



*Riverfront Park, under construction 2018*

# **City of Springfield, Massachusetts**

## **Fiscal Years 2020 - 2024 Capital Improvement Plan**



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**March 30, 2019**

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

As part of the City of Springfield’s continuing efforts to develop robust long-term strategic planning initiatives, I present to you the FY20-FY24 Capital Improvement Plan (CIP). The CIP includes a list of all capital improvement needs throughout the City, and the estimated costs associated with these projects. The estimated cost for all requested projects totals \$843.9 million. The highest priority projects, those that are most highly ranked on the eight evaluative criteria used to analyze projects, and which best support the Mayor’s strategic priorities, total \$263.8 million. These projects include investments in public safety, upgrades to our schools, and projects aimed at driving economic development.

The City of Springfield will pass a milestone in Fiscal Year 2019. This decade began with the City facing a host of natural and man-made disasters. A little more than a decade ago, Springfield regained control of its financial destiny, following the disbandment of the Finance Control Board in June 2009. In the following years, Springfield had to weather the worst economy since the Great Depression, and a tornado that tore through the City in June 2011. Despite these trials, through strong fiscal management policies and the strategic use of capital investment, Springfield is ending the decade with the strongest bond rating in its history, a stabilization reserve of almost \$50 million, and over \$825 million in new capital investments in public infrastructure throughout the City.

Due to the investments made over the past decade, thousands of Springfield students will start their weeks arriving at new or newly renovated schools. At school, they can have a nutritious lunch that was freshly prepared at the new Culinary and Nutrition Center. After school, they might go to one of the many recently renovated parks throughout the City, stop by the new South End Community Center, or do their homework on one of the new computers purchased this year for the City’s libraries.

Several capital improvement projects are also ongoing in the Springfield’s downtown, as the City takes advantage of increased private investment and economic development there. This summer, a visitor to Springfield will be able to arrive by bus or train at our newly reopened, historic Union Station. While in Springfield, they will be able to spend time outside enjoying Riverfront Park. At night, they might enjoy outdoor dining, sitting at the newly renovated Duryea Way and Stearns Square. They will be able to find their way to all these attractions by following our new wayfinding system.

Fiscal Year 2019 was also a milestone in that it saw the completion of the final FEMA funded capital projects associated with the 2011 tornado. Today, the Paul J. Fenton Public Safety Annex at 50 East Street, the Raymond A. Jordan Senior Center, the new South End Community Center, the rebuilt Elias Brookings School, and the new Environmental Center for our Schools (ECOS) building are all open.



Thoughtful financial planning and adherence to our fiscal policies has allowed the City to make these investments, and they will continue to be essential to the City's capital planning process. In March 2019, Standard & Poor's (S&P) reaffirmed the City's AA- credit rating; which has steadily improved from the City's A- rating six years ago. This recent credit rating review focuses on the City's strong institutional core and highlighted Springfield's "strong financial policies and practices, adequate budgetary performance, and strong budgetary flexibility."

Strategic investment and restructuring the City's outstanding debt when possible has enabled Springfield to afford more large-scale projects, and Springfield's strong bond rating continues to allow the City to borrow money at low interest rates. A few of next year's top rated projects include:

#### **MSBA Accelerated Repair Projects – Milton Bradley and Sci Tech - \$8.6M**

Springfield was once again invited to take part in the MSBA's Accelerated Repair Program in 2019. The City is currently in the process of finalizing an agreement with the MSBA to fund a roofing system replacement at Milton Bradley Elementary School, and boiler and HVAC improvements at the Springfield High School of Science and Technology. These projects will enhance the useful lives of these two schools, ensure that students have access to safe, modern facilities, and will help the City to reduce its energy usage. The Milton Bradley project will begin this summer and the project at Sci Tech will begin the following year.

#### **Body Worn Cameras - \$4M**

The procurement of body worn cameras for the Springfield Police Department is a top priority for this year's CIP. With the introduction of body worn cameras, Springfield will become the first city in the Commonwealth to employ this new technology across its police force. Body worn cameras will increase transparency and accountability, while also giving law enforcement officers a powerful new tool for collecting evidence. Footage from body worn cameras can also be used to enhance police training. This investment in technology will improve residents' safety, and highlight Springfield as a city on the cutting edge of Massachusetts law enforcement strategies. Our current placeholder of \$4M serves only as an estimate of costs; there are still many unknowns, such as camera models and storage needs, which have yet to be determined.

#### **East Forest Park Library -\$9.5M**

Construction is currently underway at the new East Forest Park Library on Surrey Road. This new, 17,000 square foot state of the art library will be four times the size of the current East Forest Park library. The new library will feature more computers, private study rooms, enhanced accessibility, and a larger media collection than the previous rented space. The library will serve as an anchor establishment for the neighborhood and is conveniently located near Mary Dryden Veterans Memorial Elementary School. The library is expected to be open by Thanksgiving of 2019.



### **Pynchon Plaza - \$4M**

Pynchon Plaza, located on Dwight Street in downtown, opened in 1977 as part of an effort to connect the cultural hub at the Springfield Museums with downtown. For years, the Park has been closed due to struggles with vandalism, lack of funding for maintenance, and inadequate ADA accessibility. The Commonwealth’s Executive Office of Housing and Economic Development has provided \$3.5 million for this project, which will be supplemented with \$500,000 in City funds. Once completed, this project will connect the Quadrangle, including the new Dr. Seuss Museum, with downtown, allowing foot traffic to flow between the City’s cultural attractions and numerous options for dining and entertainment.

### **Six Corners Improvements - \$1.4M**

The Six Corners infrastructure improvement project encompasses a complete overhaul of the intersection of Alden Street, Walnut Street, Hancock Street and Ashley Street. This six-pronged juncture, better known as “Six Corners”, is a high crash intersection due to its odd angles and irregular street alignment. This makes it a challenging intersection to navigate for even the most experienced drivers and careful pedestrians. The new design for the intersection replaces the signalized intersection with a roundabout, adds traffic calming features, streetscape improvements, pedestrian improvements, and signage.

A decade ago, Springfield regained control of its financial destiny. The City’s new financial policies were soon put to the test by the trials of the Great Recession and the impact of natural disasters. Through its commitment to sound fiscal policies, and strategic use of capital investments, the City has been able to overcome these challenges. Since the June 2011 tornado, Springfield has seen more than \$4 billion worth of economic development, development that has been supported by the investments made through the City’s capital planning process.

As the City looks to the future, and a new decade, it will continue to follow the planning principals that have enabled this success. The planning process will also continue to identify unmet needs around the City, and develop new strategies for improving all residents’ quality of life. This year’s plan addresses these needs, with new investments in public safety, economic development, and our schools. For the foreseeable future, the City will continue to face considerable capital needs, which it must address with limited resources. This plan works to address those needs, while living within the fiscal constraints the City faces.

Sincerely,

Timothy J. Plante  
Chief Administrative and Financial Officer





## Capital Plan Overview

The City of Springfield’s \$843.9M five-year Capital Improvement Plan (CIP) is updated annually. It acts as the City’s roadmap for the acquisition, renovation or construction, of new or existing facilities and infrastructure. The CIP is implemented purposefully to address the Mayor’s five strategic priorities; 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 acquisition projects over the next five years. It provides policymakers with a framework for financing future projects, coordinating the disparate needs of the City, and planning for future risks and demands. A capital project, according to Section 4.44.050 (A) of Springfield’s financial ordinances, 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 the City Council in March of each year. Projects are ranked in the CIP based on a quantitative analysis of eight evaluative criteria. The CIP also lists the funding required for the estimated cost of each project. High priority projects represent the City’s most immediate investment priorities. These projects will provide the highest return on investment for Springfield’s taxpayers. The goal of the CIP is to create a logical, data-driven, comprehensive, integrated, and transparent capital investment strategy that addresses the infrastructure, road, sidewalk, park, land, building, equipment, technology, fleet, and other capital needs of the City.

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 the CIP’s development and maintains a record of expenses for each project. The City’s Department of Capital Asset Construction (DCAC) is responsible for the 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, sidewalks, and flood control systems, key pieces of the City’s infrastructure.

### Funding Strategies

Projects that are included in the CIP are not guaranteed funding. The CIP is a reflection of the needs of the City, but not all of these needs can be met in a single five-year period. Due to financial constraints, the City continues to face a significant challenge in meeting capital demands. While financial realities will always be a challenge for City government, the CIP facilitates the matching of limited resources to the City’s most high priority capital needs.

In past years, work on many building and road projects was deferred, due to budgetary constraints. Over the past several years, the City has made a concerted effort to address these capital needs by restructuring its debt, and increasing its capacity for future debt issuances. The City is finally reaping the



benefits of these efforts and over the past few years, it has had an increased ability to address high priority CIP projects.

“Fiscal impact” is the most heavily weighted evaluative criteria used in the CIP. This means that the opportunity to reduce the City’s share of a project’s cost by leveraging outside funding sources will move a project higher up on the CIP list. This allows the administration to ensure that it getting the maximum benefit per City dollar spent on capital improvement projects, and it incentivizes City departments to work hard to secure outside funding sources.

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 projects on this and prior years’ CIPs.

- 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 projects, and economic development projects. Springfield has received considerable funding from:
  - 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 effort to seek grants for projects such as park rehabilitation, first responder equipment, the repair of dams, the rehabilitation of roads, and energy efficiency projects. 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 is established by Springfield’s financial ordinances. The purpose of the Pay-Go account is 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 was approximately \$3.5 million for FY19. These funds are used strategically to pay for emergency projects, small capital projects, and for projects that do not fulfill debt issuance requirements.
- Bond issuances – On an annual basis, the City conducts a Debt Affordability Analysis. This study monitors the 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 study helps City leaders make financially sound decisions about issuing new debt, which is particularly important because the City is legally required to pay for debt service before all other City expenses.
- Use of reserves or other one-time funds for certain one-time capital projects.



- Inventory analysis – By regularly taking an inventory of City assets, the City can determine the need to replace pieces of small equipment. This 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 are surplus proceeds after any project has been completed. 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 generally the result of changes in the scope of a project, cost savings, or higher than anticipated reimbursements from outside agencies for expenses that were initially deemed “ineligible.” In FY19, the City used unexpended bond proceeds to fund emergency repairs to Dickinson Street, near the Longmeadow border, following a washout there. Surplus bond proceeds were also used to fund improvements to the Cass Street and Carew Street intersection near Mercy Hospital, and the purchase of vehicles for the Fire Department.

### **Debt Issuances**

In most cases, the City can only afford capital projects by spreading their costs over many years. To accomplish this, the City issues long-term bonds, repayable over a term of years related to a 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 useful life is also more equitable to taxpayers than paying for the entire cost of a project upfront. Today’s taxpayers should not pay the entire cost of a project 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 March 2019, the City issued \$27.9 million in permanent debt. This issuance will provide funding for the City’s share of multiple completed and ongoing projects. These projects include the completed remodel and repair of City Hall’s steps, the remodeling of Stearns Square and Duryea Way, the construction of police kiosks in downtown, the purchase of vehicles and equipment for the Police Department and DPW, and the completed “Downtown Refresh,” which included the paving of downtown streets, repair of sidewalks, upgrades to downtown lighting, and the implementation of a downtown wayfinding system. Additionally, this issuance will fund ongoing upgrades to Riverfront Park, the construction of a new East Forest Park Library, continued work on the Springfield Culinary and Nutrition Center, repairs to the City’s flood control system, and Citywide sidewalk repairs. This issuance will also fund many Massachusetts School Building Authority (MSBA) school repair projects.





Recently Completed and Ongoing Debt Funded Projects				
PROJECT SUMMARY	OUTSIDE	CITY	TOTAL	FUNDING SOURCES
City Hall Steps	-	1,000,000	1,000,000	City Bond
Downtown PD stations - Kiosks	-	801,478	801,478	City Bond, FY18 Pay-Go
Downtown Refresh (includes wayfinder)	-	1,500,000	1,500,000	City Bond
DPW equipment - 2017 & 2018 fleet (36 pieces)	-	2,750,162	2,750,162	City Bond
East Forest Park Library Construction	6,906,115	2,637,718	9,543,833	State Grant, Donations, City Bond
Food Service Building	-	14,500,000	14,500,000	City Bond (SPS revenue for debt service)
Mill River Flood Control	-	3,500,000	3,500,000	City Bond
MSBA - Brightwood - Lincoln Elementary Schools - Construction	50,218,732	31,983,044	82,201,776	MSBA, City Bond
MSBA - DeBerry - Homer Elementary Schools - Feasibility Study	1,200,000	300,000	1,500,000	MSBA, City Bond
MSBA Accelerated Repair - Balliet Elementary and Balliet Middle	2,451,857	898,482	3,350,339	MSBA, City Bond, FY18 Pay-Go
MSBA Accelerated Repair - Kiley, Kensington, Lynch, and Zanetti	9,248,791	2,897,667	12,146,458	MSBA, City Bond
MSBA Accelerated Repair - South End Middle School	1,742,550	698,943	2,441,493	MSBA, City Bond, FY18 Pay-Go
Police Vehicles FY18	-	875,000	875,000	City Bond
Riverfront Park	1,410,000	1,713,750	3,123,750	City Bond, MGM Funding, State Grant, Donation, FY19 Pay-Go
Sidewalks	-	1,100,000	1,100,000	City Bond
Stearns Square	-	1,950,000	1,950,000	City Bond, CDBG, FY17 Pay-Go
<b>TOTAL</b>	<b>73,178,044</b>	<b>69,106,244</b>	<b>142,284,289</b>	

In March 2019, the City issued debt for all of these projects except for the Brightwood-Lincoln, Homer-DeBerry, and South End Middle School projects. These projects are still ongoing and work completed through the end of Fiscal Year 2019 will be funded using bond anticipation notes (BANs). In all, the City’s share for these projects will be just \$70.5M (49%), meaning the City has effectively doubled its investment in public buildings, infrastructure, and equipment through leveraging outside funding sources.

**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 on the following page is a list of recent projects either partially or wholly funded through the FY18-19 pay-go appropriations. The City is proud of the financial flexibility this funding source gives the City, and it has allowed the City to take advantage of many outside funding sources.

### **School Department Funding**

The Springfield Public Schools provide considerable funding for the ongoing maintenance of School Department facilities. Although generally smaller in scale than MSBA funded Accelerated Repair Projects, these projects represent the ongoing maintenance required to keep Springfield's schools safe, clean, and energy efficient. In FY19 these planned investments totaled over \$3.5 million. These projects included the installation of LED lighting in multiple schools, flooring repairs, door replacements, painting, and chiller and boiler replacements.

### **Leveraging All Funding Sources Available**

High priority capital projects will continue to be financed using a combination of outside funding sources, debt, and pay-as-you-go capital. Through strategic planning and its ability to leverage outside funding opportunities, the City will continue to push forward and address its capital needs while maintaining financial sustainability and adhering to its fiscal policies.



<b>Recent Pay-Go Projects</b>				
PROJECT SUMMARY	OUTSIDE FUNDING	CITY CONTRIBUTION	TOTAL PROJECT COST	FUNDING SOURCES
Adams Park Dream Court	45,000	45,000	90,000	FY19 Pay-Go, Nancy Lieberman Charities
Campanile Repairs - Design	250,000	199,441	449,441	FY18-19 Pay-Go, CPA
Central Library - Phase I	175,000	4,207,898	4,382,898	Unexpended Bonds, Grants, FY19-FY20 Pay-Go
Court Square Repairs	-	125,000	-	FY19 Pay-Go
Dickinson St. Washout	-	659,780	659,780	Unexpended Bonds, FY19-FY20 Pay-Go
Fire Vehicle Replacement	-	285,666	285,666	FY18-19 Pay-Go, Unexpended Bond Proceeds
Fire Vocal Alert System	-	317,593	317,593	Unexpended Bond Proceeds, FY18 Pay-Go
Greenleaf Community Center Basketball Court	15,000	26,529	41,529	Florence Bank Donation, FY19 Pay-Go
Jaime Ulloa Park	355,910	263,846	619,756	EEA LWCF Grant, CDBG, FY17-18 Pay-Go
Library Computer Upgrades	-	186,144	186,144	FY19 Pay-Go
Lower Van Horn Reservoir Dam	2,313,383	400,000	2,713,383	Mass Mutual Donation, EEA Grant, FY16 Pay-Go
MSBA ARP - Balliet Elementary	1,557,457	519,152	2,076,609	MSBA, City Bond, FY18 Pay-Go
MSBA ARP - Milton Bradley Roof - <i>Design Only</i>	156,000	39,000	195,000	MSBA, City Bond, FY19 Pay-Go
MSBA ARP - Sci Tech Boilers - <i>Design Only</i>	44,000	11,000	55,000	MSBA, City Bond, FY19 Pay-Go
Pynchon Plaza Renovations	3,000,000	500,000	3,500,000	State Grant, FY19-20 Pay-Go
Riverfront Park	1,410,000	1,713,750	3,123,750	MGM, State Grant, City Bond, FY19 Pay-Go
Ruth Elizabeth Park Fields	400,000	140,277	540,277	CDBG, FY16-18 Pay-Go
Stearns Square And Duryea Way Remod	300,000	1,650,000	1,950,000	City Bond, CDBG, FY17 Pay-Go
Van Horn Park	450,000	150,000	600,000	LFCW Grant, CDBG, FY19 Pay-Go
<b>TOTAL</b>	<b>10,471,750</b>	<b>11,440,077</b>	<b>21,786,826</b>	



### Projects Completed in Fiscal Year 2019

Fiscal Year 2019 - Substantially Completed Projects				
PROJECT SUMMARY	OUTSIDE FUNDING	CITY CONTRIBUTION	TOTAL PROJECT COST	FUNDING SOURCES
Adams Park Dream Court	45,000	45,000	90,000	FY19 Pay-Go, Nancy Lieberman Charities
City Hall Steps	-	995,638	995,638	City Bond
Downtown Police Kiosks	-	771,572	771,572	City Bond, FY18-19 Pay-Go
Downtown Refresh	-	1,500,000	1,500,000	City Bond
Fire Vehicle Replacement	-	285,666	285,666	FY18-19 Pay-Go, Unexpended Bond Proceeds
Fire Vocal Alert System	-	317,593	317,593	Unexpended Bond Proceeds, FY18 Pay-Go
Jaime Ulloa Park	355,910	263,846	619,756	EEA LWCF Grant, CDBG, FY17-18 Pay-Go
Library Computer Upgrades	-	186,144	186,144	FY19 Pay-Go
Lower Van Horn Reservoir Dam	2,313,383	400,000	2,666,807	Mass Mutual Donation, EEA Grant, FY16 Pay-Go
MSBA ARP - Balliet Elementary	1,557,457	519,152	2,076,609	MSBA, City Bond, FY18 Pay-Go
MSBA ARP - Kensington Windows and Doors	1,042,908	347,636	1,390,543	MSBA, City Bond
MSBA ARP - Mary Lynch Windows and Doors	1,049,620	349,873	1,399,494	MSBA, City Bond
Paul J. Fenton Public Safety Annex - 50 East Street	2,890,464	9,299,248	12,189,712	FEMA, City Bond, FY15-18 Pay-Go
Police Equipment (radios, cameras, and computers)	-	250,000	250,000	FY18 Pay-Go
Police Vehicle Replacement	-	875,000	875,000	City Bond
Raymond A Jordan Senior Center	7,607,496	4,380,996	11,988,492	FEMA, City Bond
Ruth Elizabeth Park Fields	400,000	140,277	540,277	CDBG, FY16-18 Pay-Go
South End Community Center	6,000,000	4,140,625	10,140,625	FEMA, City Bond
Stearns Square And Duryea Way Remod	300,000	1,650,000	1,950,000	City Bond, CDBG, FY17 Pay-Go
<b>TOTAL</b>	<b>23,562,237</b>	<b>26,718,268</b>	<b>38,143,304</b>	



Fiscal Year 2019 marked the completion of the final projects tied to FEMA funding for the 2011 tornado. The Paul J. Fenton Public Safety Annex at 50 East Street, the Raymond A. Jordan Senior Center, the new South End Community Center have opened and are in use today. Fiscal Year 2019 also saw the completion of numerous projects in Springfield’s downtown area, including the installation of new police kiosks, the repaving of downtown streets, the installation of a wayfinding system for the City’s tourist attractions, and the remodeling of the exterior of City Hall. The year also saw the completion of multiple park improvement projects, investments in technology for the City’s libraries, and the purchase of new vehicles and equipment to support public safety.

### **Breakdown of Fiscal Year 2020 Capital Requests**

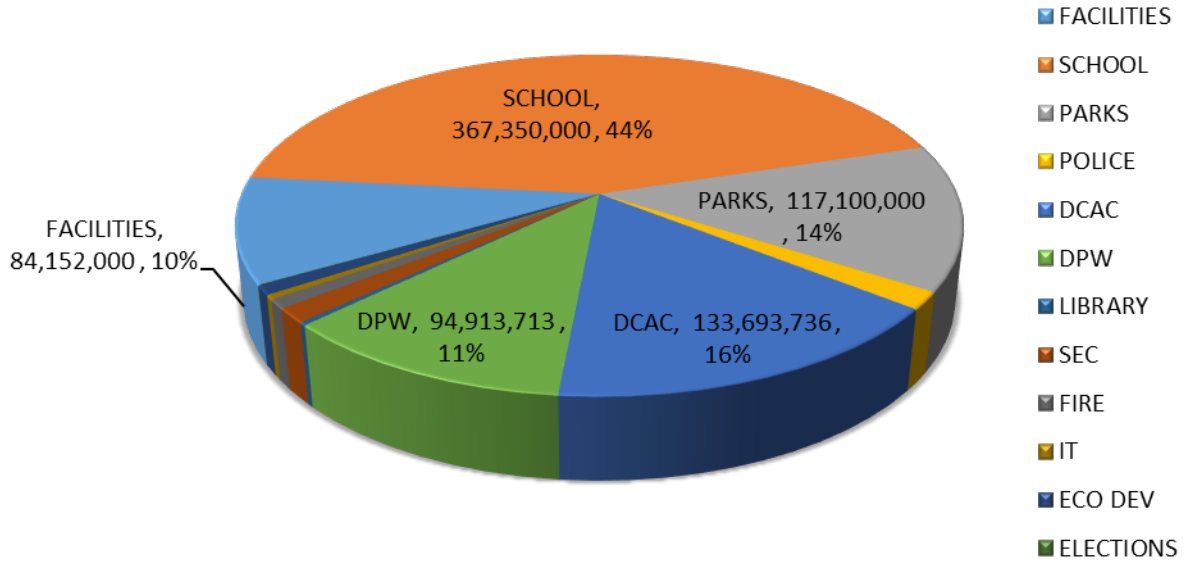
The capital plan is a fluid document that will be subject to change during the year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council as required by law. This year the final submissions totaled \$843,932,747. The chart below shows the breakdown of the 446 projects submitted by departments by priority.

<b>Priority</b>	<b>Range</b>	<b>Number of Entries</b>	<b>FY20 Estimated Total Project Cost</b>
A	100-65	21	263,840,706
B	64-49	152	308,930,861
C	48-26	221	221,451,180
D	25-0	52	49,710,000
<b>TOTAL</b>		<b>446</b>	<b>843,932,747</b>

As pointed out in the FY19 Debt Affordability Study, a majority of the City’s debt is dedicated to facilities projects. That is because the projects tend to be the most expensive. This is reflected in the CIP with the number of Schools, Facilities, and DCAC entries totaling 240 projects, accounting for \$585.2M in project costs. 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.



### Estimated Total Project Cost







## Proposed FY20 Capital Budget and Projects

PROJECT SUMMARY	OUTSIDE FUNDING	CITY CONTRIBUTION	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES
Emily Bill Park	650,000	-	650,000	PARC Grant, CDBG
Alternative Power At Watershops Dam	5,050,000	1,000,000	6,050,000	NDRC, City Bond
McKnight Rail Trail - Design	200,000	-	200,000	CPA
MSBA - Brightwood-Lincoln Elementary School Construction	50,218,732	31,983,044	82,201,776	City Bond
MSBA - Deberry-Homer Feasibility Study	1,200,000	300,000	1,500,000	MSBA, City Bond
MSBA ARP - Balliet Middle School	1,029,139	678,116	1,707,255	MSBA, City Bond
MSBA ARP - Milton Bradley Roof - Design Only	2,685,190	671,298	3,356,488	MSBA, City Bond, FY19 Pay-Go
MSBA ARP - Sci Tech Boilers	4,173,666	1,043,417	5,217,083	MSBA, City Bond, FY19 Pay-Go
MSBA ARP - South End Middle School Windows and Doors	1,742,550	648,943	2,391,493	MSBA, City Bond
Pynchon Plaza Renovations	3,000,000	500,000	3,500,000	State Grant, FY19-20 Pay-Go
Ruth Elizabeth Park - Trail	650,000	-	650,000	CDBG, LWCF Grant
Six Corners Improvements	-	1,400,000	1,400,000	City Bond
SPD - Body Worn Cameras	-	4,000,000	4,000,000	City Bond
Upper Van Horn Dam - Phase II Study	112,000	-	112,000	EEA Grant, CDBG
<b>TOTAL</b>	<b>70,711,278</b>	<b>42,224,817</b>	<b>112,936,095</b>	

The complete FY20 Capital Improvement Plan can be found in Appendix A of this document.

### **Brightwood and Lincoln Elementary Schools Project**

The City is continuing 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. Both schools are long due for replacement, having opened in 1898 and 1910 respectively. The project will consolidate the two schools into a single campus on Plainfield Street. The new facility will share some spaces in an effort to maximize efficiency, while the design will



continue to maintain individual identities of both schools. This project demonstrates the MSBA’s strong commitment to education in Springfield and the City’s goal to build high quality schools that foster a state-of-the-art learning environment for students. Construction on this project is slated to begin in the summer of 2019, and it is expected that both schools will be open by August, 2021.

### **Deberry and Homer Street Elementary Schools Feasibility Study**

Planning for another state of the art elementary school consolidation project is underway. With unwavering support from the MSBA, the City has begun the first steps of this multiyear project by commissioning a feasibility study. This project will be similar in scope to the ongoing Brightwood and Lincoln project. Both new school buildings will utilize shared spaces, in an effort to maximize efficiency, while the design also maintains the individual identities of the schools. These new construction projects ensure that the students of Springfield’s Public Schools will have access to the best learning environments possible. The City is currently in the process of selecting a location for the two new schools in the City’s Mason Square neighborhood. Construction is slated to begin in the summer of 2020.

### **Emily Bill Park**

The Commonwealth’s Executive Office of Energy and Environmental Affairs has awarded the City with a \$400,000 Parkland Acquisitions and Renovations for Communities (PARC) grant for the renovation of Emily Bill Park. The City plans to match this grant with \$250,000 in Community Development Block Grant (CDBG) funds, for a total project cost of \$650,000. The renovation will include accessibility enhancements to park amenities such as an accessible playground, swings and picnic tables, as well as, landscaping, and field renovations. This project will revitalize Emily Bill Park as a neighborhood and community recreational resource.

### **Ruth Elizabeth Park Trail**

The Commonwealth’s Executive Office of Energy and Environmental Affairs has also awarded the City with a \$200,000 Land and Water Conservation Fund grant for continued improvements at Ruth Elizabeth Park. The City had previously used CDBG and City Pay-Go funds to help restore the park to its condition prior to the June 2011 tornado. This new project will further enhance the park entry by adding accessibility upgrades and a walking path, while creating an urban history and open space trail that will connect Harriet Tubman, Donna Blake, Barrows, Gerrish, Johnny Appleseed, and Forest Parks. \$250,000 of CDBG funding will also be used for this project, for a total project cost of \$450,000.

### **McKnight Rail Trail and Open Space Project**

The Springfield Community Preservation Committee has awarded the Department of Public Works \$200,000 to procure design services for a new rail trail that would run along the path of the now abandoned Highland Division Railroad, which ran from Enfield, Connecticut, to downtown Springfield. The trail would create a new recreational space for residents to enjoy bike rides and walks in their neighborhood.



## **Conclusion**

This plan is intended to provide a detailed view of the capital needs within the City of Springfield. The total estimated cost of capital requests for FY20 through FY24 is \$843.9 million. The highest priority projects total \$263.8 million. Strategic financial planning is the most important factor in allowing the City to continue to fund much needed capital investments. The City continues to leverage funds from outside agencies to fund high priority projects identified in the CIP. The City of Springfield has maintained its ‘AA-’ credit rating from Standard and Poor’s (S&P), which was reaffirmed in March of 2019.

Due to the City’s high bond rating, the City was able to issue \$27.9 million of debt for a number of high priority capital projects in Fiscal Year 2019, while taking advantage of low interest rates. By leveraging funding from a variety of outside sources, the City is only responsible for slightly less than half of the costs associated with these projects.

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 will be strategically implemented to provide Springfield’s residents with an improved quality of life, and a more efficient and effective government.



## **Appendices**

### **Appendix A: Capital Improvement Plan**

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
A	ECO DEV	COURT SQUARE REDEVELOPMENT - ADVANCE URBAN RENEWAL ACTIVITIES	6,000,000
A	FACILITIES	GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE	7,000,000
A	DPW	ROAD RESURFACING (AND RELATED REPAIRS I.E. SIDEWALK/DRIVEWAY) - ONGOING	17,500,000
A	DCAC	WATERSHOPS POND - HYDROPOWER	6,050,000
A	DCAC	HOMER-DEBERRY SCHOOL REPLACEMENT	95,000,000
A	DPW	FLOOD PREVENTION SYSTEM (FPS) CURTAIN DRAINS NORTHERLY SECTION	8,000,000
A	DPW	SIX CORNERS IMPROVEMENTS	1,400,000
A	FACILITIES	GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS INTERIOR	3,500,000
A	FIRE	RADIO RECEIVING SITES/DIGITAL FIRE GROUND COMMUNICATIONS UPGRADE	500,000
A	SEC/POLICE	CAD MIGRATION/RECORDS MANAGEMENT SYSTEM REPLACEMENT	3,000,000
A	DCAC	RECONSTRUCTION OF POLICE HEADQUARTERS	90,000,000
A	DPW	ROOSEVELT AVE /GAUCHER ST RAMP CULVERT REPLACEMENT	385,706
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
A	FACILITIES	SYMPHONY HALL - SERVICE & LIGHTING UPGRADES	2,000,000
B	DPW	FLOOD CONTROL SYSTEM MAINTENANCE	2,000,000
B	DPW	ARMORY ST LANDFILL UPGRADES	200,000
B	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	1,500,000
B	PARKS	SOUTH BRANCH PKWY CULVERT IMPROVEMENTS	500,000
B	PARKS	VAN HORN PARK PHASE 2	1,500,000
B	POLICE	RADIO REPAIR - MICROWAVE LINKS KILEY, PD AND CADWELL TO TOWER SQUARE	120,000
B	POLICE	BALLISTIC VEST REPLACEMENT	240,000
B	POLICE	CRUISER REPLACEMENTS - ONGOING	2,580,000
B	DCAC	HARRIS ELEMENTARY - HVAC AND ENERGY MANAGEMENT SYSTEM UPGRADE - 2019 SOI	1,000,000
B	FACILITIES	PARENT AND COMMUNITY ENGAGEMENT (PACE) CENTER RENOVATIONS	6,000,000
B	DCAC	SKYWALK	150,000
B	POLICE	IT - VIDEO ANALYTICS FOR CRIME SCENE INVESTIGATIONS	25,000
B	PARKS	WESSON PARK	750,000
B	IT	BUSINESS CONTINUITY PLAN - PHASE 2- CITY HALL/TAPLEY ST UPGRADE	1,000,000
B	IT	FIBER NETWORK EXPANSION	1,000,000
B	FACILITIES	PUTNAM FOOTBALL FIELD REPLACEMENT	3,500,000
B	DCAC	CENTRAL LIBRARY - PHASE III	440,727

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
B	DCAC	CENTRAL LIBRARY - PHASE II	11,053,009
B	DPW	DPW VEHICLE REPLACEMENT - NON-PUBLIC SAFETY (ONGOING)	8,000,000
B	SEC	CONSOLIDATED DISPATCH BUILDING, BUILDING USE STUDY	80,000
B	SEC	CONSOLIDATED DISPATCH BUILDING W/EQUIPMENT	10,000,000
B	POLICE	UNIFORM - TASER	85,000
B	DPW	PRIVATE WAYS - RESURFACING	2,500,000
B	SEC	SPLIT DISPATCH RADIO CONSOLE	100,000
B	POLICE	BWC	4,000,000
B	POLICE	VIDEO SHARING SOFTWARE	-
B	POLICE	IT - COMPUTERS	68,000
B	POLICE	UNIFORM - GUN REPLACEMENTS	264,000
B	POLICE	IT - HARD DRIVE BACKUP APPLIANCE	35,000
B	LIBRARY	FOREST PARK LIBRARY - MAIN LEVEL 2 NEW HANDICAP BATHROOMS	80,000
B	DCAC	SCI-TECH DOORS AND WINDOWS - 2019 MSBA SOI	17,500,000
B	DPW	FLOOD PREVENTION SYSTEM (FPS) TRASH RACK	40,000
B	POLICE	AED REPLACEMENTS	80,000
B	PARKS	FOREST PARK NEIGHBORHOOD EROSION & MAIN GREETING ROAD CULVERT	3,000,000
B	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - BUILDING ACCESSIBILITY	875,000
B	FACILITIES	CITY HALL - PERIMETER SECURITY	1,500,000
B	POLICE	RADIO REPAIR - MOTOROLA - RADIOS	240,000
B	POLICE	RADIO REPAIR - MOTOROLA - REPLACEMENT PARTS	70,000
B	DCAC	SCI-TECH - CHILLERS & TOWERS	2,500,000
B	DCAC	TALMADGE - WINDOWS & DOORS - 2019 MSBA SOI	2,500,000
B	FACILITIES	GERENA SCHOOL - HVAC REPLACEMENTS & UPGRADES - 2019 MSBA SOI	20,000,000
B	FACILITIES	SYMPHONY HALL - EMERGENCY GENERATOR	220,000
B	DCAC	COMMERCE - ROOF REPLACEMENT - 2019 MSBA SOI	4,500,000
B	DCAC	MILTON BRADLEY - ROOF REPLACEMENT - 2018 MSBA SOI	1,500,000
B	DCAC	SUMNER AVE ELEMENTARY - ROOF REPLACEMENT - 2019 MSBA SOI	3,000,000
B	FIRE	FIRE VEHICLE REPLACEMENT	120,000
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	PARKS	FOREST PARK ROADWAYS	950,000
B	PARKS	UPGRADES TO ALL CITY PARKS FOR UNIVERSAL ACCESSIBILITY	750,000
B	LIBRARY	MASON SQUARE - REAR VESTIBULE FAÇADE NEEDS TO BE REPLACED	45,000
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FIRE ALARM SYSTEM UPDATES	9,000,000
B	DCAC	BOWLES - ROOF REPLACEMENT - 2019 MSBA SOI	1,500,000
B	DCAC	BALLIET ELEMENTARY - WINDOWS & DOORS - 2019 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



PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
B	IT	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	1,000,000
B	IT	DESKTOP/LAPTOP REPLACEMENT (ONGOING)	40,000
B	PARKS	UPDATE TREE INVENTORY FOR CITY TREES	500,000
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	DPW	VARIOUS LOCATIONS - ADA RETROFITS	2,500,000
B	FIRE	SIXTEEN ACRES FIRE STATION REPLACEMENT	5,000,000
B	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS	400,000
B	POLICE	IT - NETWORK SWITCHES NEED REPLACEMENT	60,000
B	POLICE	DB - FORENSICS VAN REPLACEMENT	150,000
B	POLICE	IT - CARD ACCESS READER	35,000
B	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN	7,000,000
B	PARKS	CITYWIDE - LIGHTING AND SECURITY CAMERA	1,500,000
B	PARKS	GOLF COURSE BUNKER REPAIR	400,000
B	FACILITIES	COMMERCE HIGH CHILLERS - FUTURE MSBA	1,000,000
B	DCAC	GLENWOOD SCHOOL - ROOF REPLACEMENT - 2019 MSBA SOI	760,000
B	DCAC	INDIAN ORCHARD - BOILERS - 2019 MSBA SOI	1,000,000
B	FACILITIES	GERENA SCHOOL - WINDOWS & DOORS - 2018 MSBA SOI	7,500,000
B	FACILITIES	DORMAN - ROOF REPLACEMENT (MAIN BUILDING) - FUTURE MSBA SOI	1,500,000
B	FACILITIES	VAN SICKLE - ROOF REPLACEMENT - FUTURE MSBA SOI	10,000,000
B	FACILITIES	CENTRAL HIGH - MOTORS, VFD, STEAM TRAPS	500,000
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR	1,500,000
B	FACILITIES	LIBERTY SCHOOL - REDESIGN ADA ENTRANCES	400,000
B	DCAC	SCI-TECH - BOILERS - 2018 MSBA SOI	1,000,000
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	DCAC	BOLAND - ROOF REPLACEMENT - 2019 MSBA SOI	3,000,000
B	DCAC	HARRIS ELEMENTARY - ROOF REPLACEMENT	1,500,000
B	DCAC	REBECCA JOHNSON - WINDOWS & DOORS	5,000,000
B	POLICE	LATENT FINGERPRINT SYSTEM	28,000
B	POLICE	VIDEO WALL	100,000
B	POLICE	IT - DASH CAM STORAGE	152,640
B	POLICE	IT - DASH CAMS	2,125,000
B	PARKS	FOREST PARK - TROLLEY PAVILION	500,000
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	KENSINGTON - SPRINKLER (CODE)	50,000
B	FACILITIES	LINCOLN SCHOOL - SPRINKLER (CODE)	75,000

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
B	FACILITIES	WHITE SCHOOL - SPRINKLER (CODE)	35,000
B	FACILITIES	GERENA SCHOOL - EJECTION PUMPS	1,500,000
B	FACILITIES	GERENA SCHOOL - SEAL WALLS EXTERIOR	1,500,000
B	DPW	CREST STREET OUTFALL OVERHAUL	750,000
B	PARKS	UPDATE STREET TREE INVENTORY AND TREE REPLACEMENT PROGRAM	750,000
B	PARKS	FOREST PARK - TRAIL RENOVATIONS	750,000
B	LIBRARY	ALL BRANCHES - COMPUTER UPGRADES	80,000
B	LIBRARY	FOREST PARK LIBRARY- RENOVATE COMMUNITY ROOM	35,000
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING	600,000
B	DCAC	CAMPANILE AND PLAZA RESTORATION	26,000,000
B	DPW	SIDEWALK REPLACEMENT PROGRAM	15,000,000
B	FACILITIES	CITYWIDE - HAZARDOUS WASTE SITE CLEANUPS	3,000,000
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	FACILITIES	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT	200,000
B	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT	200,000
B	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT	250,000
B	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	PARKS	CITYWIDE - SPLASH PAD REPLACEMENT (CITY UPGRADES)	1,000,000
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	PARKS	FIVE MILE POND PARK - PHASE 1	1,500,000
B	PARKS	COURT SQUARE - SIDEWALK UPGRADES/REPAIRS	750,000
B	LIBRARY	CENTRAL LIBRARY - REPLACE FLOORING IN COMMUNITY ROOM; COMPUTER LAB; HALLWAY TO COMMUNITY ROOM	-
B	FACILITIES	KENNEDY - POOL REPLACEMENT AND BUILDING REPAIRS	6,000,000
B	DPW	REPLACEMENT OF VEHICLES/EQUIP. - ENTERPRISE FUND - ONGOING	4,183,627
B	DPW	NPDES PHASE II PERMIT COMPLIANCE - STORM DRAIN OUTLET TESTING	5,000,000
B	POLICE	SERVER UPGRADES	130,000
B	POLICE	DRAGON FIRE	130,000
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

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
B	DCAC	POTTENGER - WINDOWS & DOORS	2,500,000
B	FIRE	FIRE EQUIPMENT STORAGE FACILITY	1,400,000
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	500,000
B	PARKS	CITYWIDE - REPLACEMENT PLAYGROUND EQUIPMENT	1,200,000
B	PARKS	CITYWIDE - BASKETBALL COURT IMPROVEMENTS	1,200,000
B	PARKS	TRIANGLE/TERRACE RESTORATIONS	750,000
B	PARKS	NORTH RIVERFRONT PARK BOAT HOUSE	2,000,000
B	PARKS	ALDEN STREET PARK	750,000
B	PARKS	CITYWIDE - TENNIS COURTS	200,000
C	FACILITIES	MILTON BRADLEY ELEMENTARY BOILERS, PUMPS, AND CHILLER - FUTURE MSBA SOI	600,000
C	FACILITIES	HARRIS ELEMENTARY - WINDOWS AND DOORS - FUTURE MSBA SOI	3,000,000
C	FACILITIES	REBECCA JOHNSON CONTROLS AND ROOF TOP UNITS	2,000,000
C	FACILITIES	MILTON BRADLEY SCHOOL - AIR HANDLER	150,000
C	FACILITIES	DEBERRY SURING UP	800,000
C	DPW	TRAFFIC SIGNAL INSTALLATIONS AT VARIOUS LOCATIONS	500,000
C	DPW	TRAFFIC SIGNAL BETTERMENTS AT VARIOUS LOCATIONS	500,000
C	PARKS	FOREST PARK - BOWLES FOUNTAIN RESTORATION	400,000
C	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE	2,000,000
C	LIBRARY	REPLACE OUTDOOR BOOK DROPS AT SIXTEEN ACRES; MASON SQUARE; AND EAST SPRINGFIELD BRANCH LIBRARIES	30,000
C	FACILITIES	CITY HALL - EMERGENCY GENERATOR	225,000
C	FACILITIES	VARIOUS LOCATIONS (MUNICIPAL) - UST REMOVAL	150,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) -UST REMOVAL	1,350,000
C	DPW	SIGNAL UPGRADES WITH FLASHING YELLOW ARROWS AT VARIOUS LOCATIONS	1,250,000
C	DPW	STORMWATER OUTFALL IMPROVEMENTS	4,000,000
C	PARKS	GREENLEAF PARK TRAFFIC SIGNAL / FRONT ENTRANCE	2,500,000
C	PARKS	MEADOW BROOK RAVINE RESTORATION	1,500,000
C	PARKS	MCKNIGHT GLEN IMPROVEMENTS	500,000
C	PARKS	FORESTRY	500,000
C	PARKS	SOUTH BRANCH PARKWAY (GUNNERY SERGEANT THOMAS J. SULLIVAN	750,000
C	PARKS	GODFREY TRIANGLE (CPA)	300,000
C	PARKS	VACANT LOT IMPROVEMENTS - SIX CORNERS (CPA)	250,000
C	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS	60,000
C	PARKS	DUGAN OUTDOOR RECREATION PARTNERSHIP, FEDERAL GRANT PARK RENOVATION, NEIGHBORHOOD PARK, \$750K FEDERAL, \$2.25 CITY FUNDING, MARCH	4,500,000
C	PARKS	CYR ARENA - NEW ROOF	200,000
C	FACILITIES	FIRST MEETING HOUSE PARISH - ROOF REPLACEMENT	300,000
C	PARKS	HUBBARD PARK	750,000

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
C	PARKS	MYRTLE STREET PARK	500,000
C	PARKS	MARSHALL ROY PARK	500,000
C	PARKS	PARK SIGNAGE PROGRAM AND REPLACEMENT PROJECT	600,000
C	LIBRARY	REPLACE 2004 FORD CUTVAN FOR LIBRARY MAINTENANCE STAFF FOR LIBRARY SYSTEM	50,000
C	LIBRARY	BRANCH LIBRARIES FACILITY ASSESSMENT STUDY	50,000
C	FACILITIES	DUGGAN FULL RENNOVATION	10,000,000
C	POLICE	FEMALE LOCKERS	50,000
C	PARKS	FOREST PARK MUSEUM AND COMMUNITY SPACE (CPA)	1,200,000
C	PARKS	HENNESSEY PARK (CPA)	350,000
C	PARKS	FOREST PARK - DR. SEUSS TRAIL	1,200,000
C	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS	500,000
C	PARKS	SURVEY OF PLAYGROUNDS	50,000
C	FACILITIES	SCI-TECH - GYM REPAIRS - BLEACHERS, ROOF DRAINS, FLOOR	320,000
C	FACILITIES	DPW OFFICE CENTER - MOTORS ANND VFDS	55,000
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	FACILITIES	CITY HALL ANNEX - WINDOWS - PHASE I	180,000
C	FACILITIES	CITY HALL ANNEX - FLOORING	75,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - ROOF	3,500,000
C	DPW	NEW INVERTERS FOR THE TRAFFIC TRUCKS	26,000
C	SEC	RECONFIGURATION OF SEC BACKUP SITE	TBD
C	PARKS	FOREST PARK GAZEBO (AQUATIC GARDEN)	105,000
C	PARKS	LOON POND BEACH	1,500,000
C	PARKS	FOREST PARK - AMPHITHEATER	750,000
C	PARKS	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE	250,000
C	FACILITIES	CITY HALL ANNEX - RENOVATE	5,000,000
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	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	POLICE	IT - MICROSOFT LICENSES	30,000
C	POLICE	130 PEARL ST. UPPER PARKING LOT IMPROVEMENTS	80,000
C	PARKS	FOREST PARK - DUCK POND OUTLETS IMPROVEMENTS	1,000,000
C	PARKS	WALSH - PLAYGROUND	650,000
C	PARKS	KENEFICK PARK	1,200,000

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
C	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY (FIVE MILE POND) PURCHASE	750,000
C	LIBRARY	CENTRAL LIBRARY - REPLACE CHAIRS IN COMMUNITY ROOM	26,250
C	FACILITIES	CITY HALL - WINDOW REPLACEMENT AND REPAIRS TO LEADED WINDOWS	6,250,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FLOOR VAT MASTIC ABATEMENT	5,000,000
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	DPW	MCKNIGHT COMMUNITY TRAIL	5,500,000
C	DPW	STORMWATER INFRASTRUCTURE REPAIRS	150,000
C	PARKS	CAMP WILDER PARK AND QUARRY POND	300,000
C	PARKS	FOREST PARK - ZOO DRAINAGE REPAIR	500,000
C	PARKS	CITY CEMETARIES	400,000
C	LIBRARY	LIBRARY ON WHEELS	200,000
C	LIBRARY	SIXTEEN ACRES; EAST SPFLD; INDIAN ORCH - REPLACE PHONE SYSTEM	50,000
C	PARKS	VETRANS GOLF COURSE ROOF	75,000
C	FACILITIES	BOLAND - HVAC SYSTEM	2,000,000
C	FACILITIES	CHESTNUT - HEATING SYSTEM	1,750,000
C	FACILITIES	ESCO PHASE III	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	NEAL PARK (SOLUTIA)	2,000,000
C	PARKS	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION	750,000
C	PARKS	CITYWIDE BASEBALL FIELD REPAIR. REDO INFIELDS	1,500,000
C	PARKS	CYR ARENA - DASHBOARDS AND GLASS	300,000
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 EFFIECENT DESIGN	1,500,000
C	FACILITIES	SYMPHONY HALL - EXTERIOR	2,000,000
C	FACILITIES	DUGGAN - RE-ENGINEER PARKING LOTS	6,000,000

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
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	DPW	VEHICLE AND EQUIPMENT STORAGE	10,000,000
C	PARKS	ADAMS PARK	500,000
C	PARKS	CALHOUN PARK	500,000
C	PARKS	GORDON BILL PARK (CPA)	550,000
C	LIBRARY	MASON SQUARE - REPAVE PARKING LOT	62,000
C	FACILITIES	DEBERRY - CREATE FOUR STUDENT BATHROOMS	1,600,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - HEATING RENOVATIONS	150,000
C	FACILITIES	FIRE REPAIR BUILDING - NEW GENERATOR	50,000
C	PARKS	EMILY BILL PARK/ BUILDING	650,000
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - WINDOW REPLACEMENT	65,000
C	LIBRARY	FOREST PARK LIBRARY - WINDOW REPLACEMENT	400,000
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	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	KILEY - ADVANCED EMS	200,000
C	FACILITIES	SCI-TECH - ADVANCED EMS	45,000
C	FACILITIES	CARRIAGE HOUSE - MAJOR REPAIRS (CPA)	350,000
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	FACILITIES	FIRE HEADQUARTERS - REPLACE GENERATOR	100,000
C	POLICE	NICE LOG RECORDER - PHASE 2	25,000
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	LIBRARY	FOREST PARK LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	ELECTIONS	POLL BOOKS	90,000
C	FACILITIES	DPW GARAGE - VEHICLE EXHAUST SYSTEM	500,000
C	FACILITIES	WARNER - DRYWELLS BY FRONT AND BACK	225,000
C	PARKS	BEAUREGARD & SCHIAVINA MEMORIAL PARK - PHASE 2	850,000
C	PARKS	WALSH PARK	1,500,000



PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
C	PARKS	COTTAGE HILL PARK	1,200,000
C	PARKS	JAI ME 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	1,500,000
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	FACILITIES	KENSINGTON - ASBESTOS PLASTER ABATEMENT	750,000
C	FACILITIES	SOUTH END MIDDLE - ASBESTOS PLASTER ABATEMENT	4,250,000
C	FACILITIES	WALSH - ASBESTOS PLASTER ABATEMENT	700,000
C	PARKS	ADVANCED ENTRY SYSTEM	1,500,000
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	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	PARKS	RUTH ELIZABETH PARK CONNECTOR TRAIL	450,000
C	LIBRARY	FOREST PARK LIBRARY - REPLACE LIGHTING AND CEILING RENOVATION	85,000
C	LIBRARY	FOREST PARK LIBRARY - CIRCULATION DESK	50,000
C	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT	650,000
C	FACILITIES	MILTON BRADLEY - WINDOWS & DOORS	12,500,000
C	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION	250,000
C	FACILITIES	BRUNTON - POD AIR HANDLER UNITS & CONDENSORS	400,000
C	FACILITIES	CITY HALL, SYMPHONY HALL - BRONZE DOORS RESTORATION	500,000
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	PARKS	HIGHLAND DIVISION RAIL TRAIL FEASABILITY STUDY	65,000
C	FACILITIES	HARRIS ELEMENTARY - BATHROOM PARTITIONS	300,000

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
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	200,000
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	PARKS	NEW MUSIC SHELL, FOR CONCERTS IN THE PARK.	105,000
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	SEC	DISPATCH CHAIRS	TBD
C	SEC	NETWORK COMPUTERS	TBD
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	PARKS	FORESTRY DIVISION OFFICE	450,000
D	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - UNION STREET	1,200,000
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

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
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	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	FACILITIES	VARIOUS LOCATIONS (SCHOOL) -TSI/SURFACING MATERIALS ABATEMENT	7,500,000
D	POLICE	FURNITURE	80,000
D	PARKS	ATWATER - FOUNTAIN	550,000
D	PARKS	GUNN SQUARE PARK (CPA)	300,000
D	PARKS	COLONY HILLS (CPA)	350,000
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	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



## 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?



FY19 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