimating the Market Value of the fee simple estate in the property, as of July 21, 2020. Enclosed is our appraisal report (a Report of a Complete Appraisal, as these terms are defined by The Appraisal Foundation) giving our observations and conclusions. The property consists of approximately 895,594 square feet of unimproved land.

Mark S. Reenstierna inspected the property and all comparables utilized in this report. The appraiser also performed all investigations, research, and verification. Finally, the appraiser wrote and prepared the report. This report is issued to you in compliance with the minimum standards prescribed in the Uniform Standards of Professional Appraisal Practice (USPAP) adopted by the Appraisal Standards Board of The Appraisal Foundation, as well as any additional policies expressed to us in your engagement letter. This is an Appraisal Report that is intended to comply with the reporting requirements set forth under Standards Rule 2 of the USPAP for an Appraisal Report. The appraisal has been prepared in compliance with the Uniform Appraisal Standards for Federal Land Acquisitions.

August 13, 2020

Page No. ii

Robert E. Ward
City of Haverhill

0 Groveland Bridge Road
Haverhill, MA

The purpose of this report is to express an opinion of the market value of the fee simple interest of the property under review, subject to normal limiting assumptions and conditions, as well as, if any, specific non-standard limitations that have been disclosed or expressed to us and are outlined in the accompanying report. We have been informed that the function of this report is to provide you with guidance on the market value of the subject property for acquisition/eminent domain planning purposes. The appraisal has not been based on a requested minimum valuation.

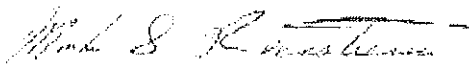
We have not been provided with a list or informed of any personal or other property associated with the realty and improvements thereon, or given any instructions thereto in our engagement. Therefore, the reported value of this appraisal is an estimate of the worth of the rights in the realty. These include all of the physical improvements to the property, but is separate and apart from any other value attributed to any other interest including, but not limited to, any furniture, fixtures, equipment, construction or maintenance materials or supplies, any other personal property, or good will or business associated with the realty.

This letter is not an appraisal report. The opinions of value expressed in this letter can only be understood by reading the following appraisal report, exhibits, other data, assumptions, limiting conditions, and general service conditions.

The Market Value of the fee simple estate in the subject property, expressed in terms of cash to the seller in a hypothetical transfer, as of July 21, 2020, is Two Hundred Seventy-Two Thousand U. S. Dollars (\$272,000).

Please do not hesitate to call on us if we may be of any further service to you.

Sincerely,



Mark S. Reenstierna
Massachusetts Certified General
Real Estate Appraiser #3803

MSR/kc

August 13, 2020

Page No. ii

*Robert E. Ward
City of Haverhill*

*0 Groveland Bridge Road
Haverhill, MA*

0 Groveland Bridge Rd, Haverhill

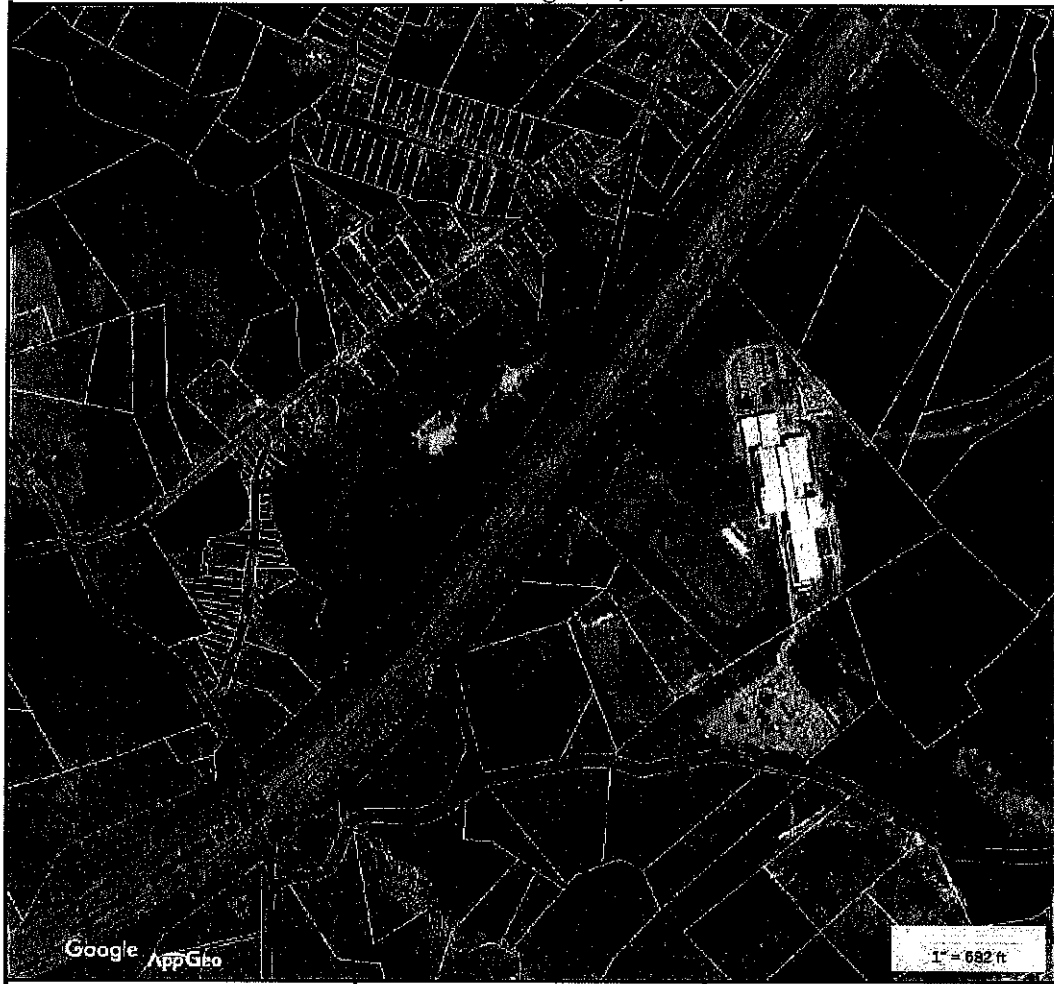


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Robert E. Ward
City of Haverhill

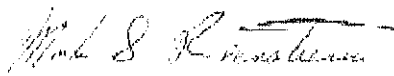
0 Groveland Bridge Rd
Haverhill, MA

CERTIFICATE OF VALUE

I certify, to the best of my knowledge and belief, as follows:

- that the statements of fact contained in this report are true and correct;
- that the reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions and are my personal, unbiased professional analyses, opinions and conclusions;
- that I have no present or prospective interest in the property that is the subject of this report and I have no personal interest or bias with respect to the parties involved;
- that my compensation is not contingent upon the reporting of a predetermined value or direction in value that favors the cause of the client, the amount of the value estimate, the attainment of a stipulated result, or the occurrence of a subsequent event;
- that this appraisal was not based on a requested minimum valuation, a specific valuation, or the approval of a loan;
- that my analyses, opinions, and conclusions were developed and this report has been prepared in conformity with the Uniform Appraisal Standards for Federal Land Acquisitions and complies with USPAP's Jurisdictional Exception Rule when invoked by Section 1.2.7.2 of the *Uniform Appraisal Standards for Federal Land Acquisitions*;
- that Mark S. Reenstierna has made a personal inspection of the property that is the subject of this report, and that the property owner, or [his][her] designated representative, was given the opportunity to accompany the appraiser on the property inspection;
- that no one provided significant professional assistance to the person(s) signifying this report;
- that I have performed services concerning the subject property over the prior three years;
- that the reported analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the requirements of the Code of Professional Ethics and the Standards of Professional Appraisal Practice of the Appraisal Institute;
- and that the use of this report is subject to the requirements of the Appraisal Institute relating to review by its duly authorized representative.

The Market Value of the fee simple estate in the subject property, expressed in terms of cash to the seller in a hypothetical transfer, as of July 21, 2020, is Two Hundred Seventy-Two Thousand U. S. Dollars - \$272,000.



Mark S. Reenstierna
Massachusetts Certified General
Real Estate Appraiser #3803

Robert E. Ward
City of Haverhill

0 Groveland Bridge Rd
Haverhill, MA

EXECUTIVE SUMMARY

Address:	0 Groveland Bridge Road, Haverhill, MA
Ownership:	D & D Realty Trust
Property Rights Appraised:	Fee Simple
Value Appraised:	Market Value
Date of Value:	July 21, 2020
Hypothetical Condition:	None
Important Locational Economic Factors:	Haverhill locale
Land Area:	895,594 square feet
Hazardous Waste Assumptions:	Presumed Clean
Zoning:	SC
Flood Zone and FEMA Map Number:	Zones C
Existing Improvements:	unimproved
Current Use:	Vacant
Current Occupancy:	Owner
Highest and Best Use as if Vacant:	Residential development
Highest and Best Use as Improved:	Residential Development

Valuation Analysis Conclusions:

Income Approach:	N/A
Market Approach:	\$272,000
Cost Approach:	N/A
Final Market Value Conclusion:	\$272,000

Robert E. Ward
City of Haverhill

0 Groveland Bridge Rd
Haverhill, MA

SCOPE OF ASSIGNMENT

Location

The subject property contains approximately 20.56-acres of land or 895,594 square feet, located off the easterly side of East Broadway, Haverhill, Essex County, Massachusetts. The property is identified as Parcel 464-3-1 on plans of the Haverhill Assessors. The Assessors indicate the address as off Amesbury Road. The deed indicates an address of Brandy Brow Road and the access to the site is at the end of Groveland Bridge Road. We will utilize the Groveland Bridge Road reference for this report.

Ownership

The property is owned by D & D Realty Trust as shown in a deed recorded at the Essex County Registry of Deeds dated August 4, 1998 and recorded in Book 15002 at Page 10.

Purpose of Appraisal

The purpose of this appraisal is to estimate the Market Value of the fee simple estate in the subject property, as of July 21, 2020.

Courts and appraisal organizations make use of different definitions of "Market Value" or "Fair Market Value." All refer to a hypothetical sale in which the seller offers property in a competitive market and accepts the highest price offer made. That price, as estimated by the appraisers, is the most probable selling price and the Market Value. An exchange of property for cash to the seller is typically presumed, unless other terms are standard in the market and are available for the subject property. If seller financing, an assumable mortgage, tax credits, or other such terms are taken into account, these are made explicit in this report.

The following definitions, as prescribed in the Uniform Appraisal Standards for Federal Land Acquisitions, have been followed in this appraisal.

The definition of Market Value applied here follows.

Market value is the amount in cash, or on terms reasonably equivalent to cash, for which in all probability the property would have sold on the effective date of value, after a reasonable exposure time on the open competitive market, from a willing and reasonably knowledgeable seller to a willing and reasonably knowledgeable buyer, with neither acting under any compulsion to buy or sell, giving due consideration to all available economic uses of the property.

Robert E. Ward
City of Haverhill

0 Groveland Bridge Rd
Haverhill, MA

The definition of highest and best use is as follows:

The highest and most profitable use for which the property is adaptable and needed or likely to be needed in the reasonably near future.

The definition of a fee simple estate is as follows:

A fee simple estate is absolute ownership unencumbered by any other interest or estate subject only to the limitations imposed by the governmental powers of taxation, eminent domain, police power, and escheat. (*The Dictionary of Real Estate*, 6th Edition, The Appraisal Institute, Chicago, 2015)

Scope of Work

This appraisal report is prepared at the request of Robert E. Ward, on behalf of the City of Haverhill (client and intended user of this appraisal) for valuation of an asset that is under consideration to be acquired or taken by eminent domain, in fee simple. This assignment calls for a narrative appraisal report in conformity with the Uniform Standards of Professional Appraisal Practice and the Uniform Appraisal Standards for Federal Land Acquisitions, including an inspection of the property, a complete highest and best use analysis, and application of the three traditional approaches to valuation. The analyses that are applied here are analyses typically applied by the appraisers in valuations of properties subject to eminent domain proceedings. In this case, the Sales Comparison Approach to Value is appropriate for the analysis of the subject property.

The Uniform Standards of Professional Appraisal Practice require that an appraiser not undertake an assignment without the expertise and competence necessary for its proper completion. The appraisers are experienced in the valuation of residential properties in Haverhill, and in the valuation of properties that have suffered takings under eminent domain proceedings. The appraisers are competent to perform this valuation.

To the knowledge of the appraisers, in the past three years, the subject property has been marketed for sale, placed under agreement for sale, or sold. The property is currently offered for sale with an asking price of \$299,900. The property is listed as under agreement. We have not been provided with the agreed upon price.

No leases affect the property. The valuation that is presented here is of the Fee Simple Estate. The valuation is of the real estate only.

Robert E. Ward
City of Haverhill

0 Groveland Bridge Rd
Haverhill, MA

The land area reported here is the area reported on plans and a deed recorded at the Essex County Registry of Deeds, as well as from the Haverhill Board of Assessors.

Mark S. Reenstierna conducted an unaccompanied inspection, from the public way, of the property, on July 21, 2020. Mr. Ward has provided plans and other information to the appraisers. The data in this report are derived from numerous sources including the following.

- deed at Essex County Registry of Deeds
- assessments at Haverhill Assessors
- Haverhill zoning maps and by-laws
- Massachusetts DEP, regarding history of possible contamination
- personal inspection
- site plans from Assessors
- site and building plans supplied by owners
- U.S.G.S. maps
- flood plain maps
- published data sources
- deeds for comparable properties
- conversations with brokers or principals for sales, as noted
- inspection of comparable sales and rentals
- Various files, documents and reports within the appraiser's library

In all cases, participants or brokers involved in sales were contacted for verification. In some cases, verification was not possible; in others, participants in sales revealed information, which is described in the "Comment" section for each sale.

Appraisal Development and Reporting Process

In preparing this appraisal, the appraisers:

1. inspected the subject site;
2. gathered information on land sales;
3. confirmed and analyzed the data and applied the Market Approach to value.

To develop the opinion of value, the appraiser performed a complete appraisal process, as defined by the Uniform Standards of Professional Appraisal Practice.

Robert E. Ward
City of Haverhill

0 Groveland Bridge Rd
Haverhill, MA

GENERAL ASSUMPTIONS AND LIMITING CONDITIONS _____

An appraisal is an unbiased estimate of the value of a property reached through an analysis of that property and of data from the marketplace. An appraisal is not a certification of the soundness of a building, a survey, or a legal document (for instance, a title examination), though assumptions regarding these and other matters are made. Among the major assumptions and limiting conditions of this appraisal are those that follow.

1. This is an Appraisal. The appraisers have applied all standard methods of analysis that are appropriate to the subject property and have performed research and analyses consistent with the standards for an Appraisal.
2. This is an Appraisal Report which is intended to comply with the reporting requirements set forth under Standard Rule 2 of the Uniform Standards of Professional Appraisal Practice for an Appraisal Report as well as the Uniform Appraisal Standards for Federal Land Acquisitions. As such, it does include full discussions of the data, reasoning, and analyses that were used in the appraisal process to develop the appraisers' opinion of value. Supporting documentation concerning the data, reasoning, and analyses is retained in the appraisers' file. The information contained in this report is specific to the needs of the client and for the intended use stated in this report. The appraisers are not responsible for unauthorized use of this report.
3. No responsibility is assumed for legal or title considerations. Title to the property is assumed to be good and marketable unless otherwise stated in this report.
4. The property is appraised free and clear of any or all liens and encumbrances unless otherwise stated in this report.
5. Responsible ownership and competent property management are assumed unless otherwise stated in this report.
6. The information furnished by others is believed to be reliable. However, no warranty is given for its accuracy.
7. All engineering is assumed to be correct. Any plot plans and illustrative material in this report are included only to assist the reader in visualizing the property.
8. It is assumed that there are no hidden or unapparent conditions of the property, subsoil, or structures that render it more or less valuable. No responsibility is assumed for such conditions or for arranging for engineering studies that may be required to discover them.
9. It is assumed that there is full compliance with all applicable federal, state, and local environmental regulations and laws unless otherwise stated in this report.

Robert E. Ward
City of Haverhill

0 Groveland Bridge Rd
Haverhill, MA

10. It is assumed that all applicable zoning and use regulations and restrictions have been complied with, unless a nonconformity has been stated, defined, and considered in this appraisal report.
11. It is assumed that all required licenses, certificates of occupancy or other legislative or administrative authority from any local, state, or national governmental or private entity or organization have been or can be obtained or renewed for any use on which the value estimates contained in this report are based.
12. Any sketch in this report may show approximate dimensions and is included to assist the reader in visualizing the property. Maps and exhibits found in this report are provided for reader reference purposes only. No guarantee as to accuracy is expressed or implied unless otherwise stated in this report. No survey has been made for the purpose of this report.
13. It is assumed that the utilization of the land and improvements is within the boundaries or property lines of the property described and that there is no encroachment or trespass unless otherwise stated in this report.
14. The appraisers are not qualified to detect hazardous waste and/or toxic materials. Any comment by the appraisers that might suggest the possibility of the presence of such substances should not be taken as confirmation of the presence of hazardous waste and/or toxic materials. Such determination would require investigation by a qualified expert in the field of environmental assessment. The presence of substances such as asbestos, urea-formaldehyde foam insulation or other potentially hazardous materials may affect the value of the property. The appraisers' value estimate is predicated on the assumption that there is no such material on or in the property that would cause a loss in value unless otherwise stated in this report. No responsibility is assumed for any environmental conditions or for any expertise or engineering knowledge required to discover them. The appraisers' descriptions and resulting comments are the result of the routine observations made during the appraisal process.
15. Unless otherwise stated in this report, the subject property is appraised without a specific compliance survey having been conducted to determine whether the property is or is not in conformance with the requirements of the Americans with Disabilities Act. The presence of architectural and communications barriers that are structural in nature that would restrict access by disabled individuals may adversely affect the property's value, marketability, or utility. It is assumed that the subject may be used as described without adoption of any further program for compliance other than such programs as may be specified here.
16. Any proposed improvements are assumed to be completed in a good workmanlike manner in accordance with submitted plans and specifications.
17. The distribution, if any, of the total valuation in this report between land and improvements applies only under the stated program of utilization. The separate allocations for

*Robert E. Ward
City of Haverhill*

*0 Groveland Bridge Rd
Haverhill, MA*

land and buildings must not be used in conjunction with any other appraisal and are invalid if so used.

18. This report may not be used for any purpose by any person other than the party to whom it is addressed (or the parties listed as intended users in the Scope of Assignment section of this report, for the function specified) without the written consent of the appraisers and, in any event, only with proper written qualification and only in its entirety. The report is not for use by parties not listed as intended users or for functions other than those specified in the Scope.

19. Neither all nor any part of the contents of this report (especially any conclusions as to value, the identity of the appraisers, or the firm with which the appraisers are connected) shall be disseminated to the public through advertising, public relations, news sales, or other media without prior written consent and approval of the appraisers.

20. If an income analysis is part of this appraisal, the projections of future cash flow and resale value are intended only to reflect the thinking of a typical investor, as modeled by the appraisers, as of the appraisal's effective date and are not meant as any form of guarantee that such cash flow will actually be achieved or as the appraisers' personal opinion regarding the likelihood of future events. No analysis of future value or future cash flow is undertaken here other than that explicitly described in the text.

21. Unless otherwise stated, this appraisal takes no account of the potential for a higher price for the subject than that available on the general market that may result from buyers such as abutters who may gain special benefits from acquisition. Discovery of the identity, motivation, and purchasing power of parties in a position to gain special benefits requires information not publicly available and is beyond the scope of this appraisal.

Robert E. Ward
City of Haverhill

0 Groveland Bridge Rd
Haverhill, MA

HYPOTHETICAL CONDITION: that which is contrary to what exists but is supposed for the purpose of analysis. Hypothetical conditions assume conditions contrary to known facts about physical, legal, or economic characteristics of the subject property; or about conditions external to the property, such as market conditions or trends; or about the integrity of data used in an analysis.

EXTRAORDINARY ASSUMPTION: an assumption, directly related to a specific assignment, which, if found to be false, could alter the appraiser's opinions or conclusions. Extraordinary assumptions presume as fact otherwise uncertain information about physical, legal, or economic characteristics of the subject property; or about conditions external to the property, such as market conditions or trends; or about the integrity of data used in an analysis. This appraisal is not subject to any extraordinary assumptions.

It is important to note that the Appraiser's inspection of the subject property is done only as part of the appraisal assignment's scope of work, which is one of the recognized and required steps in the appraisal process, as required by the lender/client. The Appraiser is NOT a qualified property inspector and makes no representation or warranty about the current or future condition, quality or adequacy of the structural and/or mechanical components of the subject property. The borrower(s)/owner(s) should not rely upon any representation or description contained in the appraisal report concerning these aspects of the subject property. It is recommended that the borrower(s)/owner(s) obtain an inspection report from a qualified expert such as a property inspector.

Statement Relative to the Coronavirus (COVID-19):

COVID-19 has been declared a pandemic and a national state of emergency in place. Substantial turmoil has occurred in financial markets and due to the developing situation, it is not possible at this time to quantify its long-term or short-term effects on real estate markets or on the subject property. The value opinion contained in this appraisal is based on findings of an analysis of market data available to the appraiser at the time of the assignment.

Robert E. Ward
City of Haverhill

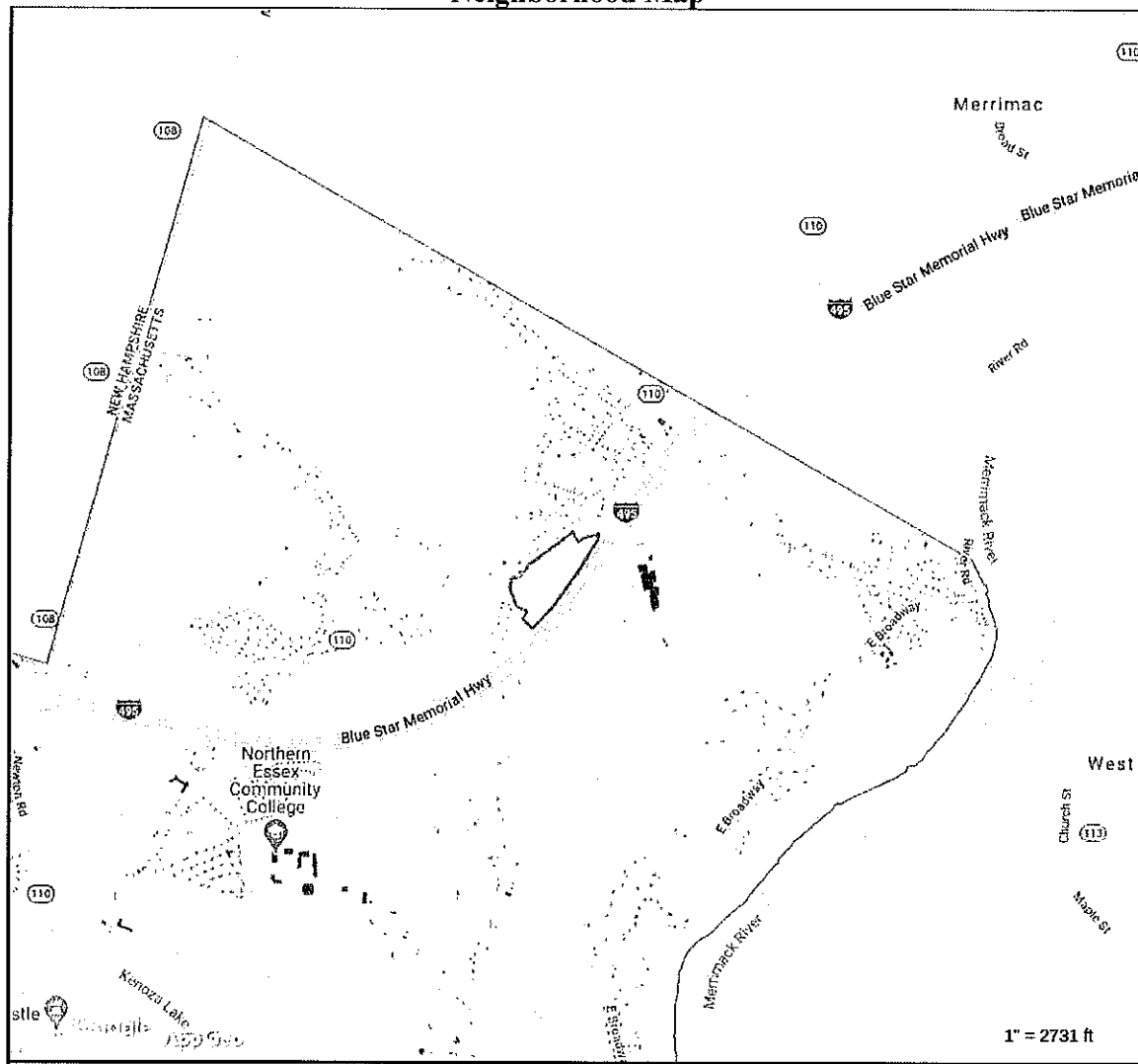
0 Groveland Bridge Rd
Haverhill, MA

DESCRIPTION OF REAL ESTATE APPRAISED

Immediate Neighborhood

The subject is located along the southerly side of Amesbury and the easterly banks of the East Meadow River, in the northern section of Haverhill. The neighborhood consists primarily of residential properties, with some commercial uses interspersed.

Neighborhood Map



Robert E. Ward
City of Haverhill

0 Groveland Bridge Rd
Haverhill, MA

Zoning and Other Use Restrictions

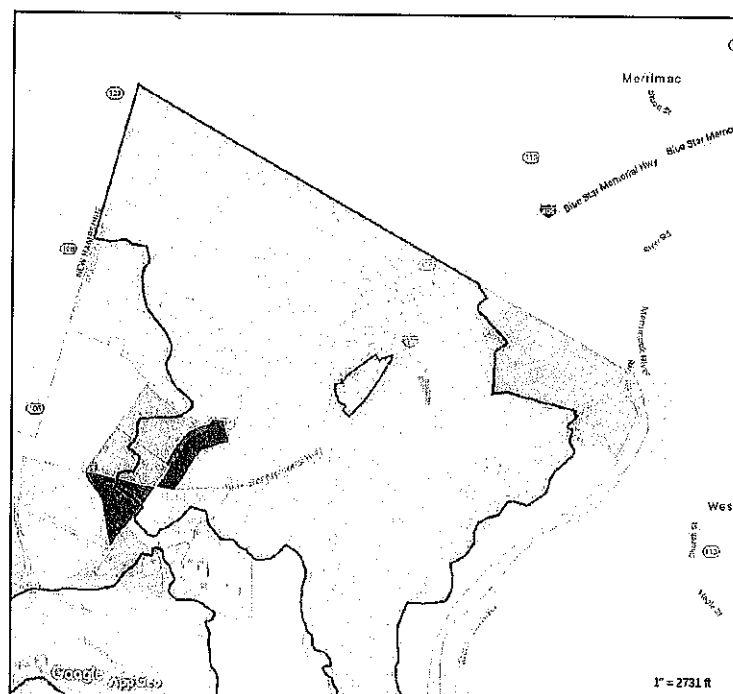
Zoning is defined as follows by the Appraisal Institute.

“The public regulation of the character and extent of real estate use through police power; accomplished by establishing districts or areas with uniform restrictions relating to improvements; structural height, area and bulk; density of population; and other aspects of use and development of private property.”
(The Dictionary of Real Estate Appraisal, Third Edition, Chicago, 1993, p. 399)

The subject property is situated within the SC Special Conservation zoning district within the City of Haverhill. The property is also within the Watershed Protection Overlay District. Single-family dwellings are allowed uses on lots with a minimum lot area of 2 acres with 200 feet of frontage.

Conformity: Our understanding of the zoning by-law indicates that the subject is a conforming use of a conforming lot in the SC-zoning district as well as under the Watershed Protection overlay.

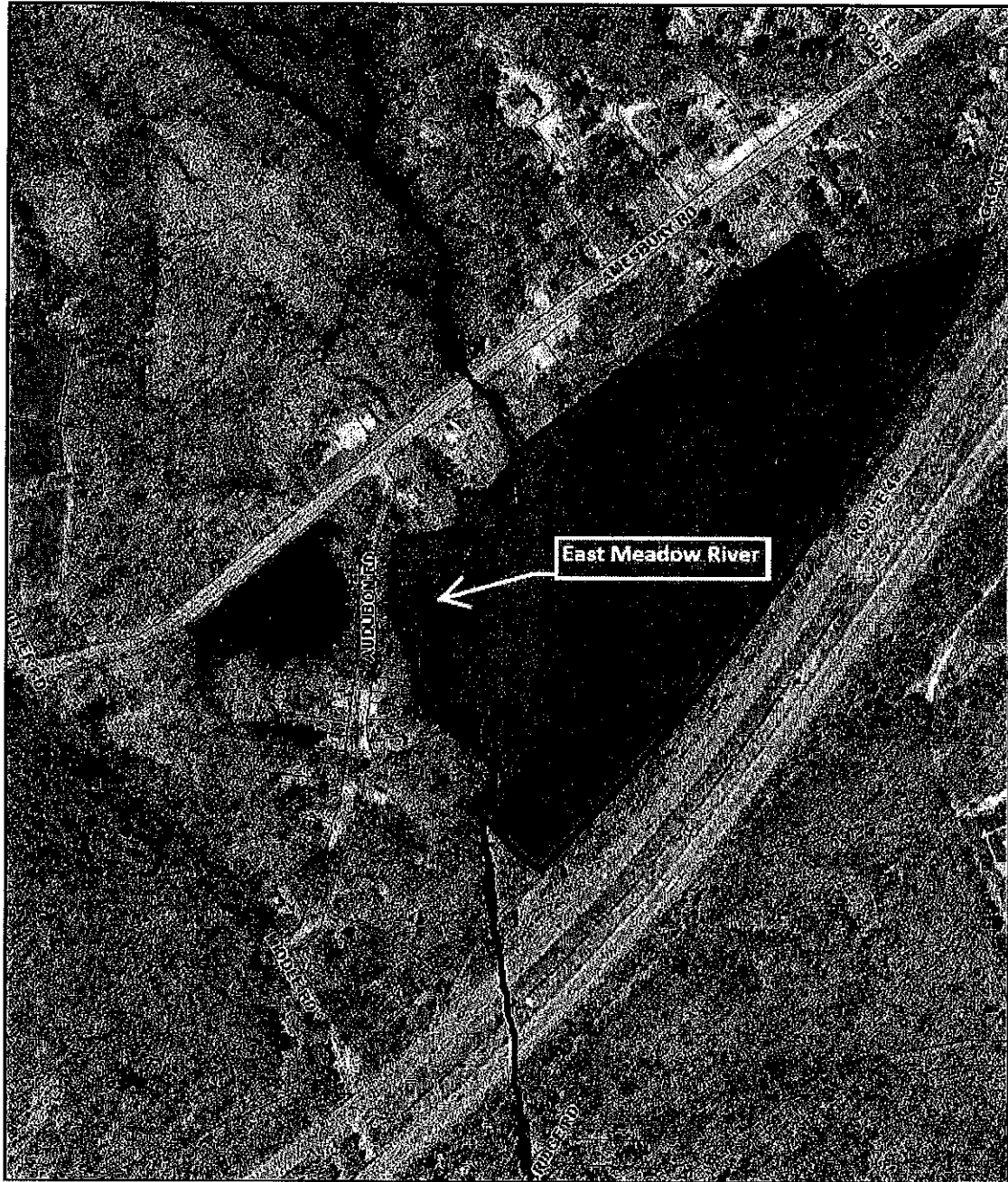
Assessors Map, with zoning



Robert E. Ward
City of Haverhill

0 Groveland Bridge Rd
Haverhill, MA

Site Plan



*Robert E. Ward
City of Haverhill*

*0 Groveland Bridge Rd
Haverhill, MA*

Property Description

The subject property consists of approximately 20.56-acres with frontage at the end of Groveland Bridge Road. The site also fronts on I-495 (no access) and along the East Meadow River. The subject property consists of mixed topography, with level to rolling lands. We were unable to walk the property and have relied upon observations from the roadway as well as from a description of the site provided by the listing broker. Groveland Bridge Road enters the site, but the paved portion of the road ends at the site. More details about the property have been included in the addenda.

It may be noted that research on the site revealed no indications of contamination. For the purpose of this appraisal, the property is valued as though free of contamination. No personal property or equipment is included with the real estate valued here.

Improvements

The subject is unimproved.

Equipment and Personal Property

No personal property or equipment is included with the real estate valued here.

Robert E. Ward
City of Haverhill

0 Groveland Bridge Rd
Haverhill, MA

Legal Description

The property is owned by D & D Realty Trust as shown in a deed recorded at the Essex County Registry of Deeds dated August 4, 1998 and recorded in Book 15002 at Page 10.

History and Recent Use

The subject has been owned by D & D Realty Trust for more than twenty years.

Assessment & Taxes

The subject property has been assigned the following value for the fiscal year 2020, by the Assessors of the City of Haverhill.

<u>Address</u>	<u>ID</u>	<u>Use</u>	<u>Land</u>	<u>Land</u>	<u>Total</u>	<u>Tax Rate</u>	<u>Tax</u>
off Amesbury Rd	464-3-1	131	20.56	\$41,100	\$41,100	\$13.60	\$558.96

Assessed values are not reliable indicators of Fair or Market Value and are used by municipalities for tax purposes only. The assessment for the subject appears low with respect to the value as estimated here.

Assessed Valuation:

- “1. The figure at which the property is put on the assessment roll and, unless altered by a higher authority, the basis upon which the property tax levy is distributed among the property owners. Assessed values may differ from market values for these major reasons: fractional assessment laws, partial exemption, and problems in keeping assessed value current.
2. The assessor's estimate of market value before deductions for partial exemptions and before the application of any factor prescribed by law or tradition concerning the level of assessment.”

(*Real Estate Appraisal Terminology*, Society of Real Estate Appraisers, Cambridge, Ballinger Publishing Company, 1984, p. 19)

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City of Haverhill

0 Groveland Bridge Rd
Haverhill, MA

Highest and Best Use

The definition of highest and best use is as follows.

The highest and most profitable use for which the property is adaptable and needed or likely to be needed in the reasonably near future.

There are four essential steps in analyzing the highest and best use of the subject property. The first step is a consideration of possible uses and elimination from consideration of those uses that are not physically possible on the site. The second step is a review of legal uses or permissible uses and elimination from consideration of those uses that are not allowed under the current zoning or any deed or other legal restrictions. The third step is a review of feasible uses. Feasible uses are uses that will produce any return on investment to the owner of the site; those uses that do not produce any return are eliminated from consideration. The fourth and final step is a determination of the single use from among the uses remaining under consideration that will produce the highest return to the owner. This use is the "highest and best" use and is the use on which the valuation analysis is based.

It is important to note the limits to which it is possible to be specific in the determination of highest and best use. For instance, in a market in which similar parcels of land are purchased for retail use, office use, and hotel use, it may be possible only to specify that the highest and best use for a subject property is for general commercial development.

The highest and best use of the property as improved may be different from the highest and best use of the site as if vacant. This occurs when the improvement to the site is an under-improvement or not an appropriate use but still contributes to the value of the property in excess of the value of the vacant site.

Highest and best use of land or a site as though vacant has been defined as follows:

“Among all reasonable, alternative uses, the use that yields the highest present land value, after payments are made for labor, capital, and coordination. The use of a property based on the assumption that the parcel of land is vacant or can be made vacant by demolishing any improvements.” (*The Dictionary of Real Estate Appraisal*, Third Edition)

The subject property consists of an approximately 20.56-acre (895,594 square feet), irregularly-shaped parcel of land with frontage at the end of Groveland Bridge Road and along the East Meadow River. The subject site is generally level to sloping. The existing site is a legal conforming lot. The shape and topography of the site do present impediments to the development of the site due to the need for extension of the paved roadway.

August 13, 2020

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Haverhill, MA*

The highest and best use of property as improved is defined by the Appraisal Institute as follows:

“The use that should be made of a property as it exists. An existing property should be renovated or retained as is as long as it continues to contribute to the total market value of the property, or until the return from a new improvement would more than offset the cost of demolishing the existing building and constructing a new one.” (*The Dictionary of Real Estate Appraisal*, Third Edition, Chicago)

The subject property is unimproved.

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APPRAISAL PROCESS

The purpose of this report is to arrive at an estimate of the Market Value of the subject property. This is achieved by a systematic gathering, classification, and analysis of data required in the development of the three basic approaches to value: the Cost Approach, the Sales Comparison Approach, and the Income Capitalization Approach.

Appraisal Analysis

The subject property will be valued by the Sales Comparison Approach. Both the Income Capitalization Approach and the Cost Approach were considered but not used. The Income Capitalization Approach was not used due to a lack of rental information for similar properties. The subject is typically an owner-occupied property. The Cost Approach was not used.

The Sales Comparison Approach

This approach provides a useful analytical tool, which attempts to abstract from actual realty conveyances a common denominator, typically expressed as sale price per physical or economic unit, and is subsequently adjusted to reflect the characteristics of the subject, which serves as the standard. It is noted that the comparable sales utilized in this approach are of waterfront residential properties in Haverhill and surrounding communities. The improvements to the various sales differ in terms of size, condition and function, as well as other differences. The sites of these sales also vary in size and functionality, as well as other differences. It is typical for buyers and sellers of this property type to rely on the Sales Comparison Approach to value. Their buy/sell decision is typically based upon a whole price, or sometimes upon a price per economic unit, i.e. price per square foot of gross building area. We have considered the price per square foot of land area, inclusive of the contributory value of the improvements.

Our research has uncovered several sales within the subject's market locus of properties considered similar to the subject. The following sales were considered for analysis of the subject. Additional information for the transfers is included in the addenda.

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#	Street	Town	Status	Status Date	Sale \$	Acres	\$/Acre
203	Center St	Groveland, MA	SLD	9/18/2019	\$245,000	10.50	\$23,333
123	Rear Seven Star Rd	Groveland, MA	SLD	5/1/2020	\$212,500	15.24	\$13,944
184	Federal Hill Rd	Hollis, NH	SLD	7/17/2020	\$575,000	20.70	\$27,778
Lot 0	Federal Hill Rd	Hollis, NH	SLD	2/15/2019	\$475,000	16.33	\$29,088
205	Proctor Hill Rd	Hollis, NH	SLD	11/7/2018	\$320,000	14.00	\$22,857
20-24	Battis Rd	Merrimac, MA	SLD	12/29/2018	\$150,000	22.91	\$6,548
50	Robinson Ln	Pelham, NH	SLD	5/28/2020	\$465,000	16.02	\$29,026
50	Newbury Rd	Rowley, MA	SLD	9/11/2018	\$490,000	16.80	\$29,171
9	Gerrish Rd	Salisbury, MA	SLD	2/3/2020	\$375,000	14.60	\$25,685
				Average	\$367,500	16.34	\$23,048
Subject							
0	Groveland Bridge Rd	Haverhill, MA	UAG	8/11/2020	\$299,900	20.56	\$14,587

The sales used here consist of recent transfers in the geographical area competitive with the subject and include properties of similar size and nature. The subject property is currently offered for sale with an asking price of \$299,900. The sales occurred between September 2018 and July 2020.

The subject property has been compared with nine sales. The appraisers have judged all of the sales to be reasonably similar to the subject property. The sales present an unadjusted range of values from \$6,548 to \$29,171 per acre, with an average price of \$23,048 per acre. Adjustments have been calculated utilizing market indications of variation and the appraisers' judgment when necessary. The sales show a fairly broad range in price per square foot of land area. Differences that account for the range are primarily in terms of differing location, age and condition of the improvements, land area and sale terms.

Market Conditions (Date of Sale) – A study of residential land sales and re-sales in the Haverhill area indicates that prices have been generally stable to slightly increasing over the period that encompasses the dates of these sales. The median price of a single-family home in Haverhill has increased by approximately 5% per year over the same period. The market in the surrounding communities has been similar to that in Haverhill. We have adjusted the sales upward by 5% per to reflect the increasing markets.

Sale Terms - Unusual sale terms, such as sales at foreclosure auction, can affect price. The sales presented here are not affected by unusual terms and no adjustments are applied.

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Haverhill, MA

Financing – Seller financing at a high loan to value ratio or a low rate of interest can have the effect of increasing the price for a property above the level that would be achieved without the special financing. The value that is estimated for the subject property is the value presuming no special financing. No adjustments for this factor are required or applied to the sales.

Property Rights - The property rights available at the subject are the fee simple rights. The rights at the sales are fee simple as well. No adjustments are applied. The subject property has not been permitted for development and is offered on an as is basis. The Salisbury and Merrimac sales have had some planning done, and in the case of the Merrimac site, have approvals in place. These properties are superior to the subject and require downward adjustments.

Location – The subject is in an average location in Haverhill. The sales require varying degrees of adjustments for location.

Land Area – The subject property has 20.56 acres of land. The sales are varied in size and configuration, but all are similar to the subject when it comes to potential developability. The sales have varied land areas, with some deviations and have been adjusted accordingly. Smaller sites tend to sell for a higher price per square foot than otherwise similar, but larger sites. Studies by this office indicate that as the size of a lot increases, the price per square foot decreases by 10% to 20% per doubling (the effect is larger on smaller lots). A rate of 15% is applied to the sales for each doubling or halving of a property's land area that is required to make a sale equal in this respect to the subject

Conclusion – After adjustments, the comparable sales indicate a range of values from \$12,000 to \$18,000 (rounded) per acre. The subject is offered at a rate of \$14,587 per acre. The offering appears to be within market parameters. We have considered the offering of the subject, and have placed significant weight upon it. The uncertainty regarding the development potential of the subject (frontage/access and wetlands/river frontage) places the subject towards the lower portion of the range.

The sales indicate a value of \$13,250 per acre for the subject and a value through the Sales Comparison Approach of \$272,000, as follows.

$$\begin{aligned} 20.56\text{-acres Land} \times \$13,250/\text{acre} &= \$272,420 \\ &\text{Rounded to } \$272,000 \end{aligned}$$

Robert E. Ward
City of Haverhill

0 Groveland Bridge Rd
Haverhill, MA

RECONCILIATION AND FINAL VALUE ESTIMATE _____

The purpose and intended use of this appraisal is to provide an estimate of the market value of the fee simple interest in the property as of July 21, 2020. The Sales Comparison Approach to value was developed in this appraisal. This approach is a reliable method of valuation.

The indicated values for the subject property, based on the Sales Comparison Approach to value are as follows:

Cost Approach	N/A
Sales Comparison Approach	\$272,000
Income Capitalization Approach	N/A

The Cost Approach was not used.

The Sales Comparison Approach provides a good gauge for the value range in which the subject property would fall. This approach is enhanced by the availability of several sales, which exhibit a very tight range of values. The Sales Comparison Approach is considered to be reliable in this case. This approach generally reflects the motivations of the owner-user segment of the market. This approach also provides a reasonably reliable estimate of value, because of the quality of the available sales data.

Therefore, as a result of this analysis, which is based upon data contained in our files and on the appraisers' experience with similar assignments, it is our opinion that the market value of the fee simple interest of the subject property, as described herein, as of July 21, 2020, is: **TWO HUNDRED SEVENTY-TWO THOUSAND U.S. DOLLARS - \$272,000.**

ADDENDUM

Qualifications of Appraiser
Demographic Information
Comparable Sales Information

JAMES J. FIORENTINI
MAYOR



**CITY OF HAVERHILL
MASSACHUSETTS**

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September 10, 2020

City Council President Melinda Barrett and Members of the Haverhill City Council

RE: CIP Memo

Dear Madam President and Members of the Haverhill City Council:

Attached is the updated capital plan for fiscal years 2021 to 2025.

This amended capital plan varies slightly from the plan I submitted last week. Three vehicles in the highway department needed repairs this week, and the mechanic felt that all needed to be replaced. These are all front line vehicles that are needed now and also needed during snow storms.

After consulting with Highway director Brian Zaniboni and with DPW director Michael Stankovich, I have amended the plan to put these items into the plan for FY 2021 and will be before you with a bond order to purchase them. I have moved the front end loader which was in the plan for this year to next year in order to make room in our capital budget to pay for them.

The remainder of the plan is the same that I sent you a week or so ago. The beginning part of the plan outlines the \$27 million dollars in improvements we have made in the city over the past five years. (This does not include the \$60 million for a new Hunking school, which we should all be proud of, that was funded in 2015 but which we will be paying for many years in the future.) These capital improvements include \$2.5 million in energy efficiency improvements throughout our schools, approximately \$2 million in fire truck repairs, \$3 million in sidewalk repairs and over \$3 million to improve our recreation facilities including a new girl softball field.

The second part of the plan outlines the \$77 million dollars we hope to make in improvements over the next five years. The largest portion of this, again, goes to schools with the proposed allocation of \$30 million for a new or renovated Consentino school. Again, however, there are millions of dollars in repairs and improvements outside of the school system. This includes numerous new fire trucks, repairs and improvements to City Hall and approximately \$1 million more in sidewalk repairs. If our financial projections improve we need to amend this plan to add more money for sidewalk repairs and street repairs. You might recall that in last year's financial plan our goal was to spend more money on streets and sidewalks. Given the reduced revenues we have cut that back. If our revenue picture improves I strongly recommend we put in more money for streets and sidewalks. Streets and sidewalks are overwhelmingly the number one request we get from our citizens.

Mr. Benevento and I will be before you Tuesday night to outline the plan. Although the Council is not required to vote on this I would ask for a vote either approving or disapproving the plan and am enclosing an order to that effect.

2/10/2021 10:10:10

JAMES J. FIORENTINI
MAYOR



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Please do not hesitate to contact me if you have any questions comments or concerns.

Respectfully submitted,

James J. Fiorentini
Mayor

JJF/lyf

CITY OF HAVERHILL

Mayor's Recommendations

CAPITAL IMPROVEMENT PROGRAM 2021 - 2025



MAYOR
James J. Fiorentini

September 2020

Executive Summary

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

Capital Improvement Program

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

What is a capital improvement?

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

Among the items properly classified as capital improvements are:

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

Prior Project Listings

To show the continual nature and City commitment to the community's capital needs below is a listing of prior approved projects for the last five years:

Funded Projects
Department/Project

	2016	2017	2018	2019	2020	2021	Grand Total
Building Maint.	132,546	15,000	193,000	952,900	131,292		1,424,738
Capital Projects			188,000				188,000
City Council A/C Repairs	1,557						1,557
City Hall A/C				87,400			87,400
City Hall Boiler				500,000			500,000
City Hall Boiler Planning				46,000			46,000
City Hall Energy Upgrades	20,489						20,489
City Hall Exterior Door Replacement					81,292		81,292
City Hall Exterior Repointing & Masonry Repairs					50,000		50,000
City Hall Improvements				150,000			150,000
City Hall Maintenance Study				30,000			30,000
City Hall Parking Lot Stairs	12,000						12,000
City Hall Signage		15,000					15,000
City-Wide Building Repairs	28,500						28,500
Court House Stairs				17,500			17,500
Flooring City Hall	10,000						10,000
Misc City Capital				8,800			8,800
Retaining Wall City Hall	60,000			100,000			160,000
Rocks Village Hand Tub house painting			5,000				5,000
Winnekenni repairs/upgrades				13,200			13,200
Clerk	6,000		7,760				13,760
Clerk Office Alarm			300				300
Clerk Office Glass Door			7,460				7,460
Rebind vital books	6,000						6,000
Education	2,582,004	520,000	20,000	918,200	2,715,000		6,755,204
Consentino Facility Study			20,000				20,000
Consentino Lockers		170,000					170,000
Consentino Temp Repairs				58,200			58,200
Energy efficiency improvements	2,500,000						2,500,000
Feasibility Study Consentino School					750,000		750,000
HHS Curbing and Concrete Repairs	11,004						11,004
HHS Sidewalk Repair	21,000						21,000
High School Roof Repairs				143,000			143,000
Repair HS Track					700,000		700,000
Roof Consentino				355,000			355,000
Roof repairs HS/Pool					615,000		615,000
School Boiler Repairs				22,000			22,000
School Building Repairs/Renovation				150,000			150,000
School Repair Drains/Gutters				20,000			20,000
Tilton Bathroom Repairs				20,000			20,000
Tilton School Repairs	50,000						50,000
Trinity Stadium		350,000					350,000
Whittier Asbestos Removal				150,000			150,000
Whittier Emergency Repairs					650,000		650,000

Funded Projects

Department/Project	2016	2017	2018	2019	2020	2021	Grand Total
Engineering	576,800	42,749	90,046		1,060,000		1,769,595
Boardwalk Easements	76,800						76,800
Broadway Easements		42,749	42,749				85,498
East Broadway Bridge	300,000						300,000
Merrimack Parking Garage			47,297				47,297
North Ave Design					853,000		853,000
Parking Deck Repairs	200,000						200,000
Rt. 110/108 Design					207,000		207,000
Fire	9,300	583,000	666,768	435,000	1,200,000	1,025,000	3,919,068
Fire Inspection Vehicle		26,000					26,000
Fire Station Generators				260,000			260,000
Fire Truck		542,000					542,000
Fire Vehicle Replacement Plan			32,000		700,000	1,025,000	1,757,000
Heating Rocks/Ayers Village		5,000					5,000
High St. wiring and remodel upstairs		10,000					10,000
Radio System Replacement			634,768				634,768
Replace Mobile and Portable Radios				175,000			175,000
Water St. Fire Station Repairs					500,000		500,000
Water St. Heating System	9,300						9,300
Highway	1,426,000	780,401	1,334,000	2,310,000	231,500	-	6,081,901
Blue Light for Snow Work	24,500						24,500
Bucket Truck DPW		195,000					195,000
Complete Streets Marsh Ave					48,500		48,500
DPW Additional Staffing			5,000				5,000
DPW Dump Truck				170,000			170,000
DPW Mini Excavator						-	-
Flashing Crosswalk Lights					18,000		18,000
Front End Loader with Snow Blower	129,600						129,600
Goecke Parking Deck Repairs					25,000		25,000
Highway Belly Plows			42,000				42,000
Highway Office Fire Repair					75,000		75,000
Main Street improvement project damage		44,444					44,444
One Ton Dump Truck	35,000	43,000	45,000	40,000			163,000
Purchase Street Lights		302,957					302,957
Retro-Fit Front End Loader	36,900						36,900
Roadway work				1,500,000			1,500,000
Roadway Work Chapter 90					-		-
Sidewalks Repairs	1,200,000		1,242,000	600,000			3,042,000
Six Wheel Dump Truck with Plow		195,000					195,000
Street light repairs					65,000		65,000
Trackless multi-purpose Tractor					-		-

Funded Projects								
Department/Project	2016	2017	2018	2019	2020	2021	Grand Total	
Information Tech.	6,500		50,000		45,000		101,500	
City Phone System			50,000				50,000	
IT security audit	6,500						6,500	
Replace Core Router					45,000		45,000	
Inspection	26,410			36,900	28,000		91,310	
Inspection Services Renovation				10,000			10,000	
Inspection Vehicle	26,410			26,900	28,000		81,310	
Mayor	100,000				130,025		230,025	
City Hall document management	100,000						100,000	
COVID19 Emergency Fund					130,025		130,025	
Planning			188,000				188,000	
Master Plan			188,000				188,000	
Police	37,500	500,000	2,720,445	65,325	226,000		3,549,270	
Dog Pound Repairs		150,000					150,000	
Fund Byrne Grant Police Staffing			50,000				50,000	
Nichols Street Camera			9,950				9,950	
Police A/C Computer Room			30,347				30,347	
Police ACO Replacement Vehicle			60,000				60,000	
Police Dpt. Windows Design	37,500						37,500	
Police Gang Unit Vehicle			38,000				38,000	
Police Motorcycle				21,625			21,625	
Police Roof Canopy					226,000		226,000	
Police Station Generator			263,000				263,000	
Police Station Windows		350,000					350,000	
Radio System Replacement			926,448				926,448	
Speed Signs				43,700			43,700	
Station A/C			170,000				170,000	
Window Replacement Phase II			1,172,700				1,172,700	
Recreation	205,000	140,510	2,215,837	550,000	256,200		3,367,547	
Boardwalk Easements					25,000		25,000	
Cashman			45,190				45,190	
Cashman Field Skate Park			76,000				76,000	
Event operations both					8,900		8,900	
Girls softball field			2,000,000				2,000,000	
Girls Softball Design		7,510					7,510	
Millbrook Park Vietnam Memorial Repairs					22,100		22,100	
Playground Improvements				50,000	50,000		100,000	
Rail Trail	205,000		69,697				274,697	
Rail Trail Ext.					150,200		150,200	
River Boardwalk				500,000			500,000	
Riverside Park Grant Match		130,000					130,000	
Smiley School Playground		3,000					3,000	
Trinity Stadium Roadway			24,950				24,950	
Treasurer			9,182				9,182	
Treasurer Security Improvements			9,182				9,182	
Grand Total	5,108,060	2,581,660	7,495,038	5,268,325	6,023,017	1,025,000	27,501,100	

Above are the projects the Mayor and Council have already approved from FY16 to current.

Project Requests and Recommendations

The following pages contain the list of projects recommended for fiscal year 2021 along with the full list for all years. In general, the recommended projects have been prioritized such that they ensure efficient delivery of services to the community while controlling both short- and long-term costs. Projects requiring a debt exclusion vote are beyond the scope of this report and not listed.

Summary of Projects by Department

Proposed Projects						
Summary by Department		2021	2022	2023	2024	2025
						Grand Total
Building Maint.		1,220,000	255,000	800,000	655,000	1,535,000
Citizen Ctr.			275,000			
Clerk				180,000		
Education		500,000	30,050,000	4,700,000	4,000,000	5,100,000
Engineering			8,300,000			
Fire			175,000	200,000	450,000	1,500,000
Highway		1,719,385	2,861,133	3,234,133	3,300,000	3,300,000
Information Tech.		56,000	21,200	18,000		
Inspection		4,950			30,000	
Police			1,725,000			
Recreation		100,000	325,000	350,000	100,000	100,000
Grand Total		3,600,335	43,987,333	9,482,133	8,535,000	11,535,000

Summary of Projects by Funding Source

Proposed Projects						
Summary by Funding Source		2021	2022	2023	2024	2025
						Grand Total
Bond		1,608,119	41,052,000	6,030,000	4,500,000	7,500,000
Capital Budget		492,216	485,333	452,133	735,000	735,000
Chapter 90		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Free Cash			950,000	1,500,000	1,800,000	1,800,000
Grand Total		3,600,335	43,987,333	9,482,133	8,535,000	11,535,000

Effect of Bonding on Debt Service

	2021	2022	2023	2024	2025
Current General Fund Debt Service	7,643,385	7,462,577	5,908,462	3,799,386	3,743,376
plus Fees & other interest	150,000	100,000	100,000	100,000	100,000
Estimated Debt Not Issued:					
Other CIP Debt	558,971	558,971	558,971	558,971	558,971
CIP 2021 \$1,608,119	90,416	94,895	94,895	94,895	94,895
CIP 2022 \$17,052,000		125,000	951,477	951,477	951,477
CIP 2023 \$20,030,000			150,000	1,079,508	1,079,508
CIP 2024 \$14,500,000				150,000	832,758
CIP 2025 \$7,500,000					175,000
Total Debt Service	8,442,772	8,341,442	7,763,804	6,734,236	7,535,984

Fiscal Year 2021-2025 Capital Project Listing

Proposed Projects

Department/Project	2021	2022	2023	2024	2025	Grand Total
Building Maint.	1,220,000	255,000	800,000	655,000	1,535,000	4,465,000
City Hall Coal Shed Demo & Vault Closure	65,000					65,000
City Hall Exterior Repointing & Masonry Repairs	100,000		800,000		650,000	1,550,000
City Hall Exterior Water Infiltration & Structural Repairs				300,000		300,000
City Hall Fire Protection Upgrades					600,000	600,000
City Hall Generator Replacement	85,000					85,000
City Hall Heating Controls				250,000		250,000
City Hall HVAC Repairs & Upgrades		100,000			200,000	300,000
City Hall Oil Tank Removal & Vault Closure	100,000					100,000
City Hall Parking Retaining Wall	850,000					850,000
City Hall Restroom ADA Compliance	20,000					20,000
City Hall Roof		140,000		55,000		195,000
City Hall Stairway Landing Title Replacement					85,000	85,000
City Hall Window Renovation & Repairs		15,000		50,000		65,000
Citizen Ctr.		275,000				275,000
Citizen Ctr Skylight		275,000				275,000
Clerk			180,000			180,000
Voting Tabulators			180,000			180,000
Education	500,000	30,050,000	4,700,000	4,000,000	5,100,000	44,350,000
Consentino Renovation/Repairs		30,000,000				30,000,000
Feasibility Study New School Project					1,000,000	1,000,000
High School Roof			2,000,000			2,000,000
HS Gym Roof	500,000					500,000
HVAC systems in old schools				750,000		750,000
Moody Roof			400,000			400,000
School Roof Repairs			200,000	200,000	300,000	700,000
School various parking lots/pads		50,000	50,000	50,000	50,000	200,000
Tilton renovations			2,000,000	3,000,000	3,000,000	8,000,000
Tilton Underground Storage Tank			50,000			50,000
Water intrusion various schools					750,000	750,000
Engineering		8,300,000				8,300,000
Capping of northern landfill		8,000,000				8,000,000
Water St Improvements		300,000				300,000
Fire		175,000	200,000	450,000	1,500,000	2,325,000
Fire Vehicle Replacement Plan		175,000		450,000	1,500,000	2,125,000
Repair Fire Station Windows			200,000			200,000

Proposed Projects
Department/Project

	2021	2022	2023	2024	2025	Grand Total
Highway	1,719,385	2,861,133	3,234,133	3,300,000	3,300,000	14,414,651
6 Wheel Dump Truck			195,000			195,000
Library Parking Lot		85,000				85,000
One Ton Truck	58,119					58,119
Replace loader		252,000				252,000
Replace Pickup	78,266	39,133	39,133			156,532
Roadside Mower		35,000				35,000
Roadway Work		750,000	1,300,000	1,500,000	1,500,000	5,050,000
Roadway Work Chapter 90	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Sidewalks		200,000	200,000	300,000	300,000	1,000,000
Wood Chipper	83,000					83,000
Information Tech.	56,000	21,200	18,000			95,200
City Hall Wireless Project		21,200				21,200
Impliment Azure Controler			6,000			6,000
Replace Host Servers	56,000					56,000
Upgrade Microsoft Domain			12,000			12,000
Inspection	4,950			30,000		34,950
replace and upgrade ipads and phones	4,950					4,950
replace inspection car				30,000		30,000
Police		1,725,000				1,725,000
Additional funding for Dog Pound		1,725,000				1,725,000
Recreation	100,000	325,000	350,000	100,000	100,000	975,000
Playground Improvements			100,000	100,000	100,000	300,000
Plugs Pond Grant Match	100,000					100,000
Rail Trail Phase 3		175,000				175,000
Riverside Park Project Match		150,000				150,000
Tennis Court Repairs			250,000			250,000
Grand Total	3,600,335	43,987,333	9,482,133	8,535,000	11,535,000	77,139,801



DOCUMENT

CITY OF HAVERHILL

In Municipal Council

5.5.1

ORDERED:

The City Council hereby adopts and approves FY 21-FY 25Capital Plan.

JAMES J. FIORENTINI
MAYOR



**CITY OF HAVERHILL
MASSACHUSETTS**

5.6
CITY HALL, ROOM 100
FOUR SUMMER STREET
HAVERHILL, MA 01830
PHONE 978-374-2300
FAX 978-373-7544
MAYOR@CITYOFHAVERHILL.COM
WWW.CI.HAVERHILL.MA.US

September 2, 2020

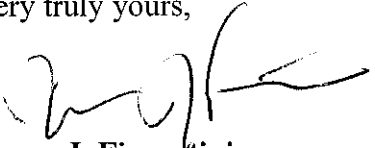
City Council President Melinda E. Barrett and Members of the Haverhill City Council

RE: Loan Order Authorizing Bond Proceeds for \$250,000.00 for an Asset Management Plan for the City's Water, Sewer and Stormwater Assets

Dear Madame President and Members of the Haverhill City Council:

Please see attached a bond order authorizing bond proceeds for \$250,000.00 for an Asset Management Plan for Haverhill's drinking water distribution system, stormwater collection system and wastewater collection system. This bond order must be placed on file for two weeks, after which time I recommend approval.

Very truly yours,


James J. Fiorentini
Mayor

JJF/lyf

2020SEP11AM09:05



Document
CITY OF HAVERHILL
In Municipal Council

File 10 days
5.6.1

Order: That \$250,000 is appropriated, for the purpose of planning and engineering to complete tasks related to the preparation of an asset management plan for the City's water, wastewater, and stormwater assets, including, without limitation, all costs thereof as defined in Section 1 of Chapter 29C of the General Laws, as most recently amended by St. 1998, c78; that to meet this appropriation the Treasurer with the approval of the Mayor and the City Treasurer is authorized to borrow \$250,000 and issue bonds or notes therefor under Chapter 44 of the General Laws, or pursuant to any other enabling authority; that such bonds or notes shall be general obligations of the City unless the Treasurer with the approval of the Mayor and the City Treasurer, determines that they should be issued as limited obligations and may be secured by local system revenues as defined in Section 1 of Chapter 29C of the General Laws, that the Treasurer with the approval of the Mayor and Auditor is authorized to borrow all or a portion of such amount from the Massachusetts Clean Water Trust established pursuant to Chapter 29C of the General Laws; and in connection therewith to enter into a loan agreement and/or security agreement with the Trust and otherwise to contract with the Trust and the Department of Environmental Protection with respect to such loan and for any federal or state aid available for the project or for the financing thereof; that the Mayor is authorized to enter into a project regulatory agreement with Department of Environmental Protection, to expend all funds available for the project and to take any other action necessary to carry out the project. Any premium received upon the sale of any bonds or notes approved by this order, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount. The Treasurer is authorized to file an application with the appropriate officials of The Commonwealth of Massachusetts (the "Commonwealth") to qualify under Chapter 44A of the General Laws any and all bonds of the City authorized by this order, and to provide such information and execute such documents as such officials of the Commonwealth may require in connection therewith. The Mayor is authorized to apply for and except any and all grants that may be available to pay costs of this project, and the total borrowing authorized by this order shall be reduced to the extent of any such grants received by the City for this project.

Bond Order

Proposal for Asset Management Plan

MA Clean Water Trust Asset Management Grant Program

1. BACKGROUND

The primary objective of this project is to ensure the long-term sustainability of the City's drinking water distribution system, stormwater collection system, and wastewater collection system by developing an Asset Management Plan that will assist managers in making strategic decisions for the repair, replacement, or rehabilitation of particular assets.

Woodard & Curran will work collaboratively with the City to inventory and assess the current state of the City's drinking water distribution, and stormwater and wastewater collection system assets; update the existing geographic information system (GIS); select a computerized maintenance management software (CMMS) and link GIS to the new software; evaluate the level of service (LOS) in terms of quality, quantity, reliability and environmental standards; identify assets critical to sustaining system performance; quantify minimum life cycle costs for critical assets, operations and maintenance; and determine a long-term funding strategy to ensure high-level performance and pipe integrity. Results from this assessment will be presented in both tabular and narrative forms.

The City has begun the process of inputting its horizontal wastewater and stormwater assets into GIS and a CMMS; however, the City has found that its existing CMMS may not be a feasible long-term solution. The City is currently finalizing an evaluation of different commercial-off-the-shelf (COTS) software applications that will meet the City's current and future asset management needs. As part of this project, the City would like to complete the selection of a new CMMS that will allow for effective management of horizontal drinking water, stormwater, and wastewater assets in the same software. Additional implementation is necessary to complete the wastewater and stormwater assets inventories. In addition, it is necessary for the City to input its drinking water distribution assets into GIS so they can be added to a new CMMS.

2. SCOPE OF SERVICES

Task 1 – Asset Inventory: Water Distribution, Stormwater, and Wastewater Collection Systems

Each of the three systems has some level of Asset Inventory in place, including GIS, CMMS and Excel spreadsheets. Woodard & Curran will work collaboratively with the City to determine basic asset information, including age, size, capacity, performance, and current condition. Woodard & Curran will refine and update the existing data based on known problem areas (if any) to categorize the relative risks associated with the failure of assets and their associated consequence of failure. An analysis of existing asset inventories and available record drawings will be reviewed to identify system gaps and inspect critical asset performance, and develop recommendations for condition assessment and preparing a complete inventory of assets. Critical assets will be assessed in accordance with US EPA – Asset Management Best Practices Guide dated April 2008 and include a structural condition and maintenance assessment of each structure inspected.

Proposal for Asset Management Plan MA Clean Water Trust Asset Management Grant Program

As part of this Task, the City and Woodard & Curran also will assess the condition of inventoried assets with existing condition assessments, develop a rating system for scheduled maintenance/replacement, assign current values and replacement costs for each asset, and establish a tracking system to record the timing, type and cause of any failures that may occur. The work will also include updating the City's water GIS database by scanning and digitizing an estimated 5,000 tie cards.

Task 2 – GIS Management and Asset Management Software Selection

The City and Woodard & Curran are in the process of completing an evaluation of different software applications that will meet the City's current and future asset management needs. Based on the results of the evaluation, Woodard & Curran will assist the City with planning and organizing virtual software demonstrations from up to four of the most advantageous software vendors, contacting vendor references as needed, and assisting with selection of a new CMMS.

Once the software is selected and procured, Woodard & Curran will assist the City's Asset Manager with the initial implementation. Depending on the software chosen by the City, the vendor may also require setup, installation and implementation services outside this contract. As part of software implementation, Woodard & Curran will conduct a workflow and needs assessment to understand the City's top priorities for implementation. Based on these priorities, Woodard & Curran will configure and implement the software for a subset of the City's drinking water and wastewater assets, work orders, service requests, inspections and capital planning. Training will be provided as outlined in Task 7.

Woodard & Curran will also assist the City with improved combined sewer overflow (CSO) reporting and pump station alarming by setting up data connections to SCADA and HachWIMs, when possible. CSO reporting improvements will focus on developing a Public Notification Plan to ensure the public receives adequate notification of CSO occurrences, as well as improved annual reporting of duration, volume, and precipitation data for each combined sewer outfall for each discharge event.

Task 3 – Level of Service Evaluation and Capacity Analysis

Levels of Service have been developed for each of the three systems and are tracked, but more need to be added, and/or the tracking history is brief. The Levels of Service include regulatory compliance.

Woodard & Curran will work with the City to analyze current and projected system performance and demand within the context of current and anticipated regulatory requirements, system capacity, and efficiency of operations. As part of this analysis, Woodard & Curran and the City will revisit the facilities assessments and future conditions analysis in the City's existing planning reports (Master Plans, Sanitary Surveys, etc.) to verify future demand and capacity sufficiency. This may also include identifying field investigation areas and conducting field investigations. Woodard & Curran also will evaluate opportunities to improve service by analyzing performance indicators such as electrical usage and customer complaints. This information will be compiled to set utility system performance goals that are specific, measurable, attainable, realistic, and timely. Opportunities to improve service such as energy consumption and water conservation will be considered as metrics.

Proposal for Asset Management Plan

MA Clean Water Trust Asset Management Grant Program

Task 4 – Criticality Analysis and Priority List of Assets

Consequences of Failure have been developed and ratings applied to some key assets. This includes triple bottom line cost analysis (Financial, Social, and Environmental consequences). With the information collected in Tasks 1, 2, and 3, a consequence of failure analysis will be performed based on available data including location, material useful life, equipment useful life and level of services. Additionally, the aggregated data including asset type, size, location, elevation, useful life and maintenance requirements will be used to develop a life-cycle cost analysis of each known asset to assign a Consequence of Failure rating (No Consequence, Minor, Low, Low/Average, Average, Average/High, High, Major, Catastrophic). The analysis will consider individual collection components and their relative importance in system function, component location and number of customers served, potential for failure given existing condition, and likelihood of failure to adversely affect other segments of system function.

When all known assets have been assessed and rated, Woodard & Curran and the City will develop a Priority List of Assets (PLA). Annualized line item cost estimates will be prepared to repair/replace each priority asset or system of assets for each of five successive budget planning years and will include the cost effect on the public entity user charge system. Assets not included on the PLA will be designated on a Secondary List of Assets (SLA) and presented in the Asset Management Plan along with their estimated annualized costs under Intermediate-term and Long-term Improvements (see Task 6).

Task 5 – Review and Update User Rates

The City's water and wastewater user rate/fee structures are evaluated every fiscal year. Currently, wastewater user fees pay for the stormwater utility. The City has considered developing a stormwater utility; however, it is not anticipated that will occur in the immediate future. The Asset Management Plan will include a review and update of the existing water and wastewater rate/fee structures based on a full- cost analysis.

Task 6 – Asset Management Plan

Woodard & Curran will work with the City to summarize the information and present the findings from Tasks 1 through 5 in a written Asset Management Plan developed in accordance with Good Engineering Practices and US EPA's "Asset Management – A Best Practices Guide" (April 2008). The Plan will include a 20-year Capital Improvement Plan (CIP) that organizes the repair/replacement of assets and asset systems as follows: Short-term Improvements (0-5 years), Intermediate-term Improvements (5-10 years), and Long-term Improvements (10-20 years). The Plan will consider project priority, timing, projected costs, and funding sources, including but not limited to the continued use of the DWSRF and CWSRF programs. This CIP will identify capital projects for system assets.

Task 7 – Staff Training

Following completion of the Asset Management Plan, Woodard & Curran will assist the City with training City employees and contractors involved in the operation and maintenance of the




Haverhill

Robert E. Ward, Deputy DPW Director
Water/Wastewater Division
Phone: 978-374-2382 Fax: 978-521-4083
rward@haverhillwater.com

Date: September 1, 2020

To: The Honorable James J. Fiorentini
Mayor of Haverhill

From: Robert E. Ward 
Deputy DPW Director

Subject: Proposed Loan Order for Asset Management Plan

Attached for your approval and City Council approval is a proposed loan order for \$250,000 for funding an Asset Management Plan for the City's water, sewer and stormwater assets.

The project will be funded through a grant program implemented by the Massachusetts Department of Environmental Protection and the Massachusetts Clean Water Trust. The grant amount is \$150,000, and the City will provide the remaining \$100,000 with in-kind services and cash. The Grant Program requires the loan order to be the full amount of the project cost.

The primary objective of this project is to ensure the long-term sustainability of the City's drinking water distribution system, stormwater collection system, and the wastewater collection system. The Asset Management Plan will assist the City in making strategic decisions for the repair, replacement, or rehabilitation of particular assets. A more detailed description of the project is attached.

If the loan order is acceptable to you, I would like to submit it to the City Council for the September 15th meeting to be placed on file for ten days. I plan to attend the meeting two weeks later to answer questions.

If you need additional information, please email me at rward@haverhillwater.com or call me at (978) 374-2382.

Attachments (2)

Cc: Charles Benevento, City Auditor/Finance Director, cbenevento@cityofhaverhill.com
Alicia T. McOsler, CTP, City Treasurer, amcosker@cityofhaverhill.com
Michael Stankovich, Director of Public Works, mstankovich@cityofhaverhill.com

Proposal for Asset Management Plan
MA Clean Water Trust Asset Management Grant Program

water distribution, stormwater and wastewater collection systems. As part of this task, Woodard & Curran and the City will conduct one session of Admin Training with the City's Administrators and/or complete a "train-the-trainer" style training, as well as one session of End User Training for City employees and contractors. Training will cover data entry, reporting, and related asset management duties in the CMMS.

3. SCHEDULE

Woodard & Curran will complete the Scope of Services within 270 calendar days of a written authorization to proceed. Assuming a contract start dated of October 1, 2020, the following is the estimated schedule for the project:

Task	Task Name	Anticipated Schedule of Completion
-	Estimated Contract Start Date	October 2020
1	Asset Inventory	January 2021
2	GIS Management and Software Selection	January 2021
3	Level of Service Evaluation and Capacity Analysis	February 2021
4	Criticality Analysis and Priority List of Assets	April 2021
5	Review and Update User Rates	May 2021
6	Asset Management Plan	June 2021
7	Staff Training	June 2021
-	Submission to MassDEP for Approval	June 2021

Hearings October 27

2020

(8.1)

From: John Pettis
Sent: Wednesday, September 9, 2020 11:44 AM
To: Linda Koutoulas <LKoutoulas@cityofhaverhill.com>
Subject: RE: Street Acceptances

Sure, thanks

From: Linda Koutoulas <lkoutoulas@cityofhaverhill.com>
Sent: Wednesday, September 9, 2020 11:38 AM
To: John Pettis <jpettis@cityofhaverhill.com>
Subject: RE: Street Acceptances

2020SEP14PM09:45PT-0500

John- 20th won't work – 2 other hearings already on the docket – one of them might be contentious. We can put you on Oct 27.

Let me know.

Linda

From: John Pettis <jpettis@cityofhaverhill.com>
Sent: Wednesday, September 09, 2020 10:48 AM
To: Linda Koutoulas <lkoutoulas@cityofhaverhill.com>
Cc: Tara Lynch <tlynch@cityofhaverhill.com>; William Pillsbury <wpillsbury@cityofhaverhill.com>; Maria Bevilacqua <maria@cityofhaverhill.com>; Rob Moore <rmoore@cityofhaverhill.com>; Melinda Barrett <mbarrett@cityofhaverhill.com>
Subject: Street Acceptances

Linda,

Planning Board will be making recommendation tonight regarding the acceptance of five streets (see attachment). It is my understanding that the Council vote was scheduled for Sep 15. Please move the Council vote back to Oct 20, as we need time to clarify what surety/escrows remain for these roadways.

Thanks,
John

Backup



**CITY OF HAVERHILL
CITY COUNCIL AGENDA**

Tuesday, August 11, 2020 at 7:00 PM - AMENDED
Theodore A. Pelosi, Jr. Council Chambers, 4 Summer st, Room 202
Virtual and In-Person Meeting

11. PETITIONS:

11.1. Applications Handicap Parking Sign:

11.2. Amusement/Event Applications:

Granted with Conditions

77 11.2.1. *Bold Media*, Holtsville, NY requests permit for drive-thru only holiday light show to be held November 19th to December 31st; at 75 Willow av
City Department approval/comments are included

11.3. Tag Days:

11.4. One Day Liquor License

11.5. Petition

Petition from City Engineer John Pettis for City of Haverhill requesting Hearings to accept the following streets as Public Ways:

- 78 11.5.1 Amy Lynne Lane
- 79 11.5.2 Ryan Patrick Way
- 80 11.5.3 Cortland Road
- 81 11.5.4 Pear Tree Road
- 82 11.5.5 Russett Hill Road

**All Referred to Planning Board &
Council Hearings October 6th**

83 11.5.6 Petition from Anthony Rossi, Manager Emerson Street Investment LLC requesting Hearing for Special Permit to re-development the property at 66 Emerson st; Assessors Map 3200, Block 54, Lots 1,2 & 19-24 consisting of 24 rental apartments

**Refer to Planning Board &
Council Hearing October 6th**

84 11.5.7 Petition from Attorney Russell Channen for Atlantis Development, LLC requesting Hearing for Special Permit for development of a 3-story building at 42 Lafayette Square - for mixed commercial/multifamily use within the CG zone; commercial on first floor and residential on the second and third

**Refer to Planning Board &
Council Hearing October 20th**

85 11.5.8 Petition from Ernest M Cioto, Trustee of Cioto Realty Trust for a Special Permit to allow construction in the Waterfront District (Zone F) with site sitting directly on the Merrimack River to build 54 condos at 38 Railroad St: Assessors Map 701, Block 630, Lot 9

Council Hearing September 15 2020

11.6. Annual License Renewals:

11.6.1. **Hawker Peddlers License 2020 - Fixed location**

11.6.2. **Coin-Op License Renewals for Weekly 2020**



Hearing November 10 2020
Haverhill

Economic Development and Planning
Phone: 978-374-2330 Fax: 978-374-2315
wpillsbury@cityofhaverhill.com

8.2

2020SEP11am10:13HNV~CITYVC

September 11, 2020

TO: City Council President Melinda Barrett and members of the Haverhill City Council

FROM: William Pillsbury, Jr. Economic Development and Planning Director

SUBJECT: Zoning Hearing rescheduled date- NOVEMBER 10, 2020

As you will remember the city council postponed the public hearing on the zoning recodification to a date to be determined. Based on our discussions please schedule the hearing for the November 10th, 2020 meeting.

The Zoning Recodification document remains on file for your review as are the minutes of the planning board hearing which was concluded. Those minutes have been filed with the council and available for review.

If you have any questions please don't hesitate to call.



Hearing April 21, 2020

Haverhill

Economic Development & Planning
Phone: 978-374-2330 Fax: 978-374-2315
wpillsbury@cityofhaverhill.com

40

original
petition

Back up

March 6, 2020

TO: City Council President Melinda Barrett and members of the Haverhill City Council

FROM: William Pillsbury, Jr. Economic Development and Planning Director

SUBJECT: Zoning amendment—Recodification/Update of the Haverhill Zoning Ordinance, table of contents, Table 1-table of use and parking regulations, Table 2--table of dimensional and density regulations and map

On behalf of the City of Haverhill I am pleased to submit the Recodification and related updates to the city of Haverhill's Zoning Ordinance. This update prepared by Attorney Mark Bobrowski with the input of a zoning review committee has been in the works and under review for several years and is the result of substantial input from a wide variety of constituencies. The changes contained herein bring the City's zoning ordinance language up to date and make it consistent with best practices and recent legal considerations.

The attached incorporates a number of revisions requested at the recent council mayor workshop.

As Planning director, I request that the council refer the ordinance to the Planning Board for a hearing to be held on March 11, and for the city council to hold a hearing on the ordinance on April 21st, 2020.

Recommendation: Refer the ordinance to the Planning Board for a hearing on March 11 and schedule a hearing for the city council on April 21, 2020

IN CITY COUNCIL: March 10 2020
REFER TO PLANNING BOARD and
VOTED: that COUNCIL HEARING BE HELD
APRIL 21 2020

Attest:

City Clerk

JUNE 30 2020
POSTPONED TO A DATE TO BE
DETERMINED

Attest:

City Clerk

IN CITY COUNCIL: March 17 2020
HEARING TABLED TO JULY 14 2020

Attest:

City Clerk

4 Summer Street--Room 201, Haverhill, MA 01830 www.ci.haverhill.ma.us

Also: zoning Ordinance Doc 40-B

original

Backup JS

DOCUMENT 40-B

CITY OF HAVERHILL

In Municipal Council March 10 2020

ORDERED

MUNICIPAL ORDINANCE

CHAPTER 255

AN ORDINANCE RELATING TO ZONING

BE IT ORDAINED by the City Council of the City of Haverhill that the Code of the City of Haverhill, Chapter 255, Zoning, as amended, be and is deleted in its entirety and the following shall be inserted in place thereof:

See attached "Haverhill Zoning Ordinance" to be incorporated as if fully set forth herein.

APPROVED AS TO LEGALITY:

[Signature]

City Solicitor

PLACED ON FILE for at least 10 days

Attest:

City Clerk

IN CITY COUNCIL: March 17 2020

TABLED TO JULY 14 2020 (new hearing date)

Attest:

City Clerk

JUNE 30 2020

POSTPONED TO A DATE TO BE DETERMINED

Attest:

City Clerk

For Hearing April 21 2020





DOCUMENT 40-B

Backup

CITY OF HAVERHILL

In Municipal Council March 10 2020

ORDERED:

MUNICIPAL ORDINANCE

CHAPTER

An Ordinance Relating To Zoning - Amend Zoning Code - Chapter 255 Zoning, as amended, be and is deleted in its entirety and the following shall be inserted in place thereof:

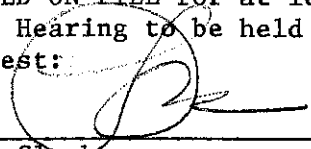
See attached " Haverhill Zoning Ordinance" to be incorporated as if fully set forth herein.

Since this Ordinance exceeds in length eight octavo pages of ordinary book print, in lieu of advertising, it is published by the City Council in a municipal bulletin, placed on file in the City Clerk's Office and posted on the municipal bulletin in City Hall.

Also, on the Planning Board website online

PLACED ON FILE for at least 10 days
with Hearing to be held April 21 2020

Attest:



City Clerk



8.3

CITY OF HAVERHILL
ASSESSORS OFFICE – ROOM 115
Phone: 978-374-2316 Fax: 978-374-2319
Assessors@cityofhaverhill.com

Sept. 2, 2020

TO: MEMBERS OF THE HAVERHILL CITY COUNCIL:

In accordance with Municipal Ordinance, Chapter 7,
entitled "Assessor" as follows:

The Board of Assessors shall file monthly with the
City Council a copy of the report submitted to the
Auditor showing a summary of the above abated
amounts for that month.

Attached herewith is the report for the month of
August as filed in the Assessors Office.

Very truly yours,

Christine Webb, MAA
Assessor

Transaction Summary All Years
City of Haverhill

All Entry Date range 08/01/2020 through 08/31/2020 for Abatements

Totals	Tax	Interest	Fees	Tax	Interest	Fee	Refunds	Refund	Abate	Exemp	Adjust	Transfers
	Paid	Paid	Paid	Reversals	Reversals	Reversals	Reversals	Reversals				
Motor Vehicle Excise Tax	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	230.40	0.00	0.00	0.00
2018 Motor Vehicles	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	230.40	0.00	0.00	0.00
2018	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	230.40	0.00	0.00	0.00
Motor Vehicle Excise Tax	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	587.80	0.00	0.00	0.00
2019 Motor Vehicles	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	587.80	0.00	0.00	0.00
2019	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	587.80	0.00	0.00	0.00
Boat Excise Tax	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	324.00	0.00	0.00	0.00
2020 Boats	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	324.00	0.00	0.00	0.00
Motor Vehicle Excise Tax	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	27,151.42	0.00	0.00	0.00
2020 Motor Vehicles	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	27,151.42	0.00	0.00	0.00
2020	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	27,475.42	0.00	0.00	0.00
Report	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	28,293.62	0.00	0.00	0.00
Total All Charges									28,293.62			

Total All Charges: Add all columns except Adjustments.

SHEEHAN, SCHIAVONI, JUTRAS & MAGLIOCCHETTI, LLP
ATTORNEYS AT LAW

Hearing September 15 2020

RICHARD L. SHEEHAN, JR.
TIMOTHY J. SCHIAVONI
ROBERT A. JUTRAS
PAUL A. MAGLIOCCHETTI
SONJA STARINS
THOMAS C. TRETTER
CAITLIN M. MASYS
MARCIA K. ROSENN
WILLIAM D. CHASE

OF COUNSEL
KRISTIN M. YASENKA
JOSHUA S. ENGLAND, LLM



VIA EMAIL TO CITY CLERK

June 19, 2020

Ms. Melinda Barrett
Haverhill City Council President
Haverhill City Hall
4 Summer Street
Haverhill, MA 01830

RE: Site Plan Review-Major: Chapter 255 Article XVI WD-F
Ch. 255, sec. 154-171
Owner: Cioto Realty Trust
Applicant: Ernest Cioto, Trustee
Location: 38 Railroad Street, Bradford MA
Parcel ID: 701-630-9

54 Condo units
Riverview Condominiums

Dear President Barrett:

Please be advised this office represents Ernest Cioto, as Trustee of the Cioto Realty Trust regarding the property located at 38 Railroad Street, Bradford, Massachusetts, and being shown on Haverhill Assessor's Map 701 Block 630 Lot 9.

In July 2019, Mr. Cioto submitted a proposal to the City of Haverhill to build 60 Condominium Units pursuant to Haverhill Zoning Ordinance Chapter 255 Sections 154-171 (Waterfront District). The property is located in zone WD-F and the proposed development is allowed by right (site plan review major), which requires review and approval of the Haverhill City Council. The matter was continued to allow time to meet with neighbors and resolve easement issues with the City of Haverhill.

Kindly place this matter on the agenda for the next scheduled meeting on June 25th 2020 and schedule a review hearing accordingly. Attached are updated plans and other documents for the council's consideration.

IN CITY COUNCIL: August 11 2020
VOTED: that COUNCIL HEARING BE HELD
SEPTEMBER 15 2020

Attest: _____ City Clerk

Paul A. Magliocchetti

Paul A. Magliocchetti, Esquire

SSJM ATTORNEYS PRACTICE IN MA, NH, DC AND CA

70 Bailey Boulevard • Haverhill, MA 01830
TEL (978) 373-9161

629 Main Street • Woburn, MA 01801
TEL (781) 933-7756

SHEEHAN, SCHIAVONI, JUTRAS & MAGLIOCCHETTI, LLP
ATTORNEYS AT LAW

92



RICHARD J. SHEEHAN, JR.
TIMOTHY J. SCHIAVONI
ROBERT A. JUTRAS
PAUL A. MAGLIOCCHETTI
SONJA STARINS
THOMAS C. TRETTER
CAITLIN M. MASYS
MARCIA K. ROSEN
WILLIAM D. CHASE

OF COUNSEL
KRISTIN M. YASENKA
JOSHUA S. ENGLAND, LL.M.

VIA EMAIL TO CITY CLERK

September 11, 2020

Ms. Melinda Barrett
Haverhill City Council President
Haverhill City Hall
4 Summer Street
Haverhill, MA 01830

RE: Site Plan Review-Major: Chapter 255 Article XVI WD-F
Ch. 255, sec. 154-171
Owner: Cioto Realty Trust
Applicant: Ernest Cioto, Trustee
Location: 38 Railroad Street, Bradford MA
Parcel ID: 701-630-9
Notice of withdrawal

Dear President Barrett:

Please be advised that this office represents Ernest Cioto, as Trustee of the Cioto Realty Trust regarding the property located at 38 Railroad Street, Bradford, Massachusetts, and being shown on Haverhill Assessor's Map 701 Block 630 Lot 9.

Unforeseen issues have arisen which prevent the owner and applicant, Ernest Cioto, from moving forward with this application at this time. Therefor he requests that this matter be withdrawn without prejudice.

Very truly yours,

Paul A. Magliocchetti

Paul A. Magliocchetti, Esquire

Cc: Planning Director
City Clerk
Mayor Fiorentini
William Cox
Thomas Bridgewater

SSJM ATTORNEYS PRACTICE IN MA, NH, DC AND CA

70 Bailey Boulevard • Haverhill, MA 01830
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629 Main Street • Woburn, MA 01801
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www.ssjmattorneys.com



Haverhill

Economic Development & Planning
Phone: 978-374-2330 Fax: 978-374-2315
wpillsbury@cityofhaverhill.com

September 15, 2020

TO: City Council President Melinda E. Barrett and members of the Haverhill City Council

FROM: William Pillsbury, Jr. Economic Development and Planning Director

**SUBJECT: Waterfront Zoning –Major Site Plan 54 Market Rate units
38 Railroad Street**

The application before the city council is for 54 Units of Market Rate Housing in the Waterfront Zoning District—Subzone F at 38 Railroad Street. This project represents a major step forward in implementing waterfront zoning and is exactly the type of project that the city envisioned when the innovative waterfront zoning ordinance was adopted by the city council.

The role of the City council under the Waterfront zoning ordinance is to act as Plan Approval Authority (PAA) for projects allowed by right and requiring approval of a major site plan.

As Economic Development and Planning Director I have reviewed the application package for consistency with the ordinance and what follows is a recommendation based on a review of the project in light of the objectives of the ordinance and the specific requirements and standards of the Waterfront District Subzone F.

1. 255-154 Purpose

A detailed review of the project against Section 255-154 D 1-17 indicates that the proposed major site plan meets the relevant major objectives of the district.

2. 255-157 Subzones

The goals for Subzone F states that a project proposed design should:

Creates an active waterfront -which is present via the docks/marina spaces provided;

Continue the Rail Trail –a major benefit of this project is that the applicant proposes to provide easements for public access to and from Railroad Street at both ends of the property and **construct the extension** of the rail trail along the entire frontage along the Riverfront .

3. **255-158 Design Guidelines**

In subzone F 100% residential use is recommended-project complies

The proposed project complies with the relevant recommended design guidelines in 255-158 A-M

4. **255-162 Major Site Plan review criteria**

Proposed project complies with the review criteria of providing for physical access to the River and to afford visual amenities such as the step down design along the view from the frontage along the river.

5. **255-170 C Plan Approval Decision**

By-Right plan approval- The city council finds that the project is consistent with the purpose and intent of the section including that the applicant has:

1. submitted the required fees and information
2. meets the requirements and standards set forth in the section
3. provided that impacts have been mitigated to the greatest extent possible

RECOMMENDATION: Based on a comprehensive review of the proposed project I recommend that the City council approve the project as presented finding that it is consistent with the purpose and intent of the section. Any specific requirements contained in the reports filed by the city departments shall be made part of this approval and carried forward into the building permit process. Additionally the city council should make it a condition of approval that the applicant be responsible to construct the rail trail along the entire frontage along the riverfront as proposed and this work be completed prior to the issuance of occupancy permits.



James J. Fiorentini
Mayor

William F. Laliberty
Fire Chief

Haverhill Fire Department

Fire Prevention / Investigation Unit

D/C Eric M. Tarpy
Lt. Michael Picard
Insp. Johnathan W. Pramas
Insp. Richard Wentworth
Insp. Timothy Riley



4 Summer St, Room 113
Tel: (978) 373-8460
Fax: (978) 521-4441

August 10, 2019

Linda Koutoulas
4 Summer Street, Room 118
Haverhill, MA 01830

Re: Special Permit for 54 Condo Units
MBL 701-630-9
Riverview Condominiums
38 Railroad St.
Bradford, MA 01832

The planning, design and construction of new buildings, renovation of existing buildings and structures to provide egress facilities, fire protection and built-in fire protection equipment shall be in accordance with 780 CMR; and any alterations, additions or changes in buildings required by the provisions of 527 CMR which in the scope of 780 CMR, 9th edition, shall be made in accordance therewith. (527 CMR 1.04(4) and 780 CMR 101.2). Additionally, 780 CMR (901.2.1) Document Submittal Process will be required.

Plans approved by the fire department are approved with the intent they comply in all respects to MSBC, 780 CMR 527 CMR 1.00, MGL Chapter 148 and any City of Haverhill ordinance. Any omissions or errors on the plans do not relieve the applicant of complying with applicable requirements.

I have reviewed the submitted Special Permit application for the address listed above and in the interest of public safety have the following comments:

- **NFPA compliant Fire Sprinkler and Fire Alarm systems will be required**
- **A Third Party Review of the Fire Protection Systems will be required for this project**

- The Parking area in front of the building shall accommodate Fire Apparatus access requirements
- The Access Road on the side of the building to provide a minimum of 18' of clearance for Fire Apparatus
- A plan showing provisions for snow storage
- Clarification on the connection of the buildings by the decks

Respectfully,

Michael Picard

Michael Picard
Lieutenant
Haverhill Fire Prevention Division

Linda Koutoulas

From: Deputy Chief Eric Tarpy <ETarpy@haverhillfire.com>
Sent: Thursday, September 10, 2020 2:30 PM
To: Linda Koutoulas
Cc: Fire Chief William Laliberty
Subject: Re: FW: 38 Railroad st

Good Afternoon,

In addition to the Fire Department comments reflected in the Preliminary Plan review #59001, it appears that the project's parking is on an adjacent lot, not owned by the applicant.

Thank you

Eric Tarpy
Deputy Fire Chief
Investigation/Inspection Unit
978-373-8460

From: "William Laliberty" <wlaliberty@haverhillfire.com>
To: "Deputy Chief Eric Tarpy" <ETarpy@haverhillfire.com>
Date: Thu, 10 Sep 2020 11:04:43 -0400
Subject: FW: 38 Railroad st

FYI:

Respectfully,

William F. Laliberty

Fire Chief
Haverhill Fire Department
4 Summer Street, Room 113
Haverhill, MA 01830

Office: (978) 373-8460
Fax: (978) 521-4441

From: Linda Koutoulas [mailto:lkoutoulas@cityofhaverhill.com]
Sent: Wednesday, September 9, 2020 2:50 PM
To: robert ward; William Laliberty; Alan DeNaro (adenaro@haverhillpolice.com); Thomas Bridgewater; Bonnie Dufresne;

Richard MacDonald; Rob Moore; John Pettis; William Pillsbury

Subject: 38 Railroad st

Dear Department heads:

Attached is a new plan for 38 Railroad st.

Attorney Magliocchetti has stated :

Aside from deleting the word future, the only other changes have to do with editing notes on the plan, but none of the changes affect the plan in a material way that would impact department review.

I am still awaiting these plans to be submitted to my office – the attached plans have come from Bill Pillsbury.

This is scheduled for a hearing on Tuesday. I know this is very very short time but Atty Magliocchetti does not want to postpone the hearing.

IF possible please review/ respond and I will share with the Council.


Linda

Linda L. Koutoulas
Haverhill City Clerk
978-374-2312
4 Summer St., Room 118
Haverhill, MA 01830
cityclerk@cityofhaverhill.com



Haverhill

Conservation Department
Phone: 978-374-2334 Fax: 978-374-2366
rmoore@cityofhaverhill.com
conservation@cityofhaverhill.com

MEMO TO: Linda L. Koutoulas, City Clerk
FROM: Robert E. Moore, Jr., Environmental Health Technician 
DATE: August 14, 2020
RE: Cito Realty Trust for 38 Railroad Street – Parcel ID: 701-630-9
Major Site Plan Review – Waterfront District Zone F – residential condominiums

Per your request, I reviewed the materials you forwarded on August 7th. While revisions to the 2019 submittal are evident, none appear significantly consequential to the Conservation Commission's previous comments, which I reiterate below.

- The project site contains protected resource areas associated with the Merrimack River.
- The development will require the formal approval of the Commission through the Notice of Intent procedure. The Applicant must demonstrate compliance with the Massachusetts Wetlands Protection Act Regulations, the Rivers Protection Act, the MA Stormwater Standards, and the City ordinances pertaining to wetland protection and stormwater management.
- The project proposes the installation of a new Point Source Discharge to the Merrimack River for the storm water management system. The Applicant should consult with the Water Department on the proximity of the new drain main to the water main along the eastern side of the property.
- The Applicant should consult with the Wastewater Department to consider opportunities available for this project to separate the section of combined system existing along its frontage. Additionally, consideration should be given to sizing and extending the new drain main (along the eastern side of the property) to facilitate future separation projects that may be conducted.
- Consideration should be given to permitting (with the Con Com) the marina component separately from the residential component. Marina licensing under Chapter 91 will be required with the Commonwealth. Permitting with the Army Corps of Engineers will also likely be necessary for the marina.
- Every effort should be made to minimize river bank disturbance for marina access and to provide native vegetation cover along the bank.

Although additional permitting is required with the Conservation Commission, the Commission offered no previous objections to a residential redevelopment of this site.

Maria Bevilacqua

From: Linda Koutoulas
Sent: Tuesday, August 18, 2020 11:21 AM
To: Maria Bevilacqua
Subject: FW: 29 railroad street site plan review major
Attachments: Site plan review major Petition Letter 6.19.2020.docx; Real Estate Riverview Presentation 1 6-23-20.pdf; 38 Railroad traffic study.pdf; City Council Presentation 6-23-20.pdf

From: Linda Koutoulas
Sent: Friday, August 07, 2020 6:15 PM
To: Bonnie Dufresne <BDufresne@cityofhaverhill.com>; Richard MacDonald <RMacDonald@cityofhaverhill.com>; Thomas Bridgewater <TBridgewater@cityofhaverhill.com>; John Pettis <jpettis@cityofhaverhill.com>; Rob Moore <RMoore@cityofhaverhill.com>; Mike Stankovich <mstankovich@cityofhaverhill.com>; William Pillsbury <WPillsbury@cityofhaverhill.com>; robert ward <rward@haverhillwater.com>; 'William Laliberty' <wlaliberty@haverhillfire.com>; Alan DeNaro (adenaro@haverhillpolice.com) <adenaro@haverhillpolice.com>; margaret Marotta <superintendent@haverhill-ps.org>
Subject: FW: 29 railroad street site plan review major

Dear Department heads:

Please review the revised application for a special permit at 38 Railroad Sq. The hearing is scheduled for September 15. This was before the Council on January 19 2019 but was withdrawn without prejudice. These are updated plans.

Please send me comments.

Application: Special Permit to allow construction in the Waterfront Zoning District (Zone F); site sitting on Merrimac River; 54 Condominiums

Project Reference: Ernest M Cioto of Cioto Realty Trust

Street location – 38 Railroad St. Assessors' Map 701, Block 630, Lot 9

Thank you,
Linda

Linda L. Koutoulas
Haverhill City Clerk
978-374-2312
4 Summer St., Room 118
Haverhill, MA 01830
cityclerk@cityofhaverhill.com

From: Paul Magliocchetti <pmagliocchetti@ssjmattoorneys.com>
Sent: Friday, June 19, 2020 8:45 AM

To: Linda Koutoulas <lkoutoulas@cityofhaverhill.com>; Melinda Barrett <mbarrett@cityofhaverhill.com>
Cc: William Pillsbury <wpillsbury@cityofhaverhill.com>; Mayor <mayor@cityofhaverhill.com>; City Council <citycncl@cityofhaverhill.com>
Subject: 29 railroad street site plan review major

Dear Ms. Koutoulas,

Kindly file the attached notice in your usual manner. Let me know if you require anything else.

Paul

Paul A. Magliocchetti, Esquire
978-373-9161 (x. 100)
Paul A. Magliocchetti
pmagliocchetti@ssjmattorneys.com

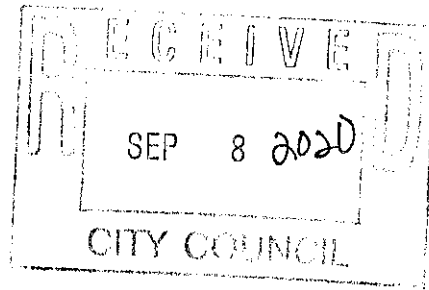


Sheehan, Schiavoni, Jutras and Magliocchetti, LLP
70 Bailey Boulevard 629 Main Street
Haverhill, MA 01830 Woburn, MA 01801
(978) 373-9161 (781) 933-SSJM (7756)
www.ssjmattorneys.com

Assisting clients with business and personal issues, including Real Estate, Business, Probate and Elder Law, Permitting, Litigation, Estate Planning and Medicaid.

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11,1

Wady & Jewnifer Grullon

14 Silver Birch Lane

Haverhill, MA 01832

978 360-6199

September 3, 2020

Melinda Barrett
City Council President
4 Summer Street Room 204
Haverhill, MA 01830


Dear Council Melinda Barrett:

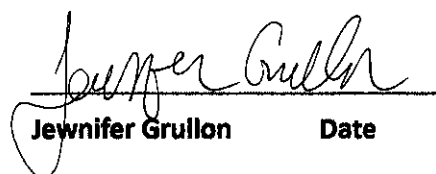
We are writing to request a small part of land owned by the city of Haverhill that abuts our property at 14 Silver Birch Lane, Haverhill, MA 01832.

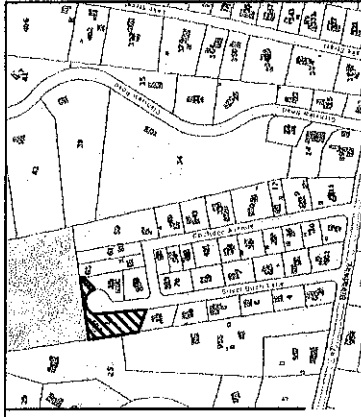
We bought our home on 5/2019 with the intent to request permission to build a car garage on the empty lot in front of our driveway. A surveyor did a plot plan which revealed that our property line was closer than we thought, and part of the driveway was built on city property. This is not something the seller had disclosed. The parcel that abuts our land is #574-1-7 and we are asking if a small piece of land, 4,100.4S.F., can be sold to us. See attached plan for dimensions. This will allow us to build our car garage and to have the already built driveway on our property instead of city property.

Thank you in advance for your time and consideration.

Sincerely,

 9/3/2020
Wady Grullon Date

 9/3/2020
Jewnifer Grullon Date



ZONED - RM		REQUIRED	EXISTING	PROPOSED DEVELOPED AREA
AREA	20,000 SF	36,225 SF (existing)	36,225 SF (existing)	
FRONTAGE	150'	402.19'		
FRONT YARD	25'	27.9'		
SIDE YARD	15'	157.9'/246'		
REAR YARD	30'	35.4'		

LOT LOCUS

1.) THE LOCATION OF ALL UNDERGROUND UTILITIES SHOWN ON THIS PLAN ARE APPROXIMATE ONLY AND ARE BASED UPON A FIELD SURVEY AND A COMPILATION OF AVAILABLE PLANS OF RECORD FROM THE VARIOUS UTILITY COMPANIES. THE INFORMATION PROVIDED IS FOR THE USE OF THE CONTRACTOR. NEITHER WARRANTY NOR GUARANTEE OF THE INFORMATION IS PROVIDED. THE CONTRACTOR SHALL VERIFY THE LOCATIONS OF ALL UTILITIES BY CONTACTING THE RESPECTIVE UTILITY COMPANIES AND 'DIG-SAFE'.

2.) CONSTRUCTION SURVEY STAKEOUT IS RECOMMENDED TO ASSURE THE CORRECT PLACEMENT OF THE PROPOSED STRUCTURE.

DAVID E. TEACHOUT, PLS #32659

GUARANTEED BUILDERS & DEVELOPERS INC.
14 WEST STREET DOUGLAS, MA 01516
PHONE: (508) 476-1500 FAX: (508) 476-1392

DEED BK 20329 PAGE 403

PER FIRM MAP
TOWN OF HAVERHILL, MA
ESSEX COUNTY
COMMUNITY PANEL No.: 25009CCC
EFFECTIVE: JULY 3, 2012

THIS SITE IS NOT IN A DESIGNATED FLOOD ZONE



PLOT PLAN

PROJECT LOCATION: 14 SILVER BIRCH LANE,
HAVERHILL, MA
OWNER: JEWNIER & WADY GRULLON
14 SILVER BIRCH LANE
HAVERHILL, MA 01832

11,2

CITY OF HAVERHILL
HAVERHILL CITY COUNCIL

REQUEST FOR MODIFICATION TO PREVIOUSLY APPROVED SPECIAL PERMIT

APPLICANT: **Haverhill Stem LLC**
124 Washington Street, Haverhill
Cannabis Control Commission (CCC) Application Number MRN281327
Economic Empowerment Applicant Number #EE202084

OWNER: The Westland Group, LLC

LOCATION: **124 Washington Street, Haverhill, MA**

DATE OF PREVIOUSLY APPROVED SPECIAL PERMIT: September 11, 2019.

BASIS FOR REQUEST FOR MODIFICATION:

The Applicant appeared before this Council on or about June 18, 2019 for its request for a special permit for a Licensed Marijuana Establishment ("LME") in accordance with the Code of the City of Haverhill ("Code") § 255-80 and § 255-196 et seq. The Application was approved and the Special Permit was granted and issued by Notice of Decision dated September 11, 2019 and recorded with the Essex County Registry of Deeds on May 29, 2020 at Book 38665 Page 156.

The Special Permit contained the following condition as part of the motion:

"Appointment only with start number at 20 appointments on-line per hour for 3 days then get assessment by police chief, fire chief and city engineer to increase appointments if they agree."

Additionally, the Decision provided the following conditions:

4. During the first three days of business operations open to retail customers, the Applicant shall schedule appointments for no more than twenty (20) retail customers per hour. The Police Chief, Fire Chief, and City Engineer, or their designees, shall monitor the impact of the retail operations on traffic, parking, and public safety during the first three days of operations and report to the City Council as soon as possible thereafter as to whether the number of retail customers may be increased to 25 per hour.

2020-09-11 10:00:00 1:56:00

5. Regardless of the result of the initial monitoring of retail operations, the number of retail customers per hour shall not be reduced at any time to less than (20) per hour. The Police Chief, Fire Chief, and City Engineer, or their designees, shall continue to monitor the impact of the retail operations on traffic, parking, and public safety during the sixty (60) days of operations and report to the City Council as soon as possible thereafter as to whether the number of retail customers may be increased to 25 per hour. Such monitoring may thereafter be conducted on an as-needed basis.

Haverhill Stem has been open for business since May 30, 2020. The number of retail customers per hour was reviewed after the first three days of business and increased to 25 per hour. No impact to traffic, customer queueing, or parking has resulted from the commencement of operations. An increase in the number of retail customers per hour will not adversely affect traffic, customer queueing, or parking.

Applicant seeks to remove the condition of the Special Permit to be limited to appointments only and to remove the condition limiting the number of retail customers per hour. Applicant has addressed the requested removal of the conditions with the Police Chief, Fire Chief, and City Engineer who have not expressed any objection to or concerns regarding the request to remove the conditions

The Special Permit also provided in its Findings on page 4, ¶ 12. Section 203.D. that as it pertains to 'Hours of operation', that "The Applicant has proposed hours of operation consistent with the above." However, in order to address potentially ambiguous language and clarify the permissible hours of business operation pursuant to Section 255-203.D, it is requested that language be added to provide Haverhill Stem, LLC with the ability to adjust its operating hours so long as they are within the parameters of the hours permitted by the before-mentioned Section 203.D. Applicant seeks to add clarifying language permitting modifications of its hours

of operation in compliance with Section 203.D at any time between the hours of 9:00 a.m. and 9:00 p.m., and not opening before 12:00 noon on Sundays.

WHEREFORE, Applicant Haverhill Stem, LLC respectfully requests that the City Council modify the Special Permit dated September 11, 2019 to remove the condition of appointment only, remove the condition limiting the number of retail customers per hour, and add clarifying language permitting modification of its hours of operation in compliance with Section 203.D at any time between the hours of 9:00 a.m. and 9:00 p.m., and not opening before 12:00 noon on Sundays.

RESPECTFULLY SUBMITTED

HAVERHILL STEM LLC

By Its Attorney,

Date: September 10, 2020

/s/ Thomas K. MacMillan

Thomas K. MacMillan, Esq., BBO# 312150

MacMILLAN LAW OFFICES

145 So. Main St. - P.O. Box 5279

Bradford, MA 01835-0279

Tel: (978) 521-5272

E-mail: tkmmaclaw@aol.com

CITY OF HAVERHILL
APPLICATION FOR HANDICAP PARKING SIGN

11,311

*NEW _____

*RENEWAL X _____

DATE OF REQUEST 9-8-2020 DATE OF APPROVAL _____

NAME: Sandra Hanagan

ADDRESS: 103 Summer St., Apt 2, Haverhill

TELEPHONE #: (978) 914-5977

VEHICLE TYPE: 2006 CHEVROLET HHR

PLATE #: 822VJ7

Do you currently have off street parking at your residence? ____ Yes X No

If yes, why is there a need for a handicap parking sign? Difficulty Walking

Did you have a handicap parking sign at a previous address? ____ Yes X No

If yes, location? _____

x [Signature]
Applicant Signature

- Please include a copy of your current handicap placard or handicap registration, along with this application.

✓ Approve _____ Denied

Reason for denial
[Signature]
Chief of Police Signature

____ Approve _____ Denied

Reason for denial

City Council Approval

Please allow for a minimum of thirty (30) days for sign placement upon approval of City Council.

*ORDINANCE WILL EXPIRE 24 MONTHS FROM DATE OF APPROVAL.

MAIL OR DELIVER COMPLETED APPLICATION TO CHIEF OF POLICE, 40 BAILEY BLVD.

If you move before the expiration of the HP sign, please contact the police and inform them of your change of address. (Signs are not transferrable to new locations.)

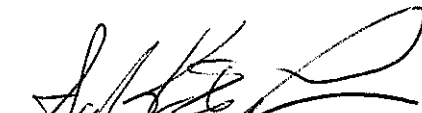
Attn: Sgt. Lynch

To: Chief DeNaro
From: Sergeant Kevin F. Lynch
Date: September 08, 2020
RE: Handicap parking sign application

Dear Sir,

I have spoken with applicant, Ms. Sandra Hanagan, in regards to a renewal application/request for a handicap sign at 103 Summer St. Hanagan advised that she has difficulty walking, and the location makes it easier for her access her home. At this time all the requirements have been met and I would recommend that a signs be placed at the new location.

Respectfully,


Sergeant Kevin F. Lynch #90

CITY OF HAVERHILL
APPLICATION FOR HANDICAP PARKING SIGN

11,3,2

*NEW _____
*RENEWAL X

DATE OF REQUEST 9/4/20 DATE OF APPROVAL _____

NAME: Cristina Perez

ADDRESS: 37 Curtis St, Fl 2, Haverhill, MA 01832

TELEPHONE #: (978) 476-9989

VEHICLE TYPE: 2018 Honda Pilot

PLATE #: 6124

Do you currently have off street parking at your residence? X Yes _____ No

If yes, why is there a need for a handicap parking sign? There is off street parking, but there is barely space close to home. New home construction will bring more car traffic which will make it more difficult, next door.

Did you have a handicap parking sign at a previous address? _____ Yes X No

If yes, location? _____

X Cristina Perez
Applicant Signature

Has Handicap License Plate.
it was verified.
Sgt

- Please include a copy of your current handicap placard or handicap registration, along with this application.

✓ Approve _____ Denied

Reason for denial
Ala R. P. [Signature]
Chief of Police Signature

Approve _____ Denied

Reason for denial

City Council Approval

Please allow for a minimum of thirty (30) days for sign placement upon approval of City Council.

*ORDINANCE WILL EXPIRE 24 MONTHS FROM DATE OF APPROVAL.

MAIL OR DELIVER COMPLETED APPLICATION TO CHIEF OF POLICE, 40 BAILEY BLVD.

If you move before the expiration of the HP sign, please contact the police and inform them of your change of address. (Signs are not transferrable to new locations.)

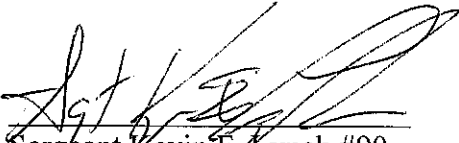
Attn: Sgt. Lynch

To: Chief DeNaro
From: Sergeant Kevin F. Lynch
Date: September 08, 2020
RE: Handicap parking sign application

Dear Sir,

I have spoken with applicant, Ms. Cristina Perez, in regards to a renewal application/request for a handicap sign at 37 Curtis St. Perez advised that she has difficulty walking, and the location makes it easier for her access her home. Perez advised that a sign was never installed last time she was approved for the Handicap Parking sign. At this time all the requirements have been met and I would recommend that a signs be placed at the new location.

Respectfully,



Sergeant Kevin F. Lynch #90

CITY OF HAVERHILL
APPLICATION FOR HANDICAP PARKING SIGN

11,3,3

*NEW _____
*RENEWAL ☒ _____

DATE OF REQUEST _____ DATE OF APPROVAL _____

NAME: John Connor

ADDRESS: 31 Fourth Ave, Haverhill 01830

TELEPHONE #: 978 397 7721

VEHICLE TYPE: NISSAN SEDAN

PLATE #: 7VP699

Do you currently have off street parking at your residence? _____ Yes ☒ No

If yes, why is there a need for a handicap parking sign? _____

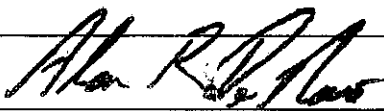
Did you have a handicap parking sign at a previous address? ☒ Yes _____ No

If yes, location? _____

x 
Applicant Signature

- Please include a copy of your current handicap placard or handicap registration, along with this application.

☒ Approve _____ Denied

 Reason for denial
Chief of Police Signature

_____ Approve _____ Denied

_____ Reason for denial

City Council Approval

Please allow for a minimum of thirty (30) days for sign placement upon approval of City Council.

*ORDINANCE WILL EXPIRE 24 MONTHS FROM DATE OF APPROVAL.

MAIL OR DELIVER COMPLETED APPLICATION TO CHIEF OF POLICE, 40 BAILEY BLVD.

If you move before the expiration of the HP sign, please contact the police and inform them of your change of address. (Signs are not transferrable to new locations.)

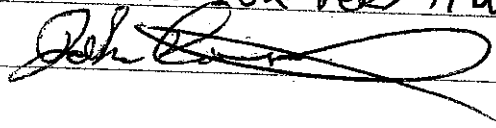
Attn: Sgt. Lynch

Hi, To Whom It MAY concern,

My Name is John Connor, I LIVE AT 31 4th AVE.

I WOOD LIKE TO HAVE MY HANDICAP sign MOVE TO
The CORNER of AUBURN ST & 4th AVE.

PIERASE & Thank you.

Thank you very much


CITY COUNCIL

MELINDA E. BARRETT
PRESIDENT
COLIN F. LE PAGE
VICE PRESIDENT
JOSEPH J. BEVILACQUA
JOHN A. MICHITSON
THOMAS J. SULLIVAN
TIMOTHY J. JORDAN
MICHAEL S. MCGONAGLE
MARY ELLEN DALY O'BRIEN
WILLIAM J. MACEK



CITY OF HAVERHILL
HAVERHILL, MASSACHUSETTS 01830-5843

CITY HALL, ROOM 204
4 SUMMER STREET
TELEPHONE: 978 374-2328
FACSIMILE: 978 374-2329
www.cityofhaverhill.com
citycncl@cityofhaverhill.com

September 1, 2020

John Connor
31 Fourth Avenue
Haverhill, MA 01830

RE: HANDICAP PARKING RENEWAL – 31 Fourth Ave.

Dear Mr. Connor:

On June 19, 2018 the City Council renewed an ordinance to grant handicap parking at the above location. The application states that the ordinance will expire 24 months from the date of approval. Should you still be in need of a handicap parking space, kindly complete the enclosed application and return it to the Police Department at 40 Bailey Boulevard. (Please keep a copy for your file.) If the application is not renewed, then the handicap parking space ordinance will be deleted at the appropriate time.

Also, would you please call the City Council office at 978 374-2328 and let our administrative assistant know if you will be renewing your application so we can keep track of your request

Sincerely,

Melinda E. Barrett, President
Haverhill City Council

MEB/bsa

encl.

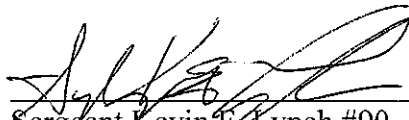
cc: Sgt. Lynch
City Councillors

To: Chief DeNaro
From: Sergeant Kevin F. Lynch
Date: September 08, 2020
RE: Handicap parking sign application

Dear Sir,

I have spoken with applicant, Mr. John Connor, in regards to a re-new application/request for a handicap sign at 31 4th Ave. Connor currently has the handicap sign located in front of 31 4th Ave., and he is requesting the signs be moved to Auburn St. near the side entrance of his apartment. Connor advised that he had difficulty walking, and the new location will make it more convenient for him to access his apartment.. At this time all the requirements have been met and I would recommend that a signs be placed at the new location.

Respectfully,


Sergeant Kevin F. Lynch #90

4th Ave

4th Ave

4th Ave

4th Ave

4th Ave

4th Ave

Auburn St

Auburn St

CITY OF HAVERHILL
APPLICATION FOR HANDICAP PARKING SIGN

11, 3, 4

*NEW _____

*RENEWAL ☒ _____

DATE OF REQUEST Sept 8, 2020

DATE OF APPROVAL _____

NAME: Stephen O'Leary

ADDRESS: 38 Wilson St.

TELEPHONE #: 978 473 9876

VEHICLE TYPE: 2002 Cadillac Escalade

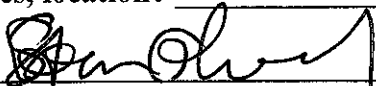
PLATE #: WS2243

Do you currently have off street parking at your residence? ____ Yes ☒ No

If yes, why is there a need for a handicap parking sign?
No driveway access. Difficultly walking

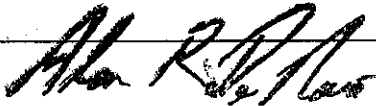
Did you have a handicap parking sign at a previous address? ____ Yes ☒ No

If yes, location? _____

x 
Applicant Signature

- Please include a copy of your current handicap placard or handicap registration, along with this application.

☒ Approve _____ Denied _____

 Reason for denial

Chief of Police Signature

____ Approve _____ Denied _____

____ Reason for denial

City Council Approval

Please allow for a minimum of thirty (30) days for sign placement upon approval of City Council.

*ORDINANCE WILL EXPIRE 24 MONTHS FROM DATE OF APPROVAL.

MAIL OR DELIVER COMPLETED APPLICATION TO CHIEF OF POLICE, 40 BAILEY BLVD.

If you move before the expiration of the HP sign, please contact the police and inform them of your change of address. (Signs are not transferrable to new locations.)

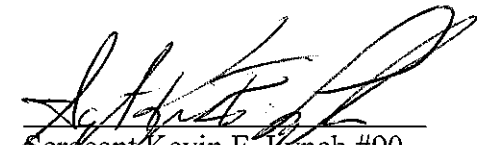
Att: Sgt. Lynch

To: Chief DeNaro
From: Sergeant Kevin F. Lynch
Date: September 08, 2020
RE: Handicap parking sign application

Dear Sir,

I have spoken with applicant, Mr. Stephen O'Leary, in regards to a re-new application/request for a handicap sign at 38 Wilson St. O'Leary advised that he does not have access to a driveway, and has difficulty walking. At this time all the requirements have been met, and I would recommend that the application be approved.

Respectfully,


Sergeant Kevin F. Lynch #90

11.3.5

CITY OF HAVERHILL
APPLICATION FOR HANDICAP PARKING SIGN

*NEW ☐
*RENEWAL ☒

DATE OF REQUEST Sept. 3, 2020 DATE OF APPROVAL _____

NAME: Carol A Young

ADDRESS: 10 S Lincoln St

TELEPHONE #: 978-891-4856

VEHICLE TYPE: Ford Focus White 2005

PLATE #: 533VB7

Do you currently have off street parking at your residence? ☒ Yes ☐ No

If yes, why is there a need for a handicap parking sign? It makes it easier for me to walk if I am closer to home as I had a total knee replacement

Did you have a handicap parking sign at a previous address? ☐ Yes ☒ No

If yes, location? _____

x Carol A Young
Applicant Signature

- Please include a copy of your current handicap placard or handicap registration, along with this application.

☒ Approve ☐ Denied

Alan R. P. [Signature] Reason for denial

Chief of Police Signature

☐ Approve ☐ Denied

Reason for denial

City Council Approval

Please allow for a minimum of thirty (30) days for sign placement upon approval of City Council.

***ORDINANCE WILL EXPIRE 24 MONTHS FROM DATE OF APPROVAL.**

MAIL OR DELIVER COMPLETED APPLICATION TO CHIEF OF POLICE, 40 BAILEY BLVD.


If you move before the expiration of the HP sign, please contact the police and inform them of your change of address. (Signs are not transferrable to new locations.)

To: Chief DeNaro
From: Sergeant Kevin F. Lynch
Date: September 08, 2020
RE: Handicap parking sign application

Dear Sir,

I have spoken with applicant, Ms. Carol Young, in regards to a renewal application/request for a handicap sign at 10 South Lincoln St. Young advised that she has difficulty walking, and the location makes it easier for her access her home. At this time all the requirements have been met and I would recommend that a signs be placed at the new location.

Respectfully,


Sergeant Kevin F. Lynch #90

11.5.3.1

Right-of-Way Bond Expiration Date
04/10/2021Workman's Compensation Expiration Date
04/09/2021

Applicant

JL Tim White
761-426-1587
@ tim.superservice@gmail.com

Drainlayer's License

DL-20-15

Status: Active
Submitted: May 07, 2020

Applicant Information

Drainlayer Application Status

-

Applicant License Number

-

Applicant Cellphone

7613303468

License Status

-

Applicant Address

4 Jewel Dr Unit 6

Applicant State

MA

City Council Approval Date

-

Are You a Licensed Drainlayer?

Yes

License Type

-

License Expiration Date

-

Applicant City

Wilmington

Applicant Zip

01887

Do You Work on City Property?

Yes

Business Name

Business Name

Super Service Today

Business Address

4 Jewel Dr Unit 6

Business State

MA

Business Fax

-

Are You Doing Work on City Property?

No

Business Phone

978-909-3184

Business City

Wilmington

Business Zip

01887

Type of License

Renewal

Taxpayer Identification Number (TIN)

-

Insurance Information

Bond Expiration Date

04/10/2021

Liability Insurance Expiration Date

10/13/2020

Attachments (9)

pdf Drainlayer Bond

May 07, 2020

pdf Certificate of Liability Insurance

May 07, 2020

pdf Workmen's Compensation Affidavit

May 07, 2020

pdf 2 Letters of Recommendation - NEW APPLICANTS ONLY

May 07, 2020

pdf Reference Letter - Somerville.pdf

May 07, 2020

pdf Reference Letter - Reading.pdf

May 07, 2020

PDF Haverhill Street Opening 61920.PDF

Jun 22, 2020

pdf Tim White Letter- Malden.pdf

Aug 13, 2020

pdf Tim White Letter- Somerville.pdf

Aug 13, 2020

Timeline

☐ Drainlayer License Fee

Status: Paid May 7th 2020, 9:57 am

Peter Norman May 20th 2020, 11:27:29 am

I am wondering if we can get an update on the application for our Drainlayer License?

☐ City Clerk Approval

Status: Completed June 19th 2020, 11:21 am

Assignee: Judy Stolis

☐ City Engineer Approval

Status: Completed August 13th 2020, 10:48 am

Assignee: Tara Lynch

Tara Lynch June 26th 2020, 9:02:33 am

I emailed the applicant to request letters of recommendation specific to the applicant, not the company.

Peter Norman August 13th 2020, 10:12:26 am

Tara, I have uploaded a couple of reference letters.

☐ City Council Approval

Status: In Progress

Assignee: Judy Stolis

☐ Drainlayer License Issued

City of Haverhill

Limousine/Livery License

Honorable President and Members of the Haverhill City Council:

The undersigned respectfully asks that he/she may receive a Limousine/Livery License -

Place of business being:

Name of Business: NEW ENGLAND HEALTH TRANSPORTATION INC

Address: 143 ESSEX ST Haverhill MA 01832

Applicant: VICTOR GONZALEZ

Applicant phone number: 978-828-1152

Zoning Approval Letter received (must have approval from building department):

Business Certificate # and expiration date:

Haverhill, 131679, 2026 12/3/2023

Office use only

New/Renew (circle one)

Fee: \$100 per vehicle - annual fee

3 Vehicles

No. of Vehicles: 3

Registration # of vehicles (photocopies of actual registrations must be provided to Clerk's office):

In Municipal Council, _____, 20__

Attest: _____ City Clerk

Approve _____

Denied _____

Alan R. P. [Signature] Police Chief

Haverhill City Code: Chapter 230 Sec. 26, 27, 33

Please complete back side of this application

11.5/9.1
\$ 300
pa
8/10/20

2020AUS10041104HVCITYC

12/03/2019
Certificate #: 131679



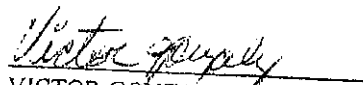
Fee: \$60.00
Expiration: 12/03/2023

City of Haverhill
The Commonwealth of Massachusetts
BUSINESS CERTIFICATE

NEW ENGLAND HEALTH TRANSPORTATION INC
143 ESSEX ST HAVERHILL, MA 01832
Phone: 978-914-6272

In conformity with the provisions of Chapter One Hundred and Ten, Section Five of the General Laws, as amended, the undersigned hereby declare(s) that a business under the title of NEW ENGLAND HEALTH TRANSPORTATION INC Number 143 ESSEX ST by the following person(s):

Name	Address
VICTOR GONZALEZ	25 SAUNDERS ST 2ND FLOOR LAWRENCE, MA 01841


VICTOR GONZALEZ
Phone #: 978-828-1152

I certify under the penalties of perjury that I, to the best of my knowledge and belief, have filed all state tax returns and paid all state taxes required under law.

The Commonwealth of Massachusetts



Essex County SS.

DECEMBER 3, 2019

Personally appeared before me the above named VICTOR GONZALEZ and made oath that the foregoing statement is true.

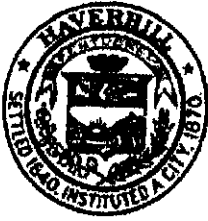
02/06/2026

Commission Expiration Date


MARIA J BEVILACQUA

City Clerk

This certificate must be renewed in four (4) years
This Business Certificate does not confer zoning approval for conducting of this business at the above address.
Zoning Compliance determination may only be issued by the Building Inspector.

COMMONWEALTH OF
MASSACHUSETTS



CITY OF HAVERHILL
ZONING
VERIFICATION
CERTIFICATE



2019

CITY OF HAVERHILL
BUILDING & INSPECTION DEPARTMENT
4 SUMMER STREET- ROOM 214
HAVERHILL, MA 01830

978-374-2325

Certificate Number: 61863

Owner: **KIFOR DEVELOPMENT, LLC**

Applicant: **victor gonzalez**

At: **- Haverhill, MA 01832**

ISSUED ON: **August 23, 2019**

MBL: 304-57-2

**THIS CERTIFICATE MAY BE REVOKED BY THE CITY OF
HAVERHILL UPON VIOLATION OF ANY OF ITS RULES AND
REGULATIONS.**

Thomas Bridgewater, Haverhill Chief Building Inspector

EXTERNAL CODE LVN		REGISTRATION TYPE Livery Normal		PLATE NUMBER LV88382		EFFECTIVE DATE 12-Jun-2020		TITLE NUMBER CA062467		EXPIRES ON 28-Feb-2022	
MODEL YEAR 2012	MAKE DODG	MODEL GRACAR	MODEL NUMBER	BODY STYLE VAN	COLOR BLACK	VEHICLE IDENTIFICATION NUMBER 2C4RDGCG5CR296270					
RESIDENTIAL ADDRESS (IF DIFFERENT THAN MAILING)						TOTAL REGISTERED WEIGHT FOR A COMMERCIAL VEHICLE OR TRAILER					
GARAGE ADDRESS 143 ESSEX ST STE 721 HAVERHILL MA 01832						US DOT NUMBER FOR COMMERCIAL VEHICLE					
NAME(S) OF OWNER(S) AND MAILING ADDRESS NEW ENGLAND HEALTH TRANSPORTATION INC 143 ESSEX ST STE 721 HAVERHILL MA 01832						INSURANCE COMPANY ARBELLA PROTECTION INSURANCE COMPANY					
LESSEE/IN CUSTODY OF						MAXIMUM SEATING CAPACITY FOR VEHICLES FOR HIRE 7					
SPECIAL MESSAGE If this vehicle is newly acquired, it must be inspected within 7 days of registration.						CHANGE OF ADDRESS <input type="checkbox"/> RESIDENTIAL <input type="checkbox"/> MAILING <input type="checkbox"/> GARAGE 					

Important information for vehicle owners

- **Certificate of Registration:** Every person operating a motor vehicle shall have the Certificate of Registration for the motor vehicle and/or trailer, in the vehicle, in some easily accessible place. The records of the RMV constitute the official status of the vehicle registration.
- **Change of Address:** By law, you must report any change of address to the RMV within 30 days. Visit mass.gov/rmv to change your address. Once you have reported the address change to the RMV, please write corrected address in box provided above.
- **No Insurance Card Required:** Massachusetts law does not require an insurance card. M.G.L. Chapter 90, Section 34, and Chapter 175, Section 113A, requires the vehicle's owner to maintain a compulsory motor vehicle liability insurance policy or bond for bodily injury coverage and property damage insurance. The insurer is required by law to electronically notify the Registry of Motor Vehicles if coverage lapses. The vehicle owner is then notified by the RMV to obtain new insurance within 10 days or the registration will be revoked. Bonds are filed with the State Treasurer's Office.
- **Transferring Your Plates:** Massachusetts General Law (M.G.L. Chapter 90, Section 2) allows you to transfer valid registration plates from this vehicle to a newly acquired new or used motor vehicle or trailer while you obtain insurance and a new registration. See the Transferring a Registration Section on the RMV's website at mass.gov/rmv for more information.
- **Cancel the registration plates if:**
 - The vehicle has been sold or junked and the registration is not going to be transferred to another vehicle.
 - You move to another state and you register the vehicle in that state.
 - The insurance policy is not renewed or is cancelled and there is no plan to obtain a new policy.

Skip the Line - Go Online! Visit Mass Gov RMV for list of available transactions



CERTIFICATE OF REGISTRATION

M.G.L. Chapter 90 Section 24B makes it a crime to alter this Certificate

RMV Division

PLATE TYPE LVN	REGISTRATION NUMBER LV85419	REGISTRATION TYPE LIVERY	EFFECTIVE DATE 10/29/19	EXPIRES LAST DAY OF	MONTH 09	YEAR 21	TRANSACTION NUMBER 01930270170120
MPRS MODEL YEAR 2011	MAKE DODG	MODEL CARAVA	BODY STYLE/TYPE VAN	COLOR WHITE	Not valid without official signature of Registrar		IF VEHICLE CARRYING PASSENGERS FOR HIRE: MAXIMUM NUMBER OF PASSENGERS THAT CAN BE SEATED. 07
VEHICLE IDENTIFICATION NUMBER 2D4RN3DG2BR639073		INSURANCE COMPANY ARBELLA PROTECTION		TITLE NUMBER		REGISTRAR James J. Jeter	
RESIDENTIAL ADDRESS (IF DIFFERENT)				FEES			
NAME(S) OF OWNER(S) AND MAILING ADDRESS NEW ENGLAND HEALTH TRANSPORTATIO N INC 143 ESSEX ST STE 721 HAVERHILL, MA 01832				REGISTRATION 90.00			
				TITLE 75.00			
				SPECIAL PLATES 0.00			
				SALES TAX 218.75			
				TOTAL 383.75			
MASSACHUSETTS DEPARTMENT OF TRANSPORTATION REGISTRY OF MOTOR VEHICLES DIVISION The records of the RMV database constitute the official status of the vehicle registration.							

SPECIAL MESSAGE IF THIS VEHICLE IS NEWLY ACQUIRED, IT MUST BE INSPECTED WITHIN SEVEN (7) DAYS OF REGISTRATION.	CHANGE OF ADDRESS STREET ADDRESS CITY, STATE, ZIP CODE
---	--

Important Information for Vehicle Owners

- Every person operating a motor vehicle shall have the Certificate of Registration for the motor vehicle and for the trailer, if any, and his/her license to operate, upon his/her person or in the vehicle, in some easily accessible place.
- By law, you must report any change of address to the RMV within 30 days in writing. Address changes can be made on the RMV website: www.mass.gov/rmv or by mail to: RMV, P.O. Box 55889, Boston, MA 02205-5889. Once you have reported the address change to the RMV, please write corrected address in box provided above.

- Return the registration plates to the RMV immediately if:
 - The vehicle has been sold or junked and the registration is not going to be transferred to another vehicle. Keep a copy of the *Bill of Sale*, *Title*, and completed *Reassignment of Title* for your records to document the transfer.
 - You move to another state and you register the vehicle in that state.
 - The insurance policy is not renewed or is cancelled and there is no plan to obtain a new policy.

Transferring Your Plates: Massachusetts law (M.G.L. Chapter 90, Section 2) allows you to transfer **valid registration plates from this vehicle to a newly acquired new or used motor vehicle or trailer** while you obtain insurance and a new registration. **All** of the following must be met: **1.** You are at least 18 years of age and you own the motor vehicle or trailer identified on this *Registration Certificate*; **2.** You transfer ownership of this vehicle to another person or permanently lose possession of it (such as through repossession, etc.); **3.** The newly acquired vehicle is of the **same vehicle type** (passenger vehicle to passenger vehicle, trailer to trailer, etc.); the **same registration type** (passenger to passenger, commercial to commercial); and has the **same number of wheels**; and, **4.** The **seller and buyer** properly complete the Assignment of the Certificate of Title (for the newly acquired "used" vehicle) or Certificate of Origin (if a "new" vehicle). If **all** of the above are met, you may operate the newly acquired vehicle with the transferred plates **up to 5:00 pm of the 7th calendar day** following the date of transfer (or loss of possession). The day of transfer or loss is day #1. During those 7 days, you **must** carry the *Bill of Sale* (or the dealer's *Purchase Contract*) for the newly acquired vehicle **and** this *Registration Certificate* when operating the vehicle. See *FAQs About the Seven-Day Registration Transfer Law* on the RMV's website at www.mass.gov/rmv.

No Insurance Card Required: Massachusetts's law does **not** require an Insurance card. The law, M.G.L. Chapter 90, Section 34A and Chapter 175, Section 113A requires the vehicle's owner to maintain a compulsory motor vehicle liability insurance policy or bond for bodily injury coverage and property damage insurance. If an Insurer is identified on the face of this *Registration Certificate*, it is required by law to electronically notify the RMV (Registry of Motor Vehicles) if coverage lapses. The vehicle owner is then notified by the RMV to obtain new insurance within 10 days or the registration will be revoked. Bonds are filed with the State Treasurer's office.

Be first in line by going online at www.mass.gov/rmv

Schedule a Road Test
Renew Your Driver's License
Renew Your Registration
Pay Citations/Court Hearing Fee
Replace Your Driver's License

Request a Duplicate Title
Request a Duplicate Registration
Change Your Address
Cancel My Plate/Registration
Order a Special Plate

NEED TO VISIT AN RMV OFFICE?
SAVE TIME
Complete Your
Application Online!

VISIT OUR WEBSITE FOR A FULL LIST OF AVAILABLE TRANSACTIONS



CERTIFICATE OF REGISTRATION

M.G.L. Chapter 90 Section 24B makes it a crime to alter this Certificate
MASSACHUSETTS DEPARTMENT OF TRANSPORTATION

EXTERNAL CODE LVN		REGISTRATION TYPE Livery Normal		PLATE NUMBER LV88392		EFFECTIVE DATE 12-Jun-2020		TITLE NUMBER CA080321		EXPIRES ON 28-Feb-2022	
MODEL YEAR 2015	MAKE DODG	MODEL GRACAR	MODEL NUMBER	BODY STYLE VAN	COLOR GRAY	VEHICLE IDENTIFICATION NUMBER 2C4RDGBG8FR569627					
RESIDENTIAL ADDRESS (IF DIFFERENT THAN MAILING)						TOTAL REGISTERED WEIGHT FOR A COMMERCIAL VEHICLE OR TRAILER					
GARAGE ADDRESS 143 ESSEX ST STE 721 HAVERHILL MA 01832						US DOT NUMBER FOR COMMERCIAL VEHICLE					
NAME(S) OF OWNER(S) AND MAILING ADDRESS NEW ENGLAND HEALTH TRANSPORTATION INC 143 ESSEX ST STE 721 HAVERHILL MA 01832						INSURANCE COMPANY ARBELLA PROTECTION INSURANCE COMPANY					
LESSEE/IN CUSTODY OF						MAXIMUM SEATING CAPACITY FOR VEHICLES FOR HIRE 7					
						<i>James J. Jenks</i> Registrar of Motor Vehicles					
SPECIAL MESSAGE If this vehicle is newly acquired, it must be inspected within 7 days of registration.						CHANGE OF ADDRESS <input type="checkbox"/> RESIDENTIAL <input type="checkbox"/> MAILING <input type="checkbox"/> GARAGE					

Important information for vehicle owners

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- **No Insurance Card Required:** Massachusetts law does not require an insurance card. M.G.L. Chapter 90, Section 34, and Chapter 175, Section 113A, requires the vehicle's owner to maintain a compulsory motor vehicle liability insurance policy or bond for bodily injury coverage and property damage insurance. The insurer is required by law to electronically notify the Registry of Motor Vehicles if coverage lapses. The vehicle owner is then notified by the RMV to obtain new insurance within 10 days or the registration will be revoked. Bonds are filed with the State Treasurer's Office.
- **Transferring Your Plates:** Massachusetts General Law (M.G.L. Chapter 90, Section 2) allows you to transfer valid registration plates from this vehicle to a newly acquired new or used motor vehicle or trailer while you obtain insurance and a new registration. See the Transferring a Registration Section on the RMV's website at mass.gov/rmv for more information.
- **Cancel the registration plates if:**
 - The vehicle has been sold or junked and the registration is not going to be transferred to another vehicle.
 - You move to another state and you register the vehicle in that state.
 - The insurance policy is not renewed or is cancelled and there is no plan to obtain a new policy.

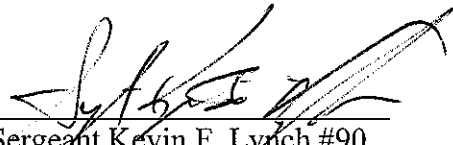
Skip the Line, Go Online! Visit Mass.Gov/RMV for list of available transactions.

To: Chief DeNaro
From: Sergeant Kevin F. Lynch
Date: September 08, 2020
RE: Livery License Application

Dear Sir,

I have spoken with applicant, Mr. Victor Gonzalez from New England Health Transportation Inc., in regards to an application/request for a Livery License at 143 Essex St. Suite #712. I conducted a check of the three vehicles; all are properly registered, and inspected. All vehicles have the proper safety/first-aid kits required. At this time all the requirements have been met and I would recommend that livery license be approved for New England Health Transport Inc.

Respectfully,


Sergeant Kevin F. Lynch #90



Document
CITY OF HAVERHILL
In Municipal Council

12.1

Ordered:

That in accordance with General Laws, Chapter 44, Section 64, authorize the payment of bill(s) of the previous years and to further authorize the payment from current year departmental appropriations as listed below:

<u>Vendor</u>	<u>Amount</u>	<u>Account</u>
Conn Kavanaugh LLP	\$ 2,628.50	Law Department
North Shore Data Services	\$ 558.00	Information Technology
Benevento Bituminous Products	\$ 76.76	Highway Department
Hometown Forecast Services	\$ 125.00	Highway Department
Fidelity House CRC	\$ 277.20	Mayor Office
Toshiba	\$ 168.00	City Clerk
Brown, Richardson & Rowe	\$ 1,795.65	Recreation
Cassidy Water Conditioning Inc	\$ 47.50	Wastewater Department
Paul Pascucci	\$ 1,120.00	Water-Engineering
LexisNexis	\$ 1,184.69	Police Department
HF Group LLC	\$ 25.00	Insp/Health Department
Comcast Business (9)	\$ 4,971.81	Police Department
Xerox Corporation	\$ 2,155.00	Information Technology

Conn Kavanaugh Rosenthal Peisch & Ford, LLP
One Federal Street, 15th Floor
Boston, MA 02110
(617) 482-8200
Fed. I.D. No. 04-3017999

July 20, 2020

Invoice# 89634 JBP

William D. Cox, Esq.
City of Haverhill
Haverhill City Solicitor
145 South Main Street
Bradford, MA 01835

In reference to:
Maroney Appeal; CKRPF #3348-001

Balance forward as of last invoice	\$27,472.50
Payments received since last invoice	23,342.50
A/R adjustments made since last invoice	(4,130.00)
Accounts receivable balance carried forward	<u>\$0.00</u>

\$2,628.50

Billing Summary

Total professional services	\$2,628.50
-----------------------------	------------

Total of new charges for this invoice	<u>\$2,628.50</u>
---------------------------------------	-------------------

Total balance now due	<u><u>\$2,628.50</u></u>
-----------------------	--------------------------



North Shore Data Services, Inc.
68 Route 125
Kingston, NH 03848
United States
(978) 988-0201

City of Haverhill
Attn: Sue Kulins
4 Summer Street
Room 312
Haverhill, MA 01830

06/01/2020 59474

City of Haverhill

Net 30 days 07/01/2020 Monthly Billing for June

Agreement EMC-1346			\$463.00
IBM Line Printer 4230	1.00	\$0.00	\$0.00
IBM External Tape Drive 7208	1.00	\$0.00	\$0.00
IBM Modem 7852	1.00	\$0.00	\$0.00
IBM Iseries Server 9406-620	1.00	\$0.00	\$0.00
Monthly Maintenance Charge			
4230-453 S/N C7873			
9406-620 S/N A7121			
7208-234 S/N W3479			
7852-001 S/N D8585			

Thank you for your business!

Make checks payable to North Shore Data Services, Inc.	Invoice Subtotal:	\$463.00
	Sales Tax:	\$0.00
	Invoice Total:	\$463.00
	Payments:	\$0.00
	Credits:	\$0.00
	Balance Due:	\$463.00

IBM Power Systems, Data Center Hosting, Managed IT Services, Network Security, IT Infrastructure, Service & Support.
"Your Complete IT Service Provider"



North Shore Data Services, Inc.
68 Route 125
Kingston, NH 03848
United States
(978) 988-0201

City of Haverhill
Attn: Sue Kulins
4 Summer Street
Room 312
Haverhill, MA 01830

06/01/2020 59523

City of Haverhill

Net 30 days 07/01/2020 Monthly Billing for June

Agreement EMC-1301

\$95.00

IBM Line Printer 6252

1.00

\$0.00

\$0.00

Monthly Maintenance Charge

IBM 5262-001 S/N 17752

Thank you for your business!

Make checks payable to North Shore Data Services, Inc.

Invoice Subtotal:	\$95.00
Sales Tax:	\$0.00
Invoice Total:	\$95.00
Payments:	\$0.00
Credits:	\$0.00
Balance Due:	\$95.00

"Since 1934"

Tel: (978) 658-5300 • Fax: (978) 658-9580

Mail
P.O. Box 692
Wilmington, MA 01887

ACCOUNT NO

1366

SOLD TO

City of Haverhill /Water Dept.
125 Amesbury Street
Haverhill , MA 01830

INVOICE 424335

DATE _____

TERMS 05/20/2020

Net 30 Days

Total Invoice may vary due to tax rate **>** **\$76.76**

City Council

Hometown Forecast Services, Inc.

1 Chestnut Street, Suite 3N
Nashua, NH 03060

Invoice

Date	Invoice #
6/12/2020	6126

Bill To
Town of Haverhill, MA Michael Stankovich Department of Public Works 500 Primrose Street Haverhill, MA 01830

HIGHWAY *Chip*
1010000.1.0422

Description	Amount
Operational forecasting (weekly service) June 2020	125.00
Thank you for your business.	Total \$125.00

Fidelity House CRC
439 South Union St. Suite 401
Lawrence, MA 01843
(978) 685-9471

INVOICE

Office of the Mayor
Haverhill City Hall
4 Summer Street
Haverhill, MA 01830

Invoice Date
1/31/2019

Invoice #
Comm-0119-01

<u>W/E</u>	<u>Description</u>	<u>Hours</u>	<u>Rate</u>	<u>Amount</u>
1/5/2019	Mail Assistant	4.00	\$13.20	\$52.80
1/12/2019	Mail Assistant	4.00	\$13.20	\$52.80
1/19/2019	Mail Assistant	5.00	\$13.20	\$66.00
1/26/2019	Mail Assistant	4.00	\$13.20	\$52.80
1/31/2019	Mail Assistant	4.00	\$13.20	\$52.80
	Total Hours	21.00		

Payment is due upon presentation

TOTAL

\$277.20

Please remit payment payable to:

Fidelity House Inc.
439 South Union St, Suite 401
Lawrence, MA 01843

TOSHIBA

133 FLANDERS RD
Westborough, MA 01581
Tel: 800-724-2480

SUPPLY INVOICE

Invoice Number: 2752606
Page: 1 of 1
Invoice Date: 20-FEB-20
Customer Number: T0B9VPM
Site ID: 2795037



SHIP TO: CITY OF HAVERHILL
4 SUMMER STREET
HAVERHILL, MA 01830-5836

TOTAL DUE \$168.00

BILL TO: CITY OF HAVERHILL
4 SUMMER STREET
HAVERHILL, MA 01830-5836

REMIT TO: TOSHIBA AMERICA BUSINESS SOLUTIONS
PO BOX 927
BUFFALO, NY 14240-0927

----- PLEASE CUT ALONG LINE AND RETURN WITH REMITTANCE -----

PURCHASE ORDER NUMBER	ORDER NUMBER	ORDER DATE	SHIP DATE	PAYMENT TERMS
	16140656	20-FEB-20	20-FEB-20	DUE UPON RECEIPT
SALES REPRESENTATIVE	SHIP VIA			CUSTOMER NUMBER
ALYSSA FUCHS (WIL)	FEDEX GROUND			T0B9VPM

PART NUMBER	DESCRIPTION	ORDER QTY	SHIP QTY	BO	UM	NET UNIT PRICE	EXTENDED AMOUNT
TFC616UK	BLACK TONER FOR ESTUDIO5516AC/6516AC/7516AC 106.6K	1	1	N	EA	\$168.00	\$168.00

^ ATTN:LINDA KOURULAS RM 118
PHONE:978-420-3622 ^

^ TABS_AMA CITY OF HAVERHILL & HAVERHILL PUBLIC SCHOOLS 7214 2019041803 ^

^ ATTN:LINDA KOURULAS RM 118
PHONE:978-420-3622 ^

NOTE: YOUR CUSTOMER NUMBER MAY HAVE CHANGED. PLEASE UPDATE YOUR RECORDS ACCORDINGLY

FD 20

2007425
0161

TOTAL SALES	TAX AMOUNT	TAX RATE	FREIGHT AMOUNT	TOTAL DUE
\$168.00	\$0.00		\$0.00	\$168.00

NEW ENTERPRISE SOFTWARE SYSTEM HAS DELAYED BILLING

Effective June 2019, TBS went through a complex data conversion. Unfortunately, due to unexpected issues we were unable to produce client invoices until recently. You may notice you are receiving multiple invoices due to the delay.

With this new invoice, formatting has been updated to help you more easily identify your monthly investment breakdown. We apologize for any inconvenience. If you do have questions, please do not hesitate to contact your local administrator.



Toshiba Business Solutions 133 FLANDERS RD, Westborough, MA 01581

2562-L54-14000-02212020

PO 210795

Rec Minc

Invoice

Brown, Richardson + Rowe, Inc.
Landscape Architects and Planners
3 Post Office Square
Boston, Massachusetts 02110

July 27, 2020
Project No: 16020.01
Invoice No: 0000026

Vinny Ouellette
City of Haverhill
Haverhill Citizen Center
10 Welcome Street
Haverhill, MA 01830

1010000106305248

Project 16020.01 Riverside Park in Haverhill

Professional Services from May 31, 2020 to June 27, 2020

Consultants

Permitting Consultant	1,795.65	
Total Consultants	1,795.65	1,795.65

Billing Limits	Current	Prior	To-Date
Labor	0.00	50,762.00	50,762.00
Limit			50,820.00
Remaining			58.00
Consultants	1,795.65	28,237.36	30,033.01
Limit			30,350.00
Remaining			316.99
Expenses	0.00	1,249.65	1,249.65
Limit			1,250.00
Remaining			.35
Additional Fees	0.00	6,545.00	6,545.00
Limit			6,545.00

Total this Invoice

\$1,795.65

Examined and allowed for

AUG 20 2020

AMOUNT

AUDITOR

Reel# 2100807 - PO# 210939

7/6/20

June 2020-Project Development-Billable Hours

PAUL PASCUCCI
87 FIFTH AVENUE
HAVERHILL, MA 01830

32 hrs. * \$35/hr. = \$ 1,120.00

60100501.0410.5309

Project	Hours
Rte. 97-Newport	15.5
BC/Carrington	2.5
Catalina	1.5
Crystal	2
Curtis St. - Lot 8	1.5
Emma Rose	2
Scotland Heights	1
S. Central	0.5
Tenadel	3.5
W. Gile	2

32 hours



CASSIDY WATER CONDITIONING INC.
39 Chelmsford Street
Lowell, MA 01851
978-454-8896
800-428-8001

Invoice #: 1003375

Invoice Date: 02/01/2020

Shipped: / /

PO No:

Customer No: 0287381

Due Date: 03/02/2020

INVOICE

Balance: \$47.50

Billing Address:

City Of Haverhill
40 South Porter St.
Haverhill MA 01835

Location Address:

City Of Haverhill
40 South Porter St.
Haverhill MA 01835

Comments:

Service Date	Description	Comments	Reference	Qty.	Price	Amount
02/01/2020 - 02/29/2020	HELLENBRAND RO LG	HELLENBRAND RO LG		1	47.50	47.50

Please include Customer No. and Invoice No. with your payment.

Page 1 of 1

Amount Due: \$47.50

This invoice is payable in full on receipt. A late payment finance charge of 1.50% per month may be applied on balance after 30 days.
The minimum finance charge is \$



28330 Network Place
Chicago, IL 60673-1283
800-695-8252

LexisNexis, a division of RELX Inc
For itself or its affiliates

Haverhill Police Department
Attn: Robert Pistone
40 Bailey Blvd
Haverhill, MA 01830 USA

Invoice

Current Amount Due	USD \$1,184.69
Outstanding Balance	USD \$1,184.69
Total Balance	USD \$2,369.38
Invoice Number	807169-20200630
Invoice Date	Jun 30, 2020
Billing ID	807169
Terms	Net 30
Representative	DEBORAH EMERSON
Billing Period	6/1/2020 6/30/2020

Payments, Credits & Adjustments

Total \$0.00

New Activity Summary

Date	Tax Code	Description	Amount
6/30/2020	HC	DeskOfficer Online Reporting System (DORS) Monthly, 2020/06/01-2020/06/30	\$1,115.00
6/30/2020	HC	Tax HC - Hosted Canned Software	\$69.69
Total Charges			\$1,115.00
Total Tax			\$69.69
807169-20200630	Due Date 7/30/2020		Total \$1,184.69

Account Balance Outstanding

Invoice Date	Due Date	Invoice Number	Invoice Amount	Amount Applied	Invoice Balance
5/31/2020	6/30/2020	807169-20200531	\$1,184.69	\$0.00	\$1,184.69
Prepaid/Unapplied Cash					\$0.00
Account Balance Outstanding					\$1,184.69

Please include your full invoice number on all remittance to ensure proper credit.

Questions about your bill?
800-695-8252

insurance.accounting@lexisnexis.com

Please Remit Payment To:
LexisNexis Risk Solutions FL Inc.
Billing ID 807169
28330 Network Place
Chicago, IL 60673-1283

In order to ensure our customers are not impacted by fraudulent phishing attempts we advise you to never accept remittance information change requests from unsolicited emails or phone calls. All LexisNexis Risk Solutions changes will be communicated via messages attached to your invoice. Please report any suspicious activity to security@relx.com.

HF GROUP ACME BINDING

92 Cambridge Street
Charlestown, Massachusetts 02129-0212
Tel: 617-242-1180 Fax: 617-242-3764
www.acmebinding.com www.hfgroup.com

MAKE CHECKS PAYABLE TO
HF GROUP LLC
92 Cambridge Street
Charlestown, MA 02129-0212
Tax ID: 20-4101469

INVOICE

FINANCE CHARGE OF 1 1/2% PER MONTH
WHICH IS AN ANNUAL PERCENTAGE
RATE OF 18% CHARGED ON ALL PAST
DUE ACCOUNTS.

PAGE: 1

11158
BILL TO: • HAVERHILL BOARD OF HEALTH
CITY HALL \ ANGELA GIADONE
4 SUMMER STREET, ROOM 210
HAVERHILL MA 000001830

11158
SHIP TO: • HAVERHILL BOARD OF HEALTH
CITY HALL \ ANGELA GIADONE
4 SUMMER STREET, ROOM 210
HAVERHILL MA 00000183

INVOICE NO. PLEASE REFER TO THIS NO. ON ALL CORRESPONDENCE	CUSTOMER P.O. NO.	CUSTOMER NO.	ROUTE/DAY NUMBER	TERMS	LOT NO.	ORDER NO.
200777		11158	0	DUE ON RECEIPT	506UP	6670
INVOICE DATE	CUSTOMER JOB NO.	DATE RECEIVED	DATE SHIPPED	SHIP VIA		TOTAL QUANTITY
5/08/20		4/13/20	5/06/20	U.P.S.		3
DESCRIPTION CODE	DESCRIPTION			QUANTITY	UNIT PRICE	AMOUNT
75	1 EACH 734A-1, 734A-2 & 734B			3	22.0000	66.00
Freight due only						
MISCELLANEOUS	SUB-TOTAL	TAX	FREIGHT/HANDLING	CREDIT	PLEASE PAY THIS AMOUNT	
.00	66.00	.00	25.00	.00	91.00	

SC. DESCRIPTION:
B NUMBERS:
RTONS:

REMITTANCE COPY

25.00

COMCAST BUSINESS

Account Number 934513465	Invoice Number 83313620	Bill Date Jun 1, 2019	Customer Service 1-800-741-4141
Previous Balance 19,005.36	Payments 0.00	Adjustments 0.00	Past Due Amount 19,005.36
Current Amount 2,779.24	Total Amount Due \$ 21,784.60		

Payment Due Date
Jul 1, 2019

Late Payment Charge
\$ 243.93

City of Haverhill, MA
40 Bailey Blvd
Haverhill, MA 01830

4649/18257/23211/5/CC1GPC

SUMMARY OF CHARGES AND CREDITS (Billing

2019)

Recurring Charges	2,048.91
Total Customer Charges	2,048.91
Total Taxes and Surcharges	486.40
Late Payment Charge	243.93
Current Amount	2,779.24
Past Due Amount	19,005.36
Total Amount	\$ 21,784.60

Pay your invoice online by visiting www.comcast.com

5431
Police Expense
1010000.1.0210

JUN 2

486.40*+
486.40 +
644.86 +
723.12 +
516.05 +
516.05 +
516.23 +
592.07 +
490.63 +

this section with your payment

Page 1 of 5

COMCAST BUSINESS

Account Number 934513465	Invoice Number 83313620	Due Ju	Amount Enclosed \$ 2,048.91
------------------------------------	-----------------------------------	------------------	---------------------------------------

(For further information on how to pay please turn

FY '19

erhill, MA
ilvd
Haverhill, MA 01830

486.40

PO# 206531

Comcast
PO Box 37601
Philadelphia, PA 19101-0601

934513465 83313620 0100 01072019 002178460 0

Account Number
934513465

Invoice Number
80802393

Bill Date
May 1, 2019

Customer Service
1-800-741-4141

Previous Balance	Payments	Adjustments	Past Due Amount	Current Amount	Total Amount Due
16,746.88	0.00	485.19 CR	16,261.69	2,743.67	\$ 19,005.36

City of Haverhill, MA 40 Bailey Blvd Haverhill, MA 01830
--

Payment Due Date
Jun 1, 2019

Late Payment Charge
\$ 208.36

SUMMARY OF CHARGES AND CREDITS (Billing activity up to and including Apr 30, 2019)

Recurring Charges	2,048.91
Total Customer Charges	2,048.91
Total Taxes and Surcharges	486.40
Late Payment Charge	208.36
Current Amount	2,743.67
Past Due Amount	16,261.69
Total Amount Due	\$ 19,005.36

Pay your invoice online by visiting www.comcastpaymentcenter.com

5431
Police Expense
1010000.1.0210

MAY 16 2019

Page 1 of 5

If paying by mail, please return this section with your payment

Account Number
934513465

Invoice Number
80802393

Payment Due Date
Jun 1, 2019

Total Amount Due
\$ 19,005.36

Amount Enclosed
13,826.40

(For further information on how to pay please turn over)

City of Haverhill, MA
40 Bailey Blvd
Haverhill, MA 01830

Comcast
PO Box 37601
Philadelphia, PA 19101-0601

2048.91

486.40

PO# 206531

934513465 80802393 0100 01062019 001900536 6

Account Number	Invoice Number	Bill Date	Customer Service
934513465	79380310	Apr 1, 2019	1-800-741-4141

Previous Balance	Payments	Adjustments	Past Due Amount	Current Amount	Total Amount Due
13,890.58	0.00	0.00	13,890.58	2,856.30	\$ 16,746.88

City of Haverhill, MA
4 SUMMER ST
Room 312
Haverhill, MA 01830

Payment Due Date
May 1, 2019
Late Payment Charge
\$ 162.53

SUMMARY OF CHARGES AND CREDITS (Billing activity up to and including Mar 31, 2019)

Recurring Charges	2,048.91
Total Customer Charges	2,048.91
Total Taxes and Surcharges	644.86
Late Payment Charge	162.53
Current Amount	2,856.30
Past Due Amount	13,890.58
Total Amount Due	\$ 16,746.88

Pay your invoice online by visiting www.comcastpaymentcenter.com

5431
Police Expense
1010000.1.0210

MAY 30 2019

Page 1 of 5

If paying by mail, please return this section with your payment

Account Number	Invoice Number	Payment Due Date	Total Amount Due	Amount Enclosed
934513465	79380310	May 1, 2019	\$ 16,746.88	2048.91

(For further information on how to pay please turn over)

Comcast
PO Box 37601
Philadelphia, PA 19101-0601

City of Haverhill, MA
4 SUMMER ST
Room 312
Haverhill, MA 01830

1562.51
644.86
PO# 206531

934513465 79380310 0100 01052019 001674688 0

Account Number
934513465

Invoice Number
77983619

Bill Date
Mar 1, 2019

Customer Service
1-800-741-4141

Previous Balance	Payments	Adjustments	Past Due Amount	Current Amount	Total Amount Due
10,835.41	0.00	0.00	10,835.41	3,055.17	\$ 13,890.58

City of Haverhill, MA
4 SUMMER ST
Room 312
Haverhill, MA 01830

Payment Due Date
Apr 1, 2019

Late Payment Charge
\$ 129.75

SUMMARY OF CHARGES AND CREDITS (Billing activity up to and including Feb 28, 2019)

Recurring Charges	2,202.30
Total Customer Charges	2,202.30
Total Taxes and Surcharges	<u>723.12</u>
Late Payment Charge	129.75
Current Amount	3,055.17
Past Due Amount	10,835.41
Total Amount Due	\$ 13,890.58

Pay your invoice online by visiting www.comcastpaymentcenter.com

5431

Police Expense

1010000.1.0210

MAY 30 2019

Page 1 of 5

If paying by mail, please return this section with your payment

Account Number
934513465

Invoice Number
77983619

Payment Due Date
Apr 1, 2019

Total Amount Due
\$ 13,890.58

Amount Enclosed
2202.30

(For further information on how to pay please turn over)

City of Haverhill, MA
4 SUMMER ST
Room 312
Haverhill, MA 01830

Comcast
PO Box 37601
Philadelphia, PA 19101-0601

723.12
PO# 206531

934513465 77983619 0100 01042019 001389058 0

Account Number	Invoice Number	Bill Date	Customer Service
934513465	76609546	Feb 1, 2019	1-800-741-4141

Previous Balance	Payments	Adjustments	Past Due Amount	Current Amount	Total Amount Due
8,650.23	0.00	0.00	8,650.23	2,185.18	\$ 10,835.41

City of Haverhill, MA
4 SUMMER ST
Room 312
Haverhill, MA 01830

Payment Due Date
Mar 1, 2019

Late Payment Charge
\$ 97.45

SUMMARY OF CHARGES AND CREDITS (Billing activity up to and including Jan 31, 2019)

Recurring Charges	1,571.68
Total Customer Charges	1,571.68
Total Taxes and Surcharges	516.05
Late Payment Charge	97.45
Current Amount	2,185.18
Past Due Amount	8,650.23
Total Amount Due	\$ 10,835.41

Pay your invoice online by visiting www.comcastpaymentcenter.com

5431
Police Expense
1610000.1.0210

MAY 30 2019

Page 1 of 5

If paying by mail, please return this section with your payment

Account Number	Invoice Number	Payment Due Date	Total Amount Due	Amount Enclosed
934513465	76609546	Mar 1, 2019	\$ 10,835.41	1571.68

(For further information on how to pay please turn over)

City of Haverhill, MA
4 SUMMER ST
Room 312
Haverhill, MA 01830

Comcast
PO Box 37601
Philadelphia, PA 19101-0601

PO# 306531

934513465 76609546 0100 01032019 001083541 6

Account Number	Invoice Number	Bill Date	Customer Service
934513465	74720741	Jan 1, 2019	1-800-741-4141

Previous Balance	Payments	Adjustments	Past Due Amount	Current Amount	Total Amount Due
6,496.81	0.00	0.00	6,496.81	2,153.42	\$ 8,650.23

City of Haverhill, MA
4 SUMMER ST
Room 312
Haverhill, MA 01830

Payment Due Date
Feb 1, 2019
Late Payment Charge
\$ 65.69

SUMMARY OF CHARGES AND CREDITS (Billing activity up to and including Dec 31, 2018)

Recurring Charges	1,571.68
Total Customer Charges	1,571.68
Total Taxes and Surcharges	516.05
Late Payment Charge	65.69
Current Amount	2,153.42
Past Due Amount	6,496.81
Total Amount Due	\$ 8,650.23

Pay your invoice online by visiting www.comcastpaymentcenter.com

5431
Police Expense
1010000.1.0210

MAY 30 2019

Page 1 of 5

If paying by mail, please return this section with your payment

Account Number	Invoice Number	Payment Due Date	Total Amount Due	Amount Enclosed
934513465	74720741	Feb 1, 2019	\$ 8,650.23	1571.68

(For further information on how to pay please turn over)

Comcast
PO Box 37601
Philadelphia, PA 19101-0601

City of Haverhill, MA
4 SUMMER ST
Room 312
Haverhill, MA 01830

PO# 206531

934513465 74720741 0100 01022019 000865023 0

Account Number	Invoice Number	Bill Date	Customer Service
934513465	73335739	Dec 1, 2018	1-800-741-4141

Previous Balance	Payments	Adjustments	Past Due Amount	Current Amount	Total Amount Due
4,379.13	0.00	0.00	4,379.13	2,117.68	\$ 6,496.81

City of Haverhill, MA
4 SUMMER ST
Room 312
Haverhill, MA 01830

Payment Due Date

Jan 1, 2019

Late Payment Charge

\$ 29.77

SUMMARY OF CHARGES AND CREDITS (Billing activity up to and including Nov 30, 2018)

Recurring Charges	1,571.68
Total Customer Charges	1,571.68
Total Taxes and Surcharges	516.23
Late Payment Charge	29.77
Current Amount	2,117.68
Past Due Amount	4,379.13
Total Amount Due	\$ 6,496.81

Pay your invoice online by visiting www.comcastpaymentcenter.com

5431
Police Expense
1010000.1.0210

MAY 30 2019

Page 1 of 5

If paying by mail, please return this section with your payment

Account Number	Invoice Number	Payment Due Date	Total Amount Due	Amount Enclosed
934513465	73335739	Jan 1, 2019	\$ 6,496.81	1571.68

(For further information on how to pay please turn over)

Comcast
PO Box 37601
Philadelphia, PA 19101-0601

City of Haverhill, MA
4 SUMMER ST
Room 312
Haverhill, MA 01830

PO# 206531

934513465 73335739 0100 01012019 000649681 2

Account Number
934513465

Invoice Number
72100502

Bill Date
Nov 1, 2018

Customer Service
1-800-741-4141

Previous Balance	Payments	Adjustments	Past Due Amount	Current Amount	Total Amount Due
1,984.46	0.00	0.00	1,984.46	2,394.67	\$ 4,379.13

City of Haverhill, MA
4 SUMMER ST
Room 312
Haverhill, MA 01830

Payment Due Date
Dec 1, 2018

Late Payment Charge
\$ 0.00

SUMMARY OF CHARGES AND CREDITS (Billing activity up to and including Oct 31, 2018)

Recurring Charges	1,802.60
Total Customer Charges	1,802.60
Total Taxes and Surcharges	<u>592.07</u>
Current Amount	2,394.67
Past Due Amount	<u>1,984.46</u>
Total Amount Due	\$ 4,379.13

Pay your invoice online by visiting www.comcastpaymentcenter.com

5431

Police Expense
1010000.1.0210

MAY 30 2019

Page 1 of 5

If paying by mail, please return this section with your payment

Account Number
934513465

Invoice Number
72100502

Payment Due Date
Dec 1, 2018

Total Amount Due
\$ 4,379.13

Amount Enclosed
1802.60

(For further information on how to pay please turn over)

Comcast
PO Box 37601
Philadelphia, PA 19101-0601

City of Haverhill, MA
4 SUMMER ST
Room 312
Haverhill, MA 01830

592.07
PO# 206531

934513465 72100502 0100 01122018 000437913 3

Account Number	Invoice Number	Bill Date	Customer Service
934513465	70823071	Oct 1, 2018	1-800-741-4141

Previous Balance	Payments	Adjustments	Past Due Amount	Current Amount	Total Amount Due
0.00	0.00	0.00	0.00	1,984.46	\$ 1,984.46

City of Haverhill, MA
4 SUMMER ST
Room 312
Haverhill, MA 01830

Payment Due Date
Nov 1, 2018

Late Payment Charge
\$ 0.00

SUMMARY OF CHARGES AND CREDITS (Billing activity up to and including Sep 30, 2018)

Recurring Charges	1,493.83
Total Customer Charges	1,493.83
Total Taxes and Surcharges	490.63
Current Amount	1,984.46
Past Due Amount	0.00
Total Amount Due	\$ 1,984.46

Congratulations on choosing Comcast to fulfill your company's communications needs.
Now you can move your business into high gear, with the assurance of fast, reliable communications.
And, you'll enjoy the Comcast style of superior customer service--responding to your needs will always be top priority. If you have questions about your new account, please call us at the number above.
We look forward to serving you. Thank you again for your business.
Pay your invoice online by visiting www.comcastpaymentcenter.com

5431
Police Expense
1010000.11.0210

MAY 30 2019

Page 1 of 4

If paying by mail, please return this section with your payment

Account Number	Invoice Number	Payment Due Date	Total Amount Due	Amount Enclosed
934513465	70823071	Nov 1, 2018	\$ 1,984.46	1493.93

(For further information on how to pay please turn over)

Comcast
PO Box 37601
Philadelphia, PA 19101-0601

City of Haverhill, MA
4 SUMMER ST
Room 312
Haverhill, MA 01830

490.63
PO# 206531

934513465 70823071 0100 01112018 000198446 8

INVOICE

Mail Payments to:
Xerox Corporation
c/o JSD Manangement, Inc
1283 College Park Drive
Dover, DE 19904

Xerox Corporation - CT

ATTN: Accounts Payable
957203011
CITY OF HAVERHILL
4 Summer St Rm 114
Haverhill, MA 01830

Invoice Number: 360918 Customer PO#
Invoice Date: June 15, 2020 Due Date: Upon Receipt
Months Remaining: Amount Due: \$2,155.00

Billing Period	Contract	Description	Amount
	957203011	Lease	\$2,155.00

Your immediate attention is require as your account is severely past due by more than 90 days.
Please call!

Please make check payable to: Xerox Corporation

Examined and allowed for

SEP 17 2020

AUDITOR

145115 0100013604001 013604 0000197901 0

Dept 155
5871 last

JAMES J. FIORENTINI
MAYOR



**CITY OF HAVERHILL
MASSACHUSETTS**

CITY HALL, ROOM 100
FOUR SUMMER STREET
HAVERHILL, MA 01830
PHONE 978-374-2300
FAX 978-373-7544
MAYOR@CITYOFHAVERHILL.COM
WWW.CI.HAVERHILL.MA.US

September 10, 2020

City Council President Barrett and Members of the Haverhill City Council

RE: FY2020 Bills

Dear Madame President and Members of the Haverhill City Council:

Attached, please find an order to pay bills from the previous fiscal year.

I recommend approval.

Very truly yours,

James J. Fiorentini, Mayor

JJF/lyf

2020SEP11AM09:04HNV-CITYC

CITY COUNCIL

MELINDA E. BARRETT

PRESIDENT

COLIN F. LePAGE

VICE PRESIDENT

JOSEPH J. BEVILACQUA

JOHN A. MICHITSON

THOMAS J. SULLIVAN

TIMOTHY J. JORDAN

MICHAEL S. MCGONAGLE

MARY ELLEN DALY O'BRIEN

WILLIAM J. MACEK



CITY OF HAVERHILL
HAVERHILL, MASSACHUSETTS 01830-5843

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4 SUMMER STREET
TELEPHONE: 978 374-2328
FACSIMILE: 978 374-2329
www.cityofhaverhill.com
citycncl@cityofhaverhill.com

September 11, 2020

TO: President and Members of the City Council:

Councillor Bevilacqua requests to recognize Hispanic Heritage month, 9/15-10/15, recognizing the history, culture and contributions of Hispanic and Latino Americans.


City Councillor Joseph Bevilacqua

CITY COUNCIL

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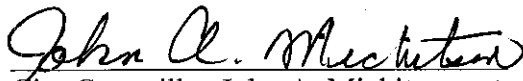

14,2

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September 11, 2020

TO: President and Members of the City Council:

Councillors Michitson and Jordan request an update on COVID-19 status and impact to Haverhill from Mayor Fiorentini.


City Councillor John A. Michitson 


City Councillor Timothy Jordan 

CITY COUNCIL

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September 11, 2020

TO: President and Members of the City Council:

Councillor Bevilacqua requests discussion about Haverhill's untreated sewage discharge into Merrimack River and proposed public notice requirement.


City Councillor Joseph Bevilacqua

CITY COUNCIL

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citycncl@cityofhaverhill.com

September 11, 2020

TO: Members of the City Council:

President Barrett requests to refer issues of traffic and parking on Montvale Avenue as schools reopen to the Traffic and Safety Committee for review.

Council President Melinda Barrett

CITY COUNCIL

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September 11, 2020

TO: President and Members of the City Council:

Councillor Michael McGonagle requests to refer a request for a "No Parking Here to Corner" sign on Portland Street at the intersection of White Street to the Traffic & Safety Committee.


City Councillor Michael McGonagle

CITY COUNCIL

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citycncl@cityofhaverhill.com

June 26, 2020

TO: President and Members of the City Council:

Councillor Colin LePage requests a status update on the Matrix study regarding the "Organization of our Facilities Maintenance Department" as previously requested.

City Councillor Colin LePage

IN CITY COUNCIL: June 30 2020

POSTPONED TO JULY 14 2020

Attest:

City Clerk

IN CITY COUNCIL: July 14 2020

POSTPONED TO JULY 28 2020

Attest:

City Clerk

IN CITY COUNCIL: July 28 2020

TABLED TO AUGUST 25 2020

Attest:

City Clerk

IN CITY COUNCIL: August 25 2020

TABLED TO SEPTEMBER 15 2020

Attest:

City Clerk

CITY COUNCIL

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September 11, 2020

TO: Madame President and Members of the City Council:

City Councillor Colin LePage submits the attached minutes and recommendations of the Administration and Finance Committee meeting held on August 4, 2020 for acceptance and discussion. Items discussed were Doc. 34-O – tax reduction for veterans; Doc. 69-L – oversight and enforcement of terms and conditions of City negotiated contracts; Doc. 11-F – Asynchronous City Council meetings.


City Councillor Colin LePage

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CITY OF HAVERHILL HAVERHILL, MASSACHUSETTS 01830-5843

MINUTES OF THE ADMINISTRATION AND FINANCE COMMITTEE MEETING HELD ON AUGUST 4, 2020

An Administration and Finance Committee Meeting was held on Tuesday, August 4, 2020 at 7:00 P.M. in the City Council Chambers, Room 202.

Committee Members: Committee Chairperson Colin LePage, Councillor John Michitson, Councillor Mary Ellen Daly O'Brien, Councillor William Macek. Council President Melinda Barrett also attended
Department Heads: City Treasurer Alicia McOsker, City Clerk Linda Koutoulas, Veterans Service Director Luis Santiago
Attendees: Don Jarvis, Matt Belfiore – HC Media
Remote Attendees: City Auditor Chuck Benevento, City Assessor Christine Webb, Travis Parker
PeopleSpeak

The meeting began at 7:04 P.M. and the following items were discussed:

- 1.) **Doc. 34-O** - Communication from Councillor McGonagle requesting to introduce Donald Jarvis to discuss tax reduction for veterans; *The Committee reviewed a proposal by Mr. Jarvis for the City to adopt MGL, Chapter 59, Section 5N – "Reduction of Property Tax Obligation of Veteran in Exchange for Volunteer Services." City Assessor Webb, along with Mr. Jarvis, informed that such an abatement per veteran could not exceed \$1,500 in a given tax year. Committee members received and reviewed an email from Human Resources Director McClanahan stating that the City has a similar program for seniors, the Senior Tax Incentive Program (STIP) and that applicant selection is based on a "first come, first serve" basis*. City Auditor Benevento informed that the STIP program abatements totaled less than \$8,000 last year. A motion was made to send the proposal to adopt MGL, Chapter 59, Section 5N back for full Council review and approval, passed unanimously.*
- 2.) **Doc. 69-L** – Communication from Councillor LePage requesting a discussion on the oversight and enforcement of terms and conditions of City negotiated contracts with private parties, including, but not limited to the Haverhill Heights project; *City Auditor Benevento informed that he had worked with the Treasurer's, Purchasing and City Clerk's offices to identify all existing private parties contractual obligations with the City and had identified eight such contracts. He informed that some parties lease terms had lapsed/expired, but that in all instances except for the Haverhill Heights project, those parties were current with their payments without being previously invoiced. The new policy to now send payment due notices/invoices will utilize both the BudgetSense and ViewPoint software programs for the tracking of receivables. The City Auditor expressed his gratitude to the Council for revealing deficiencies in the collection methods process and assisting with the initiation of this new process and procedures. After further discussion on the matter, a motion was made requesting that the City Solicitor prepare an ordinance that requires all negotiated purchase and sale contracts of city-owned property are returned to the City Council for final approval, passed unanimously.*

- 3.) **Doc. 11-F** – Communication from Councillor Macek requesting a discussion on Asynchronous City Council hearings; *The Committee received a handout and an online presentation from Travis Parker of PeopleSpeak demonstrating how the public could participate in a meeting, without being physically or remotely present (asynchronously) at the time of the meeting, by utilizing their website software platform*. He informed that the public could interact by either commenting or asking questions on specific agenda items any-time prior to, or as well as during the meeting. He further informed that presentations and other related materials could be pre-loaded, as well as questions, answers and public comments of agenda items to the website and appears along with the live-streaming of the meeting. Committee members were impressed with the presentation and believed that such a software platform would aid in increasing citizen participation as well as transparency in government matters. A motion was made to have this same presentation be given to the Mayor, City Clerk and the full City Council for their review and discussion, passed unanimously.*
- 4.) **New Business:** *Question was raised pertaining to how public safety item concerns referred from the City's Constituent Services Department (311) would be placed on the City Council agenda. Currently they are placed by individual Councillors, a brief discussion followed with suggestions to have them be placed on the agenda by either the President or under the heading of Communications and Reports from City Officers and Employees.*

The meeting adjourned at 8:31 P.M.

Respectfully submitted,



Colin LePage, Chairperson
Administration and Finance Committee
Haverhill City Council

September 10, 2020

CL/bsa

* email reply from HR Director Denise McClanahan concerning tax reduction program for veterans

* People Speak – Modernizing local public hearings handout

c: Mayor James J. Fiorentini
City Council

Doc. 34-0

A&F meeting 8/4/20

Barbara Arthur

From: Colin LePage <colinlepage@hotmail.com>
Sent: Friday, September 11, 2020 10:43 AM
To: City Council; Colin LePage
Subject: Fw: Administration & Finance Committee meeting notice - Aug. 4, 2020 @ 7PM 07/29/2020 09:52

From: Melinda Barrett <mbarrett@cityofhaverhill.com>
Sent: Tuesday, August 4, 2020 3:47 PM
To: Colin LePage <clepage@cityofhaverhill.com>
Subject: Fwd: Administration & Finance Committee meeting notice - Aug. 4, 2020 @ 7PM 07/29/2020 09:52

Sent from my iPhone

Begin forwarded message:

From: Denise McClanahan <dmccclanahan@cityofhaverhill.com>
Date: August 4, 2020 at 10:34:33 AM EDT
To: Melinda Barrett <mbarrett@cityofhaverhill.com>
Subject: RE: Administration & Finance Committee meeting notice - Aug. 4, 2020 @ 7PM 07/29/2020 09:52

Hi Councillor,

Yes, I have some concerns. I'm not sure if we would have enough spots available to fill. Currently we have applicants for the Sr. Tax Incentive Program (STIP) **for this year** who are still on the waiting list to be placed. Unfortunately, we don't always have a place available due to union constrictions or department needs. It has been difficult at times to find places for these individuals. Also there would have to be discussion as to who would approve the veterans application. Currently the Project Coordinator (through the Citizen Center) reviews the applications for the STIP, makes a determination if it is approved and then sends the approved ones to HR for placement. A new application would have to be created and criteria set, who would be responsible for that? I would suggest that the Veteran's Services Agent be involved. That position could be the reviewer considering he would have access to the veterans information. And I would suggest that placements be done on a first come first serve basis which is what we do with the STIP if it was to be assigned to HR to handle.

If you have any questions, please let me know.
Denise

Denise McClanahan, HR Director
City of Haverhill • Human Resources Department
4 Summer Street Room 306 • Haverhill, MA 01830
Main # (978) 374-2357 Direct # (978) 420-3730 Fax # (978) 374-2343

Doc. 11-F

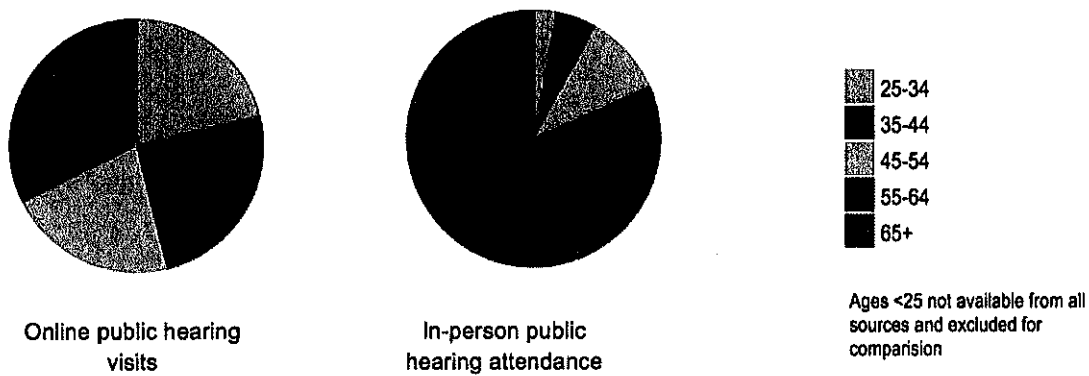
DRF meeting 8/4/20

People Speak

Modernizing local public hearings



Public hearings do not represent the public.



55+ demographic dominates attendance

Public hearings participation declining due to

1. Time poverty
2. Calendar pressure
3. Social anxiety
4. Enthusiasm gap
5. COVID-19 health concerns

Asynchronous Online Public Hearings solve the participation problem.

To create effective asynchronous online public hearings, cities need:

- Content management and distribution
- Process changes
- Marketing strategy
- Public input moderation
- Digital communications
- Accountability / transparency tools
- Integration
- Measurement

CHALLENGES

The People Speak Asynchronous Online Public Hearing Platform

publishing technology

workflow automation

tracking system

record system

The Technology

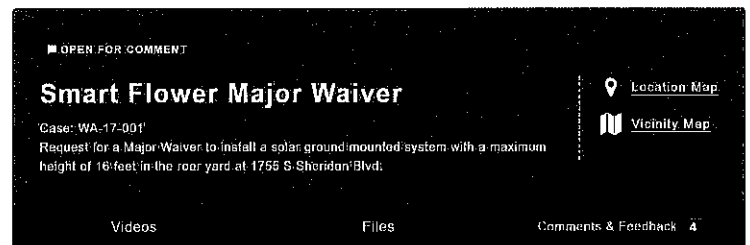
People Speak's patent-pending technology is the only solution focused exclusively on modernizing local public hearings.

- Case creation and publishing
- Agenda management
- Digital staff reports and auto-reminders
- Comment moderation
- Email routing system
- Decision-maker review receipts
- Subscribe to updates
- Minutes/Voting capability
- Optimized for viewing on all device sizes



Informational & Intuitive Website

Residents and decision makers can easily find information and participate on a clear and simple website.



Videos

Applicant Presentation



Meeting Criteria

- The waiver will not substantially impair or alter the adjacent property or neighborhood because:

External Benefits

Increase political capital

Citizens value participation. Allow them to learn and provide public input via Desktop, Tablet, or Mobile—days or weeks before the meeting. Trust us, they'll thank you.

Showcase transparency

Accessibility is only part of the story when it comes to public hearings. Tell the other 99% of your story by surfacing the voice of the public and the response from the decision-makers.

Expand participation

Citizens want to be involved in things they care about—if it's easy. So bring the public hearing to their doorstep and watch engagement and public comments finally change in a positive direction.

Increase diversity

Government was always meant to represent the people, all of them. Achieve a much closer match between public hearing participation and the age and social demographics to actual demographics of the city.

Internal Benefits

Low Subscription Pricing

Whether its driven by citizens, council, or staff, the simple truth is technology is changing public hearings. Launch your online public hearing webpage in just hours and avoid prolonged and costly IT development.

Easy Adoption

Forget the manual. Intuitive, modern software requires minimal training and allows for rapid and simple onboarding of staff, decision-makers, and citizens.

No Additional Staff Time Required

Staff already has 1,000 things to worry about. This system was designed to minimize staff effort, while realizing efficiencies by automated or replacing existing work, far offsetting any incremental new tasks.

People Speak Pricing

	<20k	20k-100k	>100k
Single-body	\$400/mo	\$800/mo	\$1,200/mo
Multi-body	\$800/mo	\$1,600/mo	\$2,400/mo

Includes

- Unlimited Users
- Unlimited Cases
- Unlimited Q&A Routing
- Unlimited Comments
- Unlimited Storage
- World-Class Security
- WCAG 2.0 Compliant
- Dedicated IP Addresses
- Single Tenant Database
- Phone / Email Support
- Success Manager
- Online or In-Person Training

Thank you

team@peoplespeak.net
www.peoplespeak.net

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DOCUMENTS REFERRED TO COMMITTEE STUDY

38-W	Communication from Councillor Barrett requesting to give an update on response from MBTA/Keolis & US EPA about idling trains in Bradford	Citizen Outreach	4/5/16 1/31/17
10-B	Communication from President Michitson asking to request from Mayor status of facility improvements to public buildings and parks to comply with American w/ Disabilities Act (ADA)	Citizen Outreach	1/3/17 1/31/17, 8/15/17
10-U	Communication from President Michitson requesting discussion on next steps to provide comprehensive long range plan for Haverhill	Citizen Outreach	1/31/17 8/15/17, 4/23/18
38-D	Communication from Councillors Sullivan and Barrett requesting an update on City's emergency management plan and status of working generators in all public building in City	Public Safety	3/20/18 1/23/19
38-I	Communication from Councillor Macek to refer City's Ch. 255 – Zoning, Article XVIII, Solar Energy Systems, Sec. 255-185 thru 255-194 to Administration & Finance Committee	A & F	3/12/19 4/3/19, 8/5/19
13-Y	Communication from Councillor LePage to discuss accounting of revenue funds received from Licensed Marijuana establishments & their allocation to mitigate costs and impacts to city	A & F	3/12/19 8/5/19
79-F	Communication from Councillor Sullivan requesting to introduce Kathleen Fitts, Gale Park Assoc. to request the city replace the Gale Park Fountain in fiscal year 20	NRPP	6/25/19
79-T	Communication from Councillors Sullivan and Barrett re: discussion with VINFEN & Haverhill Police Dept. regarding incident in neighborhood of 20 Westland Ter. group home on 7/5 and steps being taken to better supervise residents and reduce police calls to residence	Public Safety	7/23/19
89-D	Communication from Councillors LePage, Michitson, Jordan requesting discussion on reducing exposure of persons under 21 yrs. of age to outdoor advertising (billboards) of marijuana products and zoning regulations pertaining to smoke and/or vapor stores in Haverhill	A & F	7/23/19 8/6/19
89-K	Communication from Councillor Macek requesting open discussion relative to the process for Establishing a Charter Commission to review the current City of Haverhill Charter	Citizen Outreach A & F	8/6/19
89-U	Communication from Councillor LePage re: applying for Community Compact Best Practices Program grant for benefit of city and its residents	Citizen Outreach A & F	9/17/19
89-V	Communication from Councillor McGonagle requesting a discussion about school bus safety	Public Safety	9/17/19
11	Communication from Councilor Jordan requesting to introduce Steve Costa of Citizens for Haverhill Fire to discuss Mayor's CIP and occupational cancer	Public Safety	1/7/20
11-S	Communication from Councillor Sullivan requesting a discussion regarding a property owner's request to lease or purchase City land abutting their property at 256 Whittier Rd.	NRPP	2/4/20
34-P	Communication from Councillor Sullivan requesting a discussion regarding the disposal of cremated remains on public property	NRPP	3/17/20

DOCUMENTS REFERRED TO COMMITTEE STUDY

34-O	Communication from Councillor McGonagle requesting to introduce Donald Jarvis to discuss tax reduction for veterans	A & F	4/7/20
58-M	Communication from Councillors LePage and Daly O'Brien re: the possible use of Hale Hospital Trust Funds for ongoing City health care programs and issues	A & F	4/21/20
69-L	Communication from Councillor LePage requesting discussion on oversight and enforcement of terms and conditions of City negotiated contracts with private parties, including, but not limited to Haverhill Heights project.	A & F	7/14/20
55-D	Discussion about removal of the Hannah Duston Statue	NRPP	7/28/20
69-O	Communication from President Barrett and Councillor Sullivan requesting discussion on illegal fireworks in the City	Public Safety	7/28/20
69-P	Councillor Macek requests discussion on Asynchronous City Council hearings	A & F	7/28/20
55-D	Communication from Councillor Jordan requesting to introduce Ben Roy to discuss Hannah Duston Statue	NRPP	7/28/20
86-D	Communication from Councillor Michitson requesting to address economic development ideas resulting from the pandemic	Planning & Dev.	8/11/20
86-F	Communication from Council President Barrett and Councillor LePage requesting discussion pertaining to utilization of UV-C disinfection fixtures in public buildings	A & F	8/25/20

CITY COUNCIL

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LONG TERM MATTERS STUDY LIST

- 38-F Communication from Councillors Barrett and LePage requesting to discuss double poles in the City
A & F 3/15/16, 9/6/16, 11/3/16, 1/17/17, 5/11/17, 10/24/17, 3/6/19
- 26E City of Haverhill – Mayor’s Recommendations, Capital Improvement Program – 2016-2020
A & F 5/31/16, 11/3/16, 5/11/2017, 7/25/17, 2/15/18, 3/6/19, 4/17/19
- 82 Ordinance re: Vehicles & Traffic – Amend Ch. 240-108, Article XVI, Central Business District Parking
– Fees, Rate and Terms
A & F 7/10/18
- 82-B Ordinance re: Vehicles & Traffic – Amend Ch. 240-108, Article XVI, Central Business District Parking
- Chart
A & F 7/10/18
- 93-L Communication from President Michitson requesting to introduce Dave Labrode to discuss street tree
plantings
NRPP 8/7/18, 2/28/19, 2/27/20
- 38-J Communication from Councillor Macek requesting a discussion about reserve parking spaces at City
Hall designated for Registry of Motor Vehicles
NRPP 3/19/19, 2/27/20