



Raymond A. Jordan Senior Center, 2018

City of Springfield, Massachusetts

Fiscal Years 2019 - 2023 Capital Improvement Plan



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March 30, 2018

Honorable Mayor Domenic J. Sarno, Members of the City Council, and Residents:

In an effort to continue to provide strategic and well thought out financial planning initiatives, I present to you the FY19-FY23 Capital Improvement Plan (CIP) for the City of Springfield. The City is responsible for maintaining a large inventory of capital assets, including City buildings, schools, roads, parks, libraries and public safety equipment. The capital improvement process helps the City plan vital projects and prioritizes funding. It is an ongoing process strongly dictated by financial ordinances, debt management, and sustainability analysis.

Our annual CIP compiles all capital improvement needs throughout the City over a five-year period, along with estimated costs. Overall forecasted needs for FY19-23 total over \$885M. In line with the Mayor's key priorities, and specifically the desire to invest in our neighborhoods, the highest priority projects total \$335M and include improvements to public safety, continued upgrades in our schools, and investment in economic development.

Capital improvement needs and costs in the City continue to increase, despite millions of dollars of capital investment in recent years. Springfield is a city with a rich history and aging infrastructure, which demands higher costs to maintain. In some cases, construction work completed twenty to forty years ago is now reaching its end of useful life, requiring replacement. This is due to a change in the industry where equipment and construction is being designed for a thirty-year useful life as opposed to a hundred year useful life, as is the case with many of the City's older buildings.

With limited funding options, investing in in capital improvement will always be a challenge within City government. However, Springfield has spent the past few years investing in maintenance and improvement projects that had been deferred during the times when the City faced financial hardships. Playing this game of catch-up has been important in order to stabilize our capital assets and to serve as a springboard for investment in new projects and equipment.

In addition to aging infrastructure and feeling the effects of years of deferred maintenance, recent changes in the construction industry include modern advancements toward efficiency, which comes with a higher price tag. Efficiency movements and modern building codes mainly fuel this change. The result is shorter capital cycle in order to keep the City's buildings, roadways and equipment in acceptable functioning condition.

The most important factor in allowing the City to continue strategic and purposeful capital improvement, based on the needs of our resident and neighborhoods, is thoughtful financial planning and adherence to our fiscal policies. Our planning process includes debt structuring, making sustainable budgetary decisions and forecasting future financial needs. Establishing and adhering to our fiscal policies has rocketed us to the highest credit rating in the City's history, affording us the lowest interest rates possible on borrowing for capital projects.



In January 2017, Standard & Poor’s (S&P) affirmed the City’s AA- credit rating; steadily improving from its A- rating five years ago. This recent credit rating review focuses on the City’s strong institutional core by highlighting Springfield’s “management, with “strong” financial policies and practices, adequate budgetary performance, and strong budgetary flexibility.”

The results of the dedication to strong fiscal management and strategic decision-making are starting to be actualized in some of the City’s current capital improvement projects. Restructuring the City’s outstanding debt has enabled us the affordability for large-scale projects and our bond rating continues to allow the City to borrow money at low interest rates. A few of these exciting and long-awaited projects include:

Culinary and Nutrition Center, \$21M

In December 2017, the City held a groundbreaking ceremony at 75 Caldwell Drive, home of the Springfield Public School’s new Culinary and Nutrition Center. A state-of-the-art facility, the Culinary and Nutrition Center (CNC) will serve the expanding meal and nutrition needs of SPS students. The CNC will allow for further development of the City’s cutting edge meal and nutrition programs including breakfast in the classroom, weekend meals, summer meals, and expansion of the farm-to-table program. In addition, the CNC, expected to be fully functioning in two years, will create 40 new jobs, as well as provide training in culinary arts for our students. Leveraging outside funding from the USDA, donations from our partner Sodexo, and using the School Department’s food service account to offset any debt service expenses, this project will produce no net cost to the City.

New Brightwood and Lincoln Elementary Schools Project, \$85M

The City will continue its partnership with the Massachusetts School Building Authority (MSBA), by replacing two existing school buildings in the North End of the City, Brightwood Elementary School and Lincoln Elementary School, that are both over 120 years old. The project will consolidate the two schools into a single campus on Plainfield Street. The new facility will share certain spaces in an effort to maximize efficiency, while maintaining the individual identities of both schools. This project shows the MSBA’s strong commitment to education in Springfield with a goal to build the best schools that foster a state-of-the-art learning environment for the City’s students.

New Deberry and Homer Street Elementary Schools Feasibility Study, \$1.5M

The process for yet another elementary school consolidation is underway. With unwavering support from the MSBA, the City has begun the first steps of this multiyear project by way of a feasibility study. This intensive project will include land acquisition and share the same scope of the Brightwood and Lincoln project, building unique and shared spaces, in an effort to maximize efficiency, while maintaining the individual identities of both schools. These new construction projects, in addition to annual funding from the MSBA by way of the Accelerated Repairs Program, ensure the students of Springfield’s Public Schools have access to the best learning environments possible.



Riverfront Park, \$3.0M

As strategically timed effort to reinvigorate the City’s riverfront, the multi-funded Riverfront Park renovation has begun. The project, scheduled to be completed in time to host summer events after the opening of MGM, includes an inclusive playground and splash pad, increased viewing along the Connecticut River, site improvements to Festival Field for seasonal outdoor entertainment, along with enhanced pedestrian and vehicular access. By funding through the MGM Host Community Agreement, and PARC grant and the City’s contribution, the Park will continue to connect the South End, North End and downtown neighborhoods. In addition, the Spirit of Springfield launched a fundraising campaign to construct a 9/11 memorial within the park.

Sidewalk Maintenance and Repair, \$2.5M

In the absence of a fully staffed “Sidewalk Crew” within Department of Public Works (“DPW”), funding has been provided for the DPW to repair City sidewalks in poor condition. As part of a citywide initiative to improve our residents’ quality of life and spur economic development, this infrastructure overhaul will work to make progress on the list of sidewalk repair requests, stretching to as many as 300 locations, and will ultimately improve commuter traffic throughout the City. Currently, the City is working on an analysis of the costs and sustainability of funding a full-time Sidewalk Crew within the DPW.

Stearns Square, \$1.8M

It has been thirty-five years since the last significant renovation of the historic Stearns Square and Duryea Way. This park is important to become a centerpiece to establishing a Stearns Square dining district, and important to get completed with the timing of new projects and new visitors to the city. Duryea Way will become a key gateway for transit passengers connecting the station into this district, and will be revamped with new landscaping and decorative gateway arches leading in and out of the district. The City will be investing in full renovation of the area which includes new landscaping, trees, pavers, fountain restoration, and park furniture. In addition, with a 300k match from CDBG, targeted sidewalk widening and traffic calming measures will take shape around the park, to make the area more pedestrian friendly and better suited for outdoor dining.

Updated and Consolidated Computer Aided Dispatch System, \$1.5M

As technology advances by leaps and bounds, so do the needs of public safety, and specifically emergency communications. With the long-awaited vision of a combined public safety dispatch communications center still a while away, a step towards that vision is the consolidation of the City’s two current Computer Aided Dispatch (CAD) systems onto one platform. The ability to run both Police and Fire Department dispatch communications through a consolidated system will allow for a coordinated public safety response, decreasing call processing time, the delivery time of incident-related supplemental information, and ultimately reducing emergency response time.

This Capital Improvement Plan is the City’s investment roadmap for the next five years and should be strategically implemented to provide Springfield’s residents with an improved quality of life, along with a more efficient and effective government. This plan focuses on upgrading and modernizing the City’s aging infrastructure and facilities, expanding the City’s economic base,



and helping to improve the City's diverse and vibrant neighborhoods. The City will continue to look for ways to leverage funding to maximize its use of taxpayer dollars. I look forward to your feedback and to working with City Departments on these important projects.

Sincerely,

A handwritten signature in purple ink, appearing to read "Timothy J. Plante".

Timothy J. Plante
Chief Administrative and Financial Officer



Capital Plan Overview

The City of Springfield’s \$885.9M five-year Capital Improvement Plan (CIP) is updated annually for the acquisition, renovation or construction, of new or existing facilities and infrastructure. The Capital Plan is the City’s investment roadmap for the next five years and is strategically implemented to address the Mayor’s five essential priorities for sustaining a vibrant community; public safety, education, economic vitality, healthy neighborhoods, and fiscal and operational excellence. All of these efforts are directed toward achieving the City’s mission: To provide a high quality of life for residents, businesses, and visitors.

The CIP document outlines major spending needs for construction and equipment projects over the next five years, providing policymakers the opportunity to finance projects, coordinate City needs, and plan for future risks and demands. A capital project, according to the financial ordinances section 4.44.050 (A) of the City of Springfield, is “...a facility, object or asset costing more than \$25,000 with an estimated useful life of ten years or more.”

The City develops and presents a Capital Improvement Plan to City Council every year. Projects in the capital plan are based on a quantitative analysis of project need and merit. The capital budget represents the funding for the overall estimated cost of projects. High priority projects represent the City’s most immediate investment priorities and reflect the highest return on investment for the taxpayers of Springfield. The goal of the CIP is to create a logical, data-driven, comprehensive, integrated, and transparent capital investment strategy that addresses infrastructure, roads, sidewalks, parks, land, buildings, equipment, technology, fleet, and other capital asset needs.

The administration oversees all aspects of the CIP with multiple City departments playing an integral role in its development. The Office of Management and Budget oversees the financial aspects of each capital project and maintains a record of expenses for each project. The City’s Capital Asset Construction Department (DCAC) is responsible for management and oversight of construction, major renovation, and repair projects involving existing City assets. The Planning and Economic Development Department manages new development or redevelopment projects. The Facilities Department also plays an integral role in capital projects by providing routine maintenance, repair and renovations to the City’s facilities. Lastly, the Department of Public Works is responsible for the repair and maintenance of City roadways and sidewalks, a key piece to the City’s infrastructure.

Funding Strategies

Projects that are included in the CIP are not guaranteed for funding as the Plan is a reflection of the needs within the City. With limited affordability, the City continues to have a significant challenge in meeting capital demands. While financial shortcomings will always be a challenge within City government, the CIP enables the City to develop a strategy for the timing of projects and for the replacement of aging equipment. In past years, work on many buildings and road projects was deferred due to budgetary constraints. The City has made a concerted effort to address its capital needs by restructuring its debt for the purposes of increasing its capacity for future debt issuances. The City is finally reaping the benefits of these efforts and has a better ability to address high priority projects within the CIP.



Overall funding impact is the highest weighted priority in the CIP, which means, the opportunity to reduce the City's project cost by an outside funding sources will move a project higher up on the priority list. With this in mind, in order to get the maximum benefit per City dollar spent on capital improvement, the City departments work hard to secure outside funding resources in order to offset costs.

This strategy has proven very successful in recent years, and the City continues to leverage alternative funding sources to help reduce overall project costs. The following sources have been used to help the City fund portions of the CIP:

- Federal and State funding – There continues to be an effort to seek federal and state funds for projects such as school rehabilitations, road and dam repairs, emergency mitigation plans, and economic development.
 - Federal Emergency Management Agency (FEMA)
 - Massachusetts School Building Authority (MSBA)
 - Housing and US Department of Urban Development (HUD)
 - Massachusetts Emergency Management Agency (MEMA)
 - Federal Transportation and Highway departments (FHWA)
- Federal, State, and Private Grants –There continues to be an interest in seeking grants for projects such as park rehabilitation, first responder equipment, repair of dams, the rehabilitation of roads, and energy efficiency. Gaining access to grant funds will require the City to maximize the use of its grants management capabilities.
- Strategic use of Pay-As-You-Go (Pay-Go) capital funds – The Pay-Go capital account was established in the financial ordinances with a goal to fund smaller capital projects through the annual operating budget. By financial ordinance, the City is required to fund the Pay-Go account with 1.5% of the local source revenue, which is approximately \$3.4 million. These funds are used strategically to pay for emergency projects, small capital projects, and for projects that do not fit the debt issuance requirements.
- Review use of bond funds – On an annual basis, the City conducts a Debt Affordability Analysis to monitor factors that rating agencies and other stakeholders use to evaluate the amount of debt the City has and its ability to afford new debt. This will help City leaders make financially sound decisions in issuing new debt which is particularly important because the City is legally required to pay for debt service before all other City expenses.
- Use reserves or other one-time funds for certain one-time capital projects.
- Increase the frequency of asset inventory – By regularly taking an inventory of City assets, the City can determine the need to replace pieces of small equipment. It also ensures that departments are properly storing and maintaining important tools that are essential for their operations.



- Use of unexpended bond proceeds – On a continuing basis, the Office of Management and Budget compiles a list of projects funded by bond proceeds in an effort to determine if there were proceeds that were unexpended. When projects are completed, meaning that all tasks are finished and all expenses have been paid, any money left in the bond account is considered an unexpended bond proceed. Unexpended bond proceeds are the result of project scope changes, projects being completed under budget, or receiving reimbursements from outside agencies for expenses that were initially deemed “ineligible.” The City has used unexpended bond proceeds for various school building improvements, the Fire Department Vocal Alert System Upgrade, and to fund the first phase of repairs at the Central Library.

Debt Issuances

Most capital improvement projects can only be afforded by spreading their cost over many years. The City issues long-term debt repayable over a term of years related to the project’s useful life. For example, the purchase of vehicles or equipment is repaid over a term of five to ten years, whereas a construction project would be repaid over a term of twenty to thirty years.

Issuing debt to finance projects with a long life is also considered “fair,” as opposed to paying off a large project in one fiscal year, or by using a lump sum from a funding source outside of the City’s general operating budget. Today’s taxpayers should not pay the entire cost of projects that will benefit future residents; rather, the people who benefit from the project should pay for its costs. As benefits from the investment will accrue over time, the costs should be paid over time as well.

In February 2017, the City issued \$44.3 million of debt for multiple capital improvement projects. These projects include the completed School Dense Wireless Project, building of the John J. Shea Bright Nights Technical Training Facility (Skill & Technical Training Center), the renovation of the Clifford A. Phaneuf Environmental Center (ECOS) in Forest Park, the Union Station parking garage, and the purchase of vehicles for the Police Department and DPW. Additionally, the City will bond for ongoing projects such as the Springfield Public School Culinary and Nutrition Center, the renovation of 50 East Street, the building of the Raymond Jordan Senior Center in Blunt Park, the construction of a new South End Community Center (SECC), and multiple school projects.

In order to address high priority capital needs, Springfield issued long-term debt, along with a combination of MSBA, FEMA, Pay-Go, unexpended bond proceeds, and grant funding to finance over \$105.8 million of capital improvement projects. The City was left responsible for only 41% of the \$105.8 million project costs.

In FY18, the City plans to issue short-term debt to cover costs associated new projects that have started within the year. These projects include:



PROJECT SUMMARY	TOTAL PROJECT COST	CITY CONTRIBUTION	OUTSIDE FUNDING	OUTSIDE FUNDING SOURCES
BRIGHTWOOD/LINCOLN ELEMENTARY - FEASIBILITY STUDY & SCHEMATIC DESIGN	1,000,000	200,000	800,000	MSBA
CITY HALL STEPS	1,000,000	1,000,000	-	
CULINARY AND NUTRITION CENTER - PHASE I/II	21,048,732	-	21,048,732	USDA, GRANTS, SPS REVENUE
DEBERRY/HOMER ELEMENTARY - FEASIBILITY STUDY & SCHEMATIC DESIGN	1,500,000	300,000	1,200,000	MSBA
DOWNTOWN PD STATIONS - KIOSKS	500,000	500,000	-	
DOWNTOWN REFRESH (INCLUDES WAYFINDER)	1,500,000	1,500,000	-	
DPW EQUIPMENT - 2017 & 2018 FLEET (36 PIECES)	2,750,162	2,750,162	-	
EAST FOREST PARK LIBRARY	9,543,833	2,637,718	6,906,115	MBLC GRANT, LIBRARY FOUNDATION, FUNDRAISING
MILL RIVER IMPROVEMENTS - FLOOD CONTROL SYSTEM	2,337,500	2,337,500	-	
NEW MSBA SOI PROJECTS- BALLIET, BALLIET M	3,796,555	759,311	3,037,244	MSBA
NEW MSBA SOI PROJECTS-ZANETTI, KILEY, LYNCH, KENSINGTON	16,261,075	3,252,215	13,008,860	MSBA
POLICE VEHICLES 2018	1,000,000	1,000,000	-	
PYNCHON PLAZA	4,000,000	500,000	3,500,000	EOHED GRANT
RIVERFRONT PARK	3,000,000	1,600,000	1,400,000	EEA GRANT, MGM DONATION
SIDEWALKS	2,500,000	2,500,000	-	
STEARNS SQUARE	1,800,000	1,500,000	300,000	CDBG
TOTALS	\$ 73,537,857	\$ 22,336,906	\$ 51,200,951	

In FY19, once these projects are completed we will issue long-term debt to cover City costs. In the meantime, as project expenses continue, will we work with funding agencies such as MSBA, State grant agencies, and MGM for project cost reimbursements. In all, the City expects to be left responsible for \$22.3M to fund \$73.5M in capital improvement, which represents only 30% of overall project costs.

Pay-As-You-Go Capital (Pay-go)

According to the financial ordinances section 4.44.050 (K) of the City of Springfield, as part of its capital planning policies, shall, “maintain net tax-financed capital improvement expenditures (pay-as-



you-go) at a level of one and one-half percent of local source revenue.” In recent years, that has worked out to about \$3.5M set aside in the City’s operating budget for pay-go capital expenses.

Because this funding comes from the operating budget, pay-go capital projects are typically lower in value than projects funded by borrowing. This allows the City to conduct smaller, routine projects for which it would be less-than-optimal to issue debt. Also, for pay-go projects, the taxpayers’ cost is lower than bonding because no interest is involved.

The City often uses pay-go funding as a source for grant matches, small capital improvements, emergency maintenance needs, or to offset one-time capital costs that are requested by Departments which do not meet the overall cost or useful life for a debt issuance. This can include technology upgrades, office furniture, or vehicle replacements.

Outlined below is a list of recent project partially (or wholly) funded through pay-go. The City is proud of the financial flexibility this funding allows for us to get projects over the finish line.

PROJECT SUMMARY	TOTAL PROJECT COST	CITY CONTRIBUTION	OUTSIDE FUNDING	FUNDING SOURCES
BALLIET PARK RENOVATION	600,000	400,000	200,000	STATE GRANT, PAY-GO
BEAUREGARD & SCHIAVINA MEMORIAL PARK	750,000	350,000	400,000	STATE GRANT, PAY-GO
CENTRAL LIBRARY ASSESSMENT & FAÇADE STABILIZATION	155,105	155,105	-	PAY-GO
DPW MILL RIVER PROJECT - DESIGN WORK	173,700	173,700	-	PAY-GO
EAST FOREST PARK LIBRARY FEASIBILITY STUDY	79,000	29,000	50,000	STATE GRANT, PAY-GO
FIRE VOCAL ALERT SYSTEM	400,000	400,000	-	PAY-GO, UNEXPENDED BONDS
FOREST PARK TENNIS COURTS	440,780	440,780	-	PAY-GO
GUNNERY SGT. SULLIVAN PARK	650,000	250,000	400,000	STATE GRANT, PAY-GO
JAIME ULLOA	620,000	370,000	250,000	STATE GRANT, PAY-GO
LOWER VAN HORN RESERVOIR DAM	2,400,000	400,000	2,000,000	GRANT, STATE, PAY-GO
NICE LOG RECORDER - PHASE 1	58,991	58,991	-	PAY-GO
POLICE DEPARTMENT - VIDEO WALL FOR CRIME ANALYSIS	92,723	92,723	-	PAY-GO
POLICE DEPARTMENT RADIOS - NEW RECRUITS	71,056	71,056	-	PAY-GO
POLICE HQ PARKING LOT LIGHTS AND REPAVING	127,567	127,567	-	PAY-GO, PD PAY-GO
POLICE HQ PEARL STREET FEASIBILITY STUDY	259,108	259,108	-	PD CAPITAL, PAY-GO



High priority capital projects will continue to be financed using a combination of outside funding sources, and long and short term financing resources. Through strategic planning and leveraging opportunities, the City will continue to push forward and address its capital needs while maintaining financial sustainability and adhering to its fiscal policies.



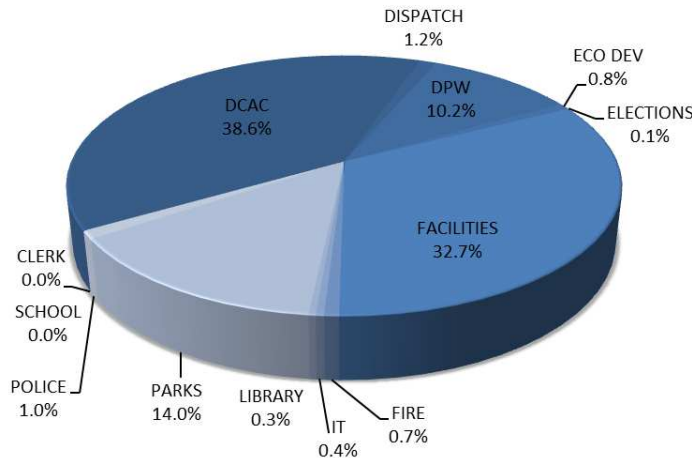
Breakdown of Fiscal Year 2019 Capital Requests

The capital plan is a fluid document that will be subject to change during the year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council as required by law. This year the final submissions totaled \$885,917,448. The chart below shows the breakdown of the 439 department submitted projects by priority.

Priority	Range	Number of Entries	FY19 Estimated Total Project Cost
A	100-65	22	335,305,000
B	64-45	188	335,233,518
C	44-26	177	164,848,930
D	25-0	52	50,030,000
TOTAL		439	885,417,448

As stated in the FY18 Debt Affordability Study, a majority of the City’s debt is dedicated to facilities projects because of varying degrees of need ranging from repairs, to major renovations, and new school construction. This is reflected in the CIP with the number of Facilities and DCAC entries for both City and School totaling 244 entries for an estimated \$630.7M in project costs.

Estimated Total Project Cost



When a project is added to the CIP, the total estimated project cost is entered, even if the MSBA or another outside source will be contributing to the project. It is also important to note that many department requested projects (mainly School Department) are listed under Facilities or DCAC as they will manage and oversee the project. For example, the Culinary and Nutrition Center for the School Department will be managed by DCAC and is listed as a DCAC project.



Proposed FY19 Capital Budget and Projects

PROJECT SUMMARY	ESTIMATED PROJECT COST	CITY CONTRIBUTION	OUTSIDE FUNDING	POTENTIAL OUTSIDE FUNDING SOURCES
COMPUTER AIDED DISPATCH AND RECORDS MANAGEMENT SYSTEM	1,500,000	1,500,000	-	
ELECTIONS VOTING MACHINES	385,000	385,000	-	
HYDROPOWER AT WATERSHOPS POND	6,050,000	1,000,000	5,050,000	NDRC GRANT
MILL RIVER IMPROVEMENTS - FLOOD CONTROL SYSTEM	2,337,500	2,337,500	-	
MSBA SOUTH END MIDDLE SCHOOL - WINDOWS & DOORS	2,500,000	875,000	1,625,000	MSBA
RUTH ELIZABETH PARK	550,000	150,000	400,000	CDBG
SOUTH BRANCH PARKWAY DRAINAGE IMPROVEMENTS	770,070	192,518	577,553	HMGP
TIFFANY STREET DRAINAGE AND STREAM CHANNEL IMPROVEMENTS	307,020	76,755	230,265	HMGP
TOTALS	14,399,590	6,516,773	7,882,818	-

The complete FY19 Capital Improvement Plan can be found in Appendix A of this document.

Computer Aided Dispatch and Records Management System

The Emergency Communications Department, in collaboration with the Fire and Police Departments, is requesting a new Computer Aided Dispatch (CAD) system to replace disparate legacy CAD systems currently in use at the City’s police and fire dispatch locations. Currently running two separate systems between Police and Fire dispatch neither are sufficient CAD solutions for the current size of the department. The current CADs do not allow for a coordinated public safety response, which ultimately increases call processing time, prevents timely delivery of incident related supplemental information, and adversely impacts response time.

Elections Voting Machines

The Springfield Elections Commission is requesting upgraded elections equipment. The current voting equipment is now two generations behind the systems currently used in most of the Commonwealth and the rest of the nation. The request is to replace sixty-four machines, along with a backup for each precinct, bringing the total to seventy-two. Initial quotes from election services vendors have shown that, in addition to upgrading its aging machines, the City could expect to save \$32,400 in maintenance costs over the first two years if it were to procure newer voting machines. The democratic process is the foundation of our government, and this investment will ensure that the breakdown of aging machines will not prevent voters from exercising their rights on Election Day.



Hydropower at Watershops Pond

Hydropower will be restored at the Watershops Pond Dam on land currently owned by the City. The restored hydropower will generate 707,000 kwh during an average year and will be capable of functioning independent of the grid. A portion of the electricity will fully power the newly built Brookings School, which will also have the capacity to serve as an emergency community shelter in the event of a disaster. The remainder of the energy can be made available to neighboring businesses. The expectation is that an uninterrupted power source can be an attractive amenity to businesses interested in locating in the area. The City will contribute \$1.0 million toward the \$6.05 million total project cost.

Mill River Improvements - Flood Control System

As part of the 2016 United States Army Corps of Engineers (USACOE) inspection of the city's Flood Protection System (FPS), the Mill River section and the Connecticut River South section both received a rating of "unacceptable." This rating requires the city to take action to address all inspection concerns of the USACOE to return the system to an "acceptable" level. To date, the City has spent \$400,000 to address issues expressed by the USACOE. The remaining portion of the project is divided into 3 sections along the Mill River: wall repair locations, the removal of the Baystate Thread Works Dam, and the repair and/or replacement of the toe drain systems along the South End floodwall. The USACOE has reported that repairs are required to maintain certification with the FPS.

MSBA South End Middle School - Windows & Doors

The MSBA has continued a strong partnership with the City, and has provided consistent funding by way of their Accelerated Repair Program. The program focuses on the preservation of existing assets by performing energy-efficient and cost-saving upgrades, which will result in direct operational savings for school districts and the City overall. In FY19, the City plans on beginning the replacement of doors and windows for the South End Middle School. The MSBA continues to reimburse 80% of eligible costs back to the City.

Ruth Elizabeth Park

During the June 2011 tornado, the Elias Brookings School was severely damaged and deemed uninhabitable. The City used the adjacent Ruth Elizabeth Park as a place to house the school's temporary facilities while the new school was being built. This was a popular Park for neighborhood kids and included amenities such as a playground, splash pad and soccer field. The City looks forward to restoring the Park with its previous amenities with the assistance to CDBG funds.

South Branch Parkway Drainage Improvements

With a FEMA-approved Hazard Mitigation Plan, FY18 was the first year that the City was able to apply for the Hazard Mitigation Program Grant. Of the seven projects submitted to the State for consideration, MEMA forwarded on two DPW project applications for HMPG funding. The City is still waiting to hear on acceptance into the program. If chosen, this project will mitigate existing hazards present due to inadequate and undersized storm water infrastructure and resulting slope instability along South Branch Parkway. Issues at this location have been exacerbated due to effects from the City's EF-3 tornado, which destroyed and damaged homes and the mature tree canopy cover over much of the contributing watershed to the storm water drainage system. These issues have led to manhole and pipe deterioration at the intersection of Briarwood Avenue and South Branch Parkway and resulted in sinkholes along the roadway shoulder. The proposed project would improve the resiliency of the City's municipal



infrastructure and protect against loss of use of a significant roadway and critical sewer and water infrastructure in the City.

Tiffany Street Drainage and Stream Channel Improvements

The second project under consideration for HMPG funding will mitigate existing hazards present due to erosion, slope instability, and deposition of embankment materials into Entry Dingle Brook and will protect Tiffany Street. This important roadway in the Forest Park neighborhood connects to one of our elementary schools. This project will also preserve the utilities which lie in the roadway embankment, and, most importantly, the downgradient homes along Craig Street which would be impacted should the erosion and slope failure continue in the area.



Conclusion

This plan is intended to provide a detailed view of the capital needs within the City of Springfield. The total amount of capital requests for FY19 through FY23 is \$885.4 million. The highest priority projects total \$335.8 million. Strategic financial planning is the most important factor in allowing the City to continue much needed capital improvement. The City continues to leverage funds from outside agencies to fund high priority projects identified in the CIP. Subsequently, the City of Springfield has maintained its 'AA-' credit rating from Standard and Poor's (S&P) and recently received a reaffirmed credit rating of A2, with a stable outlook by Moody's in January 2017.

Due to the City's high bond rating, the City was able to lock in low interest rates for twenty years during its latest debt issuance; allowing the City to maintain a responsible debt payment plan with low interest. The City also refinanced bonds issued in 2007 and financed the Union Station Project on March 7, 2017. By exchanging the original interest rate of 4.263% for a lower rate of 2.0063%, the City anticipates saving over \$3.8 million over the next six years. The City will continue to be strategic in investing and funding capital needs by choosing high priority projects, leveraging funds from outside agencies, and selling bonds when the market is highly favorable.

This plan focuses on upgrading and modernizing the City's aging infrastructure and facilities, expanding the City's economic base, and helping to improve the City's diverse and vibrant neighborhoods. This Capital Improvement Plan is the City's investment roadmap for the next five years and should be strategically implemented to provide Springfield's residents with an improved quality of life, along with a more efficient and effective government.



Appendices

Appendix A: Capital Improvement Plan

APPENDIX A: PROPOSED CAPITAL PROJECTS

Capital Improvement Plan Draft: Fiscal Years 2019 - 2023

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
A	FACILITIES	GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE	3,500,000
A	DCAC	HOMER ST SCHOOL - "NEW" BUILDING REPLACEMENT	42,500,000
A	DCAC	LINCOLN SCHOOL - "NEW" BUILDING REPLACEMENT	42,500,000
A	ECO DEV	COURT SQUARE REDEVELOPMENT -	5,000,000
A	DPW	ROAD RESURFACING (AND RELATED REPAIRS I.E. SIDEWALK/DRIVEWAY) - ONGOING	17,500,000
A	DCAC	WATERSHOPS POND - HYDROPOWER	6,050,000
A	DPW	FLOOD PREVENTION SYSTEM (FPS) CURTAIN DRAINS NORTHERLY SECTION	8,000,000
A	DCAC	BRIGHTWOOD SCHOOL REPLACEMENT	45,000,000
A	DCAC	DEBERRY SCHOOL REPLACEMENT	45,000,000
A	FACILITIES	GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS INTERIOR	3,500,000
A	DISPATCH/POLICE	CAD MIGRATION/RECORDS MANAGEMENT SYSTEM REPLACEMENT	1,500,000
A	DCAC	RECONSTRUCTION OF POLICE HEADQUARTERS	90,000,000
A	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS - ONGOING	1,500,000
A	DPW	ROOSEVELT AVE /GAUCHER ST RAMP CULVERT REPLACEMENT	250,000
A	DPW	SOUTH BRANCH PARKWAY / BRIARWOOD AVE STORM DRAIN IMPROVEMENT	770,000
A	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	2,500,000
A	ELECTIONS	NEW VOTING MACHINES	385,000
A	FACILITIES	KENNEDY - HAZS MAT ABATEMENT & CEILING TILES	4,600,000
A	FACILITIES	KENNEDY - SPRINKLER (CODE)	1,250,000
A	PARKS	CITYWIDE - POND DREDGING	11,000,000
A	PARKS	FOUNTAIN LAKE DAM - REPAIR	1,500,000
A	PARKS	PORTER LAKE DAM - REPAIR	1,500,000
B	DPW	FLOOD CONTROL SYSTEM MAINTENANCE	2,000,000
B	DPW	ARMORY ST LANDFILL UPGRADES	200,000
B	DPW	FLOOD PREVENTION SYSTEM (FPS) REPAIR FOR MILL RIVER CONDUIT AND CT RIVER SOUTH-(ACOE)	2,500,000
B	PARKS	SOUTH BRANCH PKWY CULVERT IMPROVEMENTS	500,000
B	POLICE	BALLISTIC VEST REPLACEMENT	300,000
B	POLICE	RADIO REPAIR - MICROWAVE LINKS KILEY, PD AND CADWELL TO TOWER SQUARE	120,000
B	POLICE	CRUISER REPLACEMENTS - ONGOING	3,225,000
B	POLICE	IT - VIDEO STORAGE FOR CRIME SCENE INVESTIGATIONS	25,000
B	PARKS	WESSON PARK	750,000
B	DCAC	SKYWALK	150,000
B	IT	BUSINESS CONTINUITY PLAN - PHASE 2- CITY HALL/TAPLEY ST UPGRADE	1,000,000
B	POLICE	UNIFORM - TASER	111,530
B	FACILITIES	WHITE SCHOOL - FIRE PROTECTION SYSTEM	450,000
B	FACILITIES	PUTNAM FOOTBALL FIELD REPLACEMENT	3,500,000
B	FACILITIES	DEBERRY - REBUILDING FLOOR	2,400,000
B	DCAC	CENTRAL LIBRARY - PHASE III	440,727
B	DPW	DPW VEHICLE REPLACEMENT - NON-PUBLIC SAFETY (ONGOING)	7,860,000
B	DISPATCH	CONSOLIDATED DISPATCH BUILDING, BUILDING USE STUDY	80,000
B	DISPATCH	CONSOLIDATED DISPATCH BUILDING W/EQUIPMENT	10,000,000
B	DCAC	CENTRAL LIBRARY - PHASE II	11,053,009
B	POLICE	MOTOROLA FEDERAL RECOVERY	100,000
B	POLICE	IT - COMPUTERS	48,000
B	POLICE	UNIFORM - GUN REPLACEMENTS	330,000
B	DPW	PRIVATE WAYS - RESURFACING	2,500,000
B	POLICE	IT - HARD DRIVE BACKUP APPLIANCE	35,000
B	FIRE	RADIO RECEIVING SITES	300,000
B	DISPATCH	SPLIT DISPATCH RADIO CONSOLE	100,000
B	POLICE	AED REPLACEMENTS	100,000
B	PARKS	FOREST PARK NEIGHBORHOOD EROSION & MAIN GREETING ROAD CULVERT	3,000,000
B	DPW	FLOOD PREVENTION SYSTEM (FPS) TRASH RACK	40,000
B	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - BUILDING ACCESSIBILITY	875,000
B	ECO DEV	DOWNTOWN WAYFINDER	600,000
B	POLICE	RADIO REPAIR - MOTOROLA - RADIOS	390,000
B	POLICE	RADIO REPAIR - MOTOROLA - REPLACEMENT PARTS	50,000

APPENDIX A: PROPOSED CAPITAL PROJECTS

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PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
B	FACILITIES	CITY HALL - PERIMETER SECURITY	750,000
B	POLICE	IT - ANALOG CAMERAS TO DIGITAL & STORAGE	60,858
B	POLICE	RADIO REPAIR - CORE CLIENT	150,000
B	POLICE	IT - FIXED LPR SAT 5 ACCESS POINTS	90,000
B	DCAC	COMMERCE - ROOF REPLACEMENT - 2018 MSBA SOI	4,500,000
B	DCAC	MILTON BRADLEY - ROOF REPLACEMENT - 2018 MSBA SOI	1,500,000
B	DCAC	SUMNER AVE ELEMENTARY - ROOF REPLACEMENT - 2018 MSBA SOI	3,000,000
B	FACILITIES	SCI-TECH - CHILLERS & TOWERS	2,500,000
B	FACILITIES	TALMADGE - WINDOWS & DOORS - 2018 MSBA SOI	2,500,000
B	FACILITIES	GERENA SCHOOL - HVAC REPLACEMENTS & UPGRADES - 2018 MSBA SOI	20,000,000
B	PARKS	FOREST PARK ROADWAYS	950,000
B	PARKS	UPGRADES TO ALL CITY PARKS FOR UNIVERSAL ACCESSIBILITY	750,000
B	FACILITIES	SYMPHONY HALL - EMERGENCY GENERATOR	220,000
B	FIRE	RIVER RESCUE BOAT PURCHASE	150,000
B	IT	FIBER NETWORK EXPANSION	1,000,000
B	DCAC	BOWLES - ROOF REPLACEMENT	1,500,000
B	DCAC	BALLIET ELEMENTARY - WINDOWS & DOORS - 2018 MSBA SOI	2,500,000
B	DCAC	CENTRAL HIGH - CHILLERS & HVAC UPGRADES	2,500,000
B	PARKS	DISTRICT AND GOLF COURSE MAINTENANCE BUILDINGS	3,500,000
B	PARKS	ZOO IMPROVEMENTS	2,000,000
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FIRE ALARM SYSTEM UPDATES	9,000,000
B	POLICE	IT - NETWORK SWITCHES NEED REPLACEMENT	60,000
B	POLICE	DB - FORENSICS VAN REPLACEMENT	150,000
B	PARKS	VAN HORN PARK	1,500,000
B	POLICE	PROPERTY AND EVIDENCE TRUCK	45,000
B	FACILITIES	BALLIET ELEMENTARY - INTERIOR UPGRADES	200,000
B	FACILITIES	CENTRAL HIGH - DRAINAGE PARKING LOT	675,000
B	FACILITIES	CENTRAL HIGH - GYM (BLEACHERS) INT	400,000
B	FACILITIES	CENTRAL HIGH - PAVING PARKING LOT	650,000
B	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN	3,000,000
B	FACILITIES	SYMPHONY HALL - SERVICE & LIGHTING UPGRADES	2,000,000
B	PARKS	CITYWIDE - LIGHTING AND SECURITY CAMERA	1,500,000
B	DPW	VARIOUS LOCATIONS - ADA RETROFITS	2,500,000
B	POLICE	IT - CARD ACCESS READER	35,000
B	POLICE	LATENT FINGERPRINT SYSTEM	28,000
B	DCAC	BRUNTON - ROOF REPLACEMENT	1,200,000
B	DCAC	INDIAN ORCHARD ELEMENTARY - ROOF REPLACEMENT - 2018 MSBA SOI	1,500,000
B	DCAC	WASHINGTON - WINDOWS & DOORS - 2018 MSBA SOI	2,500,000
B	FACILITIES	GLENWOOD SCHOOL - ROOF REPLACEMENT - 2018 MSBA SOI	760,000
B	FACILITIES	TALMADGE - BOILERS - 2018 MSBA SOI	1,000,000
B	FACILITIES	SCI-TECH - BOILERS - 2018 MSBA SOI	1,000,000
B	FACILITIES	INDIAN ORCHARD - BOILERS - 2018 MSBA SOI	1,000,000
B	FACILITIES	GERENA SCHOOL - WINDOWS & DOORS - 2018 MSBA SOI	7,500,000
B	FACILITIES	SOUTH END MIDDLE SCHOOL - WINDOWS & DOORS - 2017 MSBA SOI	2,500,000
B	DCAC	BOLAND - ROOF REPLACEMENT	3,000,000
B	DCAC	HARRIS ELEMENTARY - ROOF REPLACEMENT	1,500,000
B	DCAC	REBECCA JOHNSON - WINDOWS & DOORS	5,000,000
B	FACILITIES	DORMAN - ROOF REPLACEMENT (MAIN BUILDING)	1,500,000
B	FACILITIES	LINCOLN - ROOF REPLACEMENT	1,500,000
B	FACILITIES	VAN SICKLE - ROOF REPLACEMENT	4,500,000
B	PARKS	FOREST PARK - TROLLEY PAVILION	500,000
B	POLICE	VIDEO WALL	100,000
B	POLICE	IT - DASH CAM STORAGE	152,640
B	POLICE	IT - DASH CAMS	2,125,000
B	FACILITIES	CENTRAL HIGH - MOTORS, VFD, STEAM TRAPS	500,000
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR	900,000

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PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
B	FACILITIES	LIBERTY SCHOOL - REDESIGN ADA ENTRANCES	400,000
B	PARKS	FOREST PARK - COMFORT SHELTER/DROP-IN CENTER	1,000,000
B	PARKS	REPLACEMENT OF MAINTENANCE EQUIPMENT	2,000,000
B	PARKS	FOREST PARK - AQUATIC GARDENS AND FERN GROVE RESTORATION	1,200,000
B	FACILITIES	SUMNER AVE ELEMENTARY - BOILERS - 2018 MSBA SOI	2,000,000
B	PARKS	UPDATE STREET TREE INVENTORY AND TREE REPLACEMENT PROGRAM	750,000
B	PARKS	FOREST PARK - TRAIL RENOVATIONS	750,000
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)	50,000
B	FACILITIES	LINCOLN SCHOOL - SPRINKLER (CODE)	75,000
B	FACILITIES	WHITE SCHOOL - SPRINKLER (CODE)	35,000
B	FACILITIES	GERENA SCHOOL - EJECTION PUMPS	1,500,000
B	FACILITIES	GERENA SCHOOL - SEAL WALLS EXTERIOR	4,500,000
B	LIBRARY	ALL BRANCHES - COMPUTER UPGRADES	80,000
B	FIRE	MOBILE DATA TERMINAL REPLACEMENT	40,000
B	DPW	CREST STREET OUTFALL OVERHAUL	750,000
B	POLICE	IT ARCHIVING	75,000
B	POLICE	IT SANS UPGRADE	250,000
B	PARKS	TREE NURSERY	500,000
B	PARKS	HABITAT MANAGEMENT	1,000,000
B	PARKS	CHICOPEE RIVER WATERFRONT (INDIAN ORCHARD)	500,000
B	PARKS	VETERAN'S GOLF COURSE IMPROVEMENTS	3,500,000
B	PARKS	FRANCONIA GOLF COURSE IMPROVEMENTS	1,200,000
B	DPW	SIDEWALK REPLACEMENT PROGRAM	15,000,000
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING	600,000
B	FACILITIES	CITYWIDE - HAZARDOUS WASTE SITE CLEANUPS	12,000,000
B	DCAC	CAMPANILE AND PLAZA RESTORATION	26,000,000
B	LIBRARY	MASON SQUARE - OUTDOOR COMMUNITY PERFORMING SPACE	40,000
B	PARKS	CITYWIDE - SPLASH PAD REPLACEMENT (CITY UPGRADES)	2,500,000
B	PARKS	CAMP STAR ANGELINA REDEVELOPMENT	1,750,000
B	PARKS	STONE HOUSE	500,000
B	PARKS	UPGRADE PARK/ SCHOOL ATHLETIC FIELDS	3,000,000
B	FACILITIES	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT	125,000
B	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT	350,000
B	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT	120,000
B	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT	400,000
B	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT	400,000
B	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT	125,000
B	PARKS	FIVE MILE POND PARK - PHASE 1	1,500,000
B	PARKS	COURT SQUARE - SIDEWALK UPGRADES/REPAIRS	300,000
B	IT	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	1,000,000
B	IT	DESKTOP/LAPTOP REPLACEMENT (ONGOING)	40,000
B	PARKS	FOREST PARK MAGAWISKA RD STABILITY AND DRAINAGE	800,000
B	PARKS	WALKER GRANDSTAND RENOVATION (CPA)	2,000,000
B	PARKS	BRECKWOOD POND DAM - REPAIR	1,500,000
B	PARKS	FOREST PARK - LOOP TRAIL	500,000
B	DPW	REPLACEMENT OF VEHICLES/EQUIP. - ENTERPRISE FUND - ONGOING	4,183,627
B	FACILITIES	KENNEDY - POOL REPLACEMENT AND BUILDING REPAIRS	6,000,000
B	FACILITIES	MILTON BRADLEY SCHOOL - REPLACE POOL FILTER SYSTEM	150,000
B	DPW	NPDES PHASE II PERMIT COMPLIANCE - STORM DRAIN OUTLET TESTING	5,000,000
B	DCAC	POTTENGER - WINDOWS & DOORS	2,500,000
B	PARKS	GREENLEAF PARK	2,500,000
B	PARKS	BLUNT PARK - PHASE II BIKEWAY/WALKWAY & PARK IMPROVEMENTS	2,000,000
B	PARKS	ACQUIRE MARGINAL LOTS VIA TAX TITLE PROCESS	1,500,000
B	PARKS	CITYWIDE - REPLACEMENT PLAYGROUND EQUIPMENT	1,200,000
B	PARKS	CITYWIDE - BASKETBALL COURT IMPROVEMENTS	1,000,000
B	PARKS	TRIANGLE/TERRACE RESTORATIONS	750,000

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PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
B	PARKS	NORTH RIVERFRONT PARK BOAT HOUSE	2,000,000
B	PARKS	ALDEN STREET PARK	750,000
B	PARKS	CITYWIDE - TENNIS COURTS	1,500,000
B	PARKS	FOREST PARK - BOWLES FOUNTAIN RESTORATION	400,000
B	FACILITIES	CENTRAL HIGH - EXTERIOR DOORS	350,000
B	PARKS	CYR ARENA EQUIPMENT AND REPAIRS	2,000,000
B	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE	2,000,000
B	DPW	TRAFFIC SIGNAL INSTALLATIONS AT VARIOUS LOCATIONS	500,000
B	DPW	TRAFFIC SIGNAL BETTERMENTS AT VARIOUS LOCATIONS	500,000
B	FIRE	FIRE VEHICLE REPLACEMENT	220,000
B	PARKS	GREENLEAF PARK TRAFFIC SIGNAL / FRONT ENTRANCE	2,500,000
B	PARKS	MEADOW BROOK RAVINE RESTORATION	1,500,000
B	FACILITIES	CITY HALL - EMERGENCY GENERATOR	225,000
B	PARKS	MCKNIGHT GLEN IMPROVEMENTS	500,000
B	PARKS	FORESTRY	500,000
B	PARKS	SOUTH BRANCH PARKWAY (GUNNERY SERGEANT THOMAS J. SULLIVAN	500,000
B	PARKS	GODFREY TRIANGLE (CPA)	300,000
B	PARKS	VACANT LOT IMPROVEMENTS - SIX CORNERS (CPA)	250,000
B	DPW	SIGNAL UPGRADES WITH FLASHING YELLOW ARROWS AT VARIOUS LOCATIONS	1,250,000
B	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS	60,000
B	FACILITIES	DUGGAN - INTERIOR RENOVATION BATHROOMS	2,400,000
B	FACILITIES	VARIOUS LOCATIONS (MUNICIPAL) - UST REMOVAL	900,000
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) -UST REMOVAL	1,350,000
B	DPW	STORMWATER OUTFALL IMPROVEMENTS	4,000,000
B	FIRE	DIGITAL FIRE GROUND COMMUNICATIONS	205,127
B	PARKS	HUBBARD PARK	750,000
B	PARKS	MYRTLE STREET PARK	500,000
B	PARKS	MARSHALL ROY PARK	500,000
B	FACILITIES	FIRST MEETING HOUSE PARISH - ROOF REPLACEMENT	300,000
B	PARKS	CARRIAGE HOUSE - MAJOR REPAIRS	1,500,000
B	PARKS	PARK SIGNAGE PROGRAM AND REPLACEMENT PROJECT	600,000
B	LIBRARY	REPLACE 2004 FORD CUTVAN FOR LIBRARY MAINTENANCE STAFF FOR LIBRARY SYSTEM	50,000
B	LIBRARY	BRANCH LIBRARIES FACILITY ASSESSMENT STUDY	50,000
B	FACILITIES	DUGGAN - INTERIOR RENOVATION CREATE SCIENCE HIGH SCHOOL	5,000,000
B	PARKS	MCKNIGHT TRAIL	4,500,000
B	PARKS	FOREST PARK MUSEUM AND COMMUNITY SPACE (CPA)	1,200,000
B	PARKS	HENNESSEY PARK (CPA)	350,000
B	PARKS	FOREST PARK - DR. SEUSS TRAIL	1,200,000
B	PARKS	UPGRADES TO GREEN INFRASTRUCUTRES	800,000
B	POLICE	LOCKERS	50,000
B	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS	500,000
B	FIRE	SIXTEEN ACRES FIRE STATION REPLACEMENT	4,000,000
C	PARKS	LOON POND BEACH	1,500,000
C	FIRE	FIRE EQUIPMENT STORAGE FACILITY	1,200,000
C	FACILITIES	SCI-TECH - GYM REPAIRS - BLEACHERS, ROOF DRAINS, FLOOR	320,000
C	PARKS	FOREST PARK - AMPHITHEATER	750,000
C	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS	250,000
C	LIBRARY	CENTRAL LIBRARY; SIXTEEN ACRES; BRIGHTWOOD BRANCHES	75,000
C	FACILITIES	DPW OFFICE CENTER - MOTORS ANND VFDS	55,000
C	DPW	NEW INVERTERS FOR THE TRAFFIC TRUCKS	30,000
C	LIBRARY	ALL BRANCHES - RFID	800,000
C	FACILITIES	CITY HALL - ESPLANADE RESTORATION	500,000
C	FACILITIES	FIRE HEADQUARTERS - PARKING LOT REPAIRS	300,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- PARKING LOT	150,000
C	FACILITIES	SIXTEEN ACRES FIRE STATION - PARKING LOT	135,000
C	PARKS	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE	250,000

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PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
C	FACILITIES	CITY HALL ANNEX - WINDOWS	180,000
C	FACILITIES	CITY HALL ANNEX - FLOORING	75,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - ROOF	3,500,000
C	PARKS	FOREST PARK - DUCK POND OUTLETS IMPROVEMENTS	1,000,000
C	PARKS	WALSH - PLAYGROUND	130,000
C	FACILITIES	CITY HALL ANNEX - RENOVATE	5,000,000
C	PARKS	KENEFICK PARK	1,200,000
C	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY (FIVE MILE POND) PURCHASE	750,000
C	POLICE	IT - MICROSOFT LICENSES	30,000
C	FACILITIES	FIRE HEADQUARTERS - NEW ROOF	400,000
C	FACILITIES	WHITE SCHOOL - INSTALL DROP CEILING	200,000
C	FACILITIES	BRUNTON - DROP CEILING INSTALLATION PROGRAM	35,000
C	FACILITIES	DEBERRY - DROP CEILING INSTALLATION PROGRAM	800,000
C	POLICE	130 PEARL ST. UPPER PARKING LOT IMPROVEMENTS	80,000
C	FACILITIES	FIRE ALARM BUILDING - COMPLETE RENOVATION	1,500,000
C	FACILITIES	FIRE REPAIR BUILDING - COMPLETE RENOVATION	1,250,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SECURITY IMPROVEMENTS	5,000,000
C	PARKS	FOREST PARK - SWAN POND DAM PHASE 2	3,000,000
C	LIBRARY	LIBRARY ON WHEELS	200,000
C	PARKS	CAMP WILDER PARK AND QUARRY POND	300,000
C	FACILITIES	CITY HALL - WINDOW REPLACEMENT AND REPAIRS TO LEADED WINDOWS	6,250,000
C	PARKS	FOREST PARK - ZOO DRAINAGE REPAIR	500,000
C	LIBRARY	SIXTEEN ACRES; EAST SPFLD; INDIAN ORCH - REPLACE PHONE SYSTEM	50,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FLOOR VAT MASTIC ABATEMENT	5,000,000
C	PARKS	CITY CEMETARIES	400,000
C	FACILITIES	DPW E-BUILDING - NEW ROOF	150,000
C	FACILITIES	DPW OFFICE CENTER - NEW ROOF	3,500,000
C	FACILITIES	WARNER - REPLACEMENT OF FLOOR TILES	440,000
C	FACILITIES	WASHINGTON - CEILING REPLACEMENT	60,000
C	PARKS	NEAL PARK (SOLUTIA)	2,000,000
C	FACILITIES	BOLAND - HVAC SYSTEM	2,000,000
C	FACILITIES	CHESTNUT - HEATING SYSTEM	1,750,000
C	FACILITIES	ESCO PHASE 2B	7,500,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - NEW PARKING LOT	300,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - HVAC UPGRADES	120,000
C	FACILITIES	REBECCA JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS	160,000
C	FACILITIES	MASON SQ. BRANCH - PARKING LOT REPAIRS	250,000
C	FACILITIES	PINE POINT LIBRARY - PARKING LOT REPAIRS	175,000
C	PARKS	FRANCONIA PAVILLION	700,000
C	PARKS	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION	750,000
C	FACILITIES	CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)	250,000
C	FACILITIES	BEAL - BATHROOM RENOVATION	500,000
C	FACILITIES	DORMAN - BATHROOM RENOVATIONS	400,000
C	FACILITIES	ELLS - BATHROOM UPGRADE	210,000
C	FACILITIES	FREEDMAN - BATHROOM RENOVATION	360,000
C	FACILITIES	GLENWOOD - BATHROOM RENOVATIONS	800,000
C	FACILITIES	KENNEDY - BATHROOM REPLACEMENT	1,400,000
C	FACILITIES	KENSINGTON - BATHROOM REPLACEMENT	800,000
C	FACILITIES	LIBERTY - BATHROOM REPLACEMENT	500,000
C	FACILITIES	GLICKMAN - BATHROOM PARTITIONS	120,000
C	FACILITIES	CITY WIDE - ENERGY LANDSCAPE EFFICIENT DESIGN	1,500,000
C	FACILITIES	SYMPHONY HALL - EXTERIOR	2,000,000
C	DPW	VEHICLE AND EQUIPMENT STORAGE	10,000,000
C	FACILITIES	DUGGAN - RE-ENGINEER PARKING LOTS	6,000,000
C	PARKS	ADAMS PARK	500,000
C	PARKS	CALHOUN PARK	500,000

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PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
C	PARKS	GORDON BILL PARK (CPA)	550,000
C	LIBRARY	MASON SQUARE - REPAVE PARKING LOT	62,000
C	FACILITIES	CITY HALL - REMOVE STAINING	30,000
C	FACILITIES	CITY HALL - RESTORE SCONCES ON CITY HALL AND THE CAMPANILE	100,000
C	FACILITIES	WARNER - PARKING LOT REDESIGN	700,000
C	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - PLAYScape	300,000
C	FACILITIES	DEBERRY - CREATE FOUR STUDENT BATHROOMS	1,600,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - HEATING RENOVATIONS	150,000
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - WINDOW REPLACEMENT	65,000
C	LIBRARY	FOREST PARK LIBRARY - WINDOW REPLACEMENT	400,000
C	FACILITIES	FIRE REPAIR BUILDING - NEW GENERATOR	50,000
C	PARKS	EMILY BILL PARK/ BUILDING (CPA)	1,500,000
C	FACILITIES	CITY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	GLICKMAN - WINDOWS DESIGN AND REPLACEMENT	1,800,000
C	FACILITIES	SYMPHONY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PROPERTY CONDITION ASSESSMENTS	1,750,000
C	FACILITIES	GERENA SCHOOL - 'C' TUNNEL AND RAILROAD BRIDGE	5,500,000
C	POLICE	NICE LOG RECORDER - PHASE 2	25,000
C	FACILITIES	BALLIET ELEMENTARY - CREATE OUTDOOR PLAYScape AREA	250,000
C	FACILITIES	CITY HALL ANNEX - EXTERIOR MASONRY	250,000
C	FACILITIES	CITY HALL ANNEX - WINDOWS	1,500,000
C	FACILITIES	GLICKMAN - ADVANCED EMS	90,000
C	FACILITIES	REBECCA JOHNSON - WINDOW HARDWARE	320,000
C	FACILITIES	KILEY - ADVANCED EMS	200,000
C	FACILITIES	SCI-TECH - ADVANCED EMS	45,000
C	FACILITIES	CARRIAGE HOUSE - MAJOR REPAIRS (CPA)	1,500,000
C	FACILITIES	CITY HALL- COUNCIL CHAMBERS	55,000
C	FACILITIES	CITY HALL - WINDOWS	100,000
C	FACILITIES	CITY HALL- HVAC	35,000
C	FACILITIES	CITY HALL ANNEX - REAR SIDEWALK	22,000
C	FACILITIES	SYMPHONY HALL - INTERIOR WALLS	35,000
C	FACILITIES	SYMPHONY HALL - INTERIOR LIGHTING	30,000
C	ELECTIONS	POLL BOOKS	90,000
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	LIBRARY	FOREST PARK LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	FACILITIES	FIRE HEADQUARTERS - REPLACE GENERATOR	100,000
C	PARKS	BEAUREGARD & SCHIAVINA MEMORIAL PARK - PHASE 2	850,000
C	FACILITIES	DPW GARAGE - VEHICLE EXHAUST SYSTEM	500,000
C	PARKS	WALSH PARK	1,500,000
C	FACILITIES	WARNER - DRYWELLS BY FRONT AND BACK	225,000
C	PARKS	COTTAGE HILL PARK	1,200,000
C	PARKS	JAIME ULLOA PARK - PHASE 2	1,200,000
C	PARKS	GERRISH PARK	200,000
C	PARKS	LEONARDO DA VINCI PARK	500,000
C	PARKS	HARRIET TUBMAN PARK	500,000
C	PARKS	FOREST PARK MAINTENANCE BUILDING	450,000
C	PARKS	DEBERRY PARK	500,000
C	PARKS	DONNA BLAKE PARK	750,000
C	FACILITIES	DPW GARAGE - HVAC UPGRADES	500,000
C	FACILITIES	DPW OFFICE CENTER - HVAC UPGRADES	1,500,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- WINDOWS	75,000
C	FACILITIES	MASON SQ. FIRE STATION - WINDOWS	125,000
C	FACILITIES	SIXTEEN ACRES FIRE STATION - WINDOWS	40,000
C	PARKS	ADVANCED ENTRY SYSTEM	1,500,000
C	FACILITIES	KENSINGTON - ASBESTOS PLASTER ABATEMENT	750,000
C	FACILITIES	SOUTH END MIDDLE - ASBESTOS PLASTER ABATEMENT	4,250,000

APPENDIX A: PROPOSED CAPITAL PROJECTS

Capital Improvement Plan Draft: Fiscal Years 2019 - 2023

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
C	FACILITIES	WALSH - ASBESTOS PLASTER ABATEMENT	700,000
C	FACILITIES	CITY HALL - PLANTING BEDS	100,000
C	CLERK	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS	130,550
C	FACILITIES	FIRST MEETING HOUSE PARISH - RENOVATE	6,500,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - RENOVATE	3,000,000
C	LIBRARY	FOREST PARK LIBRARY - REPLACE LIGHTING AND CEILING RENOVATION	85,000
C	LIBRARY	FOREST PARK LIBRARY - CIRCULATION DESK	50,000
C	FACILITIES	BEAL - ELECTRICAL PANELS	300,000
C	FACILITIES	BOWLES - ADVANCED EMS	55,000
C	FACILITIES	DORMAN - ELECTRICAL UPGRADES	400,000
C	FACILITIES	FACILITIES ADMIN - PARKING LOT REPAVING	250,000
C	FACILITIES	FACILITIES ADMIN -PERIMETER SECURITY	45,000
C	FACILITIES	KILEY - ELECTRICAL FPE PANEL REPLACEMENT	750,000
C	DPW	VAC TRUCK BONDIS ISLAND	175,000
C	DPW	TRASH BARREL REPLACEMENTS (ONGOING)	2,000,000
C	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT	650,000
C	FACILITIES	MILTON BRADLEY - WINDOWS & DOORS	1,500,000
C	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION	250,000
C	POLICE	DIVE TEAM VAN	179,000
C	POLICE	KRONOS IMPLEMENTATION	40,000
C	POLICE	TRU BEAR CAT	317,000
C	POLICE	VOIP MIGRATION	25,000
C	FACILITIES	BRUNTON - POD AIR HANDLER UNITS & CONDENSORS	400,000
C	FACILITIES	CITY HALL, SYMPHONY HALL - BRONZE DOORS RESTORATION	500,000
C	FACILITIES	HARRIS ELEMENTARY - BATHROOM PARTITIONS	300,000
C	PARKS	CAMEROTA PROPERTY (FIVE MILE POND) PURCHASE	2,000,000
C	FACILITIES	COMMERCE - ADVANCED EMS	1,600,000
C	FACILITIES	CHESTNUT - INTERIOR COUNTRYARD REPAIRS	600,000
C	FACILITIES	FACILITIES ADMIN - ADVANCED EMS	65,000
C	FACILITIES	FACILITIES ADMIN - BOILERS & PUMPS	250,000
C	FACILITIES	FREEDMAN - EXTERIOR GROUNDS UPGRADES	700,000
C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS	60,000
C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE	120,000
C	FACILITIES	REBECCA JOHNSON - EXTERIOR DRAINAGE SYSTEM - PLAY AREA	120,000
C	FACILITIES	SCI-TECH - BATHROOM PARTITIONS	2,400,000
C	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION	135,000
C	FACILITIES	VAN SICKLE - REPLACE BATHROOM PARTITIONS	1,800,000
C	FACILITIES	WARNER - REPLACE BATHROOM PARTITIONS	400,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - GARAGE	300,000
C	DPW	PORTABLE WIRELESS VEHICLE LIFT SYSTEMS (2 SETS, 4 COLUMNS PER SET)	83,380
C	FACILITIES	DPW OFFICE CENTER - RENOVATION OF FIRST FLOOR	4,000,000
C	FACILITIES	FOREST PARK LIBRARY - HVAC	120,000
C	FACILITIES	LINCOLN - PARKING LOT & GROUNDS REPAIRS	600,000
C	IT	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE	475,000
C	FACILITIES	FIRE ALARM BUILDING - NEW ROOF	85,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- NEW ROOF	100,000
C	FACILITIES	N.MAIN ST. FIRE STATION - NEW ROOF	175,000
C	FACILITIES	GERENA SCHOOL - NEW ROOF AT "A" & "D" BUILDINGS	1,100,000
C	FACILITIES	FACILITIES ADMIN - BUILDING B RENOVATIONS	1,250,000
C	FACILITIES	LYNCH - BATHROOM RENOVATIONS	120,000
C	FACILITIES	MILTON BRADLEY - INTERIOR & BATHROOM UPGRADES	240,000
D	FACILITIES	FIRE HEADQUARTERS - WINDOWS	150,000
D	FACILITIES	GAR HALL - RENOVATE	4,000,000
D	FACILITIES	SCI-TECH - EXTERIOR POINTING	500,000
D	FACILITIES	SIXTEEN ACRES FIRE STATION - INTERIOR RENOVATIONS	750,000
D	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - UNION STREET	1,200,000

APPENDIX A: PROPOSED CAPITAL PROJECTS

Capital Improvement Plan Draft: Fiscal Years 2019 - 2023

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
D	FACILITIES	BRUNTON - PLAY GROUND EQUIPMENT / NEW PLAYSCAPE	85,000
D	FACILITIES	WHITE SCHOOL - BATHROOM REPLACEMENT	800,000
D	FACILITIES	DPW GARAGE - NEW OVERHEAD DOORS	65,000
D	FACILITIES	BALLIET ELEMENTARY - HVAC	250,000
D	FACILITIES	BEAL - CLASSROOM CABINETRY	160,000
D	FACILITIES	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD	320,000
D	FACILITIES	BEAL - REPAVE PARKING LOT	150,000
D	FACILITIES	BRIDGE - REPAVE PARKING LOT	320,000
D	FACILITIES	FIRST MEETING HOUSE SANCTUARY - EXTERIOR PAINTING	120,000
D	FACILITIES	GLICKMAN - EXTERIOR PARKING LOT REPAIRS	260,000
D	FACILITIES	HOMER - REPAVE DRIVEWAY	140,000
D	FACILITIES	POTTENGER - REPAVE PARKING LOT/SIDEWALK	500,000
D	FACILITIES	VARIOUS LOCATIONS (MUNICIPALS) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	200,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	250,000
D	FACILITIES	BOWLES - ADD ADDITIONAL PARKING	400,000
D	FACILITIES	BRUNTON - QUAD PARTITIONS	180,000
D	FACILITIES	HARRIS ELEMENTARY - ADD ADDITIONAL PARKING	4,000,000
D	FACILITIES	BEAL - REPLACE PORTABLE CR'S	5,000,000
D	FACILITIES	BALLIET ELEMENTARY - STEAM TRAPS	75,000
D	FACILITIES	BRIDGE - FLOOR TILE REPLACEMENT	120,000
D	FACILITIES	CITY HALL - STEAM TRAPS, FITTING INSTULATION	35,000
D	FACILITIES	COMMERCE - STEAM TRAPS	35,000
D	FACILITIES	ELLS - REPLACE TILE	85,000
D	FACILITIES	KENNEDY - FLOOR TILE REPLACEMENT VCT	800,000
D	FACILITIES	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)	180,000
D	FACILITIES	KILEY - FLOOR TILE REPLACEMENT	600,000
D	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM	320,000
D	FACILITIES	SCI-TECH - STEAM TRAPS	1,700,000
D	FACILITIES	VAN SICKLE - REPLACE FLOOR AND CARPET	720,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - UPDATE THEATRES	2,800,000
D	FACILITIES	WASHINGTON - FLOOR TILE REPLACEMENT	150,000
D	PARKS	ATWATER - FOUNTAIN	550,000
D	PARKS	GUNN SQUARE PARK (CPA)	300,000
D	PARKS	COLONY HILLS (CPA)	350,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) -TSI/SURFACING MATERIALS ABATEMENT	7,500,000
D	FACILITIES	BRIDGE - INTERIOR RENOVATIONS	80,000
D	FACILITIES	FOREST PARK LIBRARY - BUILD OUT SHELL SECTION	400,000
D	FACILITIES	CHESTNUT - REPLACE STAGE CURTAINS	60,000
D	FACILITIES	HARRIS ELEMENTARY - INTERIOR RENOVATIONS - OFFICE	250,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - CLOCK/INTERCOM	2,200,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PAINTING PROJECTS	1,000,000
D	FACILITIES	DPW OFFICE CENTER - RENOVATION OF SECOND FLOOR	8,000,000
D	FACILITIES	FIRE ALARM BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	FIRE REPAIR BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	TALMADGE - CONSTRUCTION OF RESTROOM AREAS - FACULTY	400,000
D	FACILITIES	DPW E-BUILDING - INTERIOR RENOVATIONS	500,000
D	FACILITIES	FACILITIES ADMIN - BUILDING A RENOVATIONS	900,000
TOTAL COST OF CAPITAL IMPROVEMENT NEEDS			885,417,448



Appendix B: Capital Improvement Process

Capital Improvement Process

Departments submit capital requests to the Office of Management and Budget electronically along with necessary supporting documentation (See Appendix A for a summary of requested projects). Requests are captured in a database maintained by the Office of Management and Budget and are reviewed by the Capital Improvement Committee. This process is required by City ordinance and is consistent with best practices regarding capital investment.

Database Requirements - All capital requests are submitted in electronic format and include the following information:

- Project Category
- Project Type
- Department Priority
- Estimated Project Cost
- Proposed Funding Sources
- Project Description
- Project Urgency
- Project Benefits
- Fiscal Impact
- Legal Obligations
- Public Service Impact
- Completed Prior Phases

Categories - Capital projects are categorized into one of eleven categories:

- Building (School, City) – This includes acquisition, replacement, renovation, and addition to, construction or long-term lease of a building or a major component thereof.
- Infrastructure (IT) – This category includes wireless and fiber networks, technology upgrades and other technology improvements of a lasting nature that are not building structures.
- Infrastructure (Roadways/Sidewalks, Other) – This category includes roadwork, sidewalks, traffic signals, drainage systems and other improvements of a lasting nature that are not building structures.
- Equipment (Vehicular) – This includes equipment capable of self-propulsion from one location to another.
- Equipment (IT) – This category includes all purchases that meet the definition of a capital item in the area of technology such as computers, digital copiers, printers, telephone systems and software programs.
- Equipment (Other) – This includes all other equipment that meets the definition of a capital project item but is not capable of self-propulsion.
- Land/Parks/Fields - This category includes the acquisition, replacement, renovation, addition to, construction or long-term lease of parks and playing fields. If the acquisition of land is associated with the acquisition of a building or an infrastructure project, the project would be categorized in those respective categories.
- Salary – This category includes salary for staff associated with a specific project and helps to determine what, if any, operating costs are included in the project plan.
- Other – This category includes all capital projects that do not fall in the categories listed above.

Types - Each project is further classified into one of three different types of projects:

- New – The purchase, acquisition or construction of new capital, as distinct from the purchase of new capital items to replace existing capital.



- Rehab – Large-scale renovations and repairs to capital assets, such as building system replacements, equipment overhauls and other items intended to extend the useful life of an existing capital asset.
- Demolition – This includes commercial and residential building demolition.

Capital Improvement Committee - The Capital Improvement Committee is responsible for identifying and prioritizing the City's needs and coordinating them with the operating budget. The Committee is comprised of the Chief Administrative and Financial Officer, the Budget Director, the Director of Public Works, the Director of Parks, Buildings and Recreation, the Director of the City's Capital Asset Construction Department and the Director of Economic Development and Planning for the City and a representative of the City Council. Any member who has an interest in any item before the committee must recuse him or herself from deliberations on that item. For the FY17 planning process the Committee members included:

- Chief Administrative and Financial Officer – Timothy J. Plante
- Budget Director – Lindsay Hackett
- Director of Department of Public Works – Christopher Cignoli
- Director of Parks, Building/Recreation – Patrick Sullivan
- Director of Capital Asset and Construction – Peter Garvey
- Chief Development Officer – Kevin Kennedy
- City Council Representative – Timothy Allen
- Deputy Director of Economic Development – Brian Connors
- Capital Improvement Analyst – Jennifer Whisher

The Capital Improvement Committee reviews each submission. After appropriate review and consideration, the committee establishes project priorities giving quantitative measures of need and justification as established by the rating department and reviewed by the committee.

Criteria - Each project is ranked on eight criteria:

- Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are there funding sources other than the general fund for this project?
- Impacts on service to the public - Will residents receive better service if the project is conducted? Will it address a public health, safety, accreditation or maintenance need?
- Promotion of Economic growth – How significant of an impact is the project to economic development?
- Legal obligations and mandates – Does the project improve compliance with federal law, state law, or local ordinance?
- Operation and maintenance impact - Is the asset currently broken and in need of immediate replacement?
- Relationship to other projects/coordination - If the project is a multi-year project, have prior phases been previously conducted?
- Resiliency improvement and resolution – What does the project do for vulnerable populations or in the wake of chronic stress or an acute shock?
- Public perception of need – What is the awareness level of need for the project and who requested it?



FY17 Capital Improvement Criteria
Criteria 1 - Project Funding / Fiscal Impact - 25%
Criteria 2 - Impact On Service To The Public - 15%
Criteria 3 - Promotes Economic Development - 15%
Criteria 4 - Legal Obligations And Mandates - 15%
Criteria 5 - Operation and Maintenance Impact - 10%
Criteria 6 - Relationship to Other Projects/Coordination - 10%
Criteria 7 - Resiliency Improvement and Resolution - 5%
Criteria 8 - Public Perception of Need - 5%

Each criterion above receives a different weight as seen in Appendix C. Each project is assigned to one of four priority levels based on the overall weighted score.

The capital plan is intended to be a fluid document that will be subject to change each year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council.



Appendix C: Rating Criteria

CRITERIA 1 – OVERALL FISCAL IMPACT

Weight: 5

Rationale: Limited resources exist for competing projects. This requires that each project’s full impact on the City’s budget be considered in rating and evaluating projects. Projects that are self-funded or have a large proportion of external funding will receive higher ratings than those that do not, as these projects have less impact on the funding portion of our capital budget.

Considerations: Ratings for this factor will consider these major points:

- A. Capital cost of the project relative to all other project requests.
- B. Impact of the project on City operating costs and personnel levels.
- C. Whether the project requires City appropriation or is funded from agency, grant funds, matching funds or generated revenue.
- D. Impact on the City’s tax revenue or fee revenue.
- E. Will external funding be lost should the project be delayed?

Illustrative Ratings:

Criteria 1 - Project Funding / Fiscal Impact - 25%
5 - Less than 10% City funding
4 - Less than 30% City funding
3 - Less than 50% City funding
2 - More than 50% City funding, decreases operating costs
1 - More than 50% City funding, operating costs remain the same
0 - More than 50% City funding, increases operating costs

CRITERIA 2 – IMPACT ON SERVICE TO THE PUBLIC

Weight: 3

Rationale: Consideration will be given to capital projects that address health, safety, accreditation or maintenance issues as well as those that improve the services provided by a department. Service is broadly defined, as are the City’s objectives in meeting the health, safety or accreditation needs of our residents and/or improved operations of an existing department.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project focuses on a service that is currently a “high priority” public need.
- B. Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
- C. Whether the service is already being provided by existing agencies.

Illustrative Ratings:

Criteria 2 - Impact On Service To The Public - 15%
5 - Project would address an immediate public health or safety need
4 - Project would improve service and addresses a public health or safety need
3 - Project would improve service to meet current desired goals
2 - Project would address deficiencies or problems with existing services; would establish new service
1 - Project would maintain existing standard of service
0 - Project not related to maintaining an existing standard of service



CRITERIA 3 – PROMOTES ECONOMIC DEVELOPMENT

Weight: 3

Rationale: Some projects offer a regional, citywide, or neighborhood benefit, enticing home buyers and business owners by making the City an attractive place to live or work. Criteria 3 assesses projects based on the impact to the City’s economic development efforts.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project enhances the City’s economic vitality by stimulating the local economy, increasing revenue, improving government effectiveness, or reducing operating costs.

Illustrative Rating:

Criteria 3 - Promotes Economic Development - 15%
5 - Significant regional benefit
4 - Citywide improvement
3 - Benefits large portion of City
2 - Benefits one neighborhood
1 - Assists in the elimination of slum and blight
0 - No impact

CRITERIA 4 - LEGAL OBLIGATIONS AND COMPLIANCE

Weight: 3

Rationale: Some projects are essentially mandatory due to court orders, federal mandates, or state laws that require their completion. These projects should receive higher consideration than those which are considered discretionary. Criteria B evaluates both the severity of the mandate and the degree of adherence to state and federal laws.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the City is under direct court order to complete this project.
- B. Whether the project is needed to meet requirements of federal or state legislation.

Illustrative Ratings:

Criteria 4 - Legal Obligations And Mandates - 15%
5 - City or Department is currently under court order to take action
4 - Project is necessary to meet existing state and federal requirements
3 - Legislation is under discussion that would require the project in future
2 - There is no legal or court order or other requirement to conduct the project
1 - Project requires change in state or law to proceed
0 - Project requires change in federal or law to proceed



CRITERIA 5 – URGENCY OF MAINTENANCE NEEDS

Weight: 2

Rationale: The City’s most immediate goal in both capital and operating finance is to maintain current service levels for our citizens, businesses and visitors. Capital projects that are essential to maintain services, protect investments, or restore service that have been interrupted due to failure of capital assets will receive the highest rating in this criterion.

Considerations: Ratings for this factor will consider these major points:

- A. Whether a service is currently interrupted.
- B. Whether the project as requested will result in full restoration of an interrupted service.
- C. Whether the project is the most cost-effective method of providing or maintaining a service.
- D. Where a service is not currently interrupted, the likelihood that it will be in the next five years if the project is not funded.
- E. Whether costs of the project will increase (beyond inflation) if the project is delayed.
- F. Whether the agency has prepared a comprehensive maintenance/rehabilitation/ replacement schedule and the project is due under that schedule.

Illustrative Ratings:

Criteria 5 - Operation and Maintenance Impact - 10%
5 - Service is currently interrupted and the project will restore service in the most cost-effective manner possible
4 - Service is likely to be disrupted in a five-year horizon if the project is not funded
3 - The project is necessary to maintain an orderly schedule for maintenance and replacement
2 - The cost of the project will increase in future (beyond inflation) if it is delayed at this time
1 - There is a minor risk that costs will rise or service will be interrupted if the project is not funded
0 - There is no financial or service risk in delaying or not funding the project

CRITERIA 6 – PRIOR PHASES

Weight: 2

Rationale: Some projects are developed in phases due to their complexity or size. In such cases, the need has already been established by a prior commitment of funding. Therefore, continuation of the project will be given higher consideration.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has received prior funds.
- B. Whether the project requires additional funding to be operational.

Illustrative Ratings:

Criteria 6 - Relationship to Other Projects/Coordination - 10%
5 - All but the final phase has been fully funded
4 - Multiple phases have been fully funded
3 - Multiple phases have been partially funded
2 - The first phase has been fully funded
1 - The first phase has been partially funded
0 - No prior phases have been funded or partially funded



CRITERIA 7 – RESILIENCY

Weight: 1

Rationale: Some projects are developed in an effort to mediate unseen risks or disasters the City could face. These projects take a proactive approach to alleviating chronic stresses to the City to assist with resilience efforts after a disaster.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project addresses stresses that weaken the fabric of a city on a daily or cyclical basis, examples include: High unemployment, Overtaxed or inefficient public transportation system, Endemic violence, Chronic food and water shortages
- B. Whether the project addresses response to a vulnerable population after a disaster. A vulnerable population is a group or community whose circumstances present barriers to obtaining or understanding information or accessing resources. Typically, lower-income persons are considered vulnerable populations since they are less able to recover from the effects of disasters.

Illustrative Ratings:

Criteria 7 - Resiliency Improvement and Resolution - 5%
5 - Resolves chronic stressors to the City
4 - Resolves response to vulnerable population after shock
3 - Improves chronic stressors to the City
2 - Improves response to vulnerable population after shock
1 - Enhances natural resources
0 - No impact

CRITERIA 8 – PERCEPTION

Weight: 1

Rationale: This criterion refers to project assessment of the extent of public support or interest group advocacy and/or opposition.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has been identified by a plan, Government official or public organization.
- B. The public’s perception of the project, positive or negative.

Illustrative Ratings:

Criteria 8 - Public Perception of Need - 5%
5 - Identified in comprehensive plan, project plan or other study
4 - Specific project request from the City Council
3 - Project request from neighborhood organization or other group
2 - Public perception of need known to City department
1 - Knowledge of public perception of need unknown
0 - Public opposition