City of Springfield, Massachusetts

Fiscal Years 2015-2019 Capital Improvement Plan

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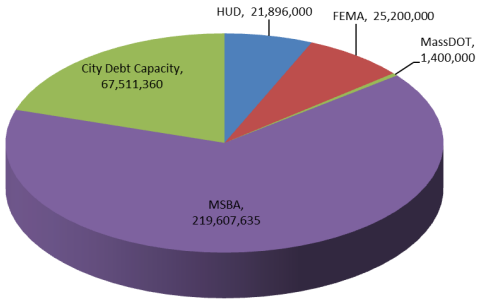
March 31, 2014

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

This transmittal letter provides an overview of planning and budgeting for the City's five year Capital Improvement Plan (CIP) for Fiscal Years 2015-2019. The CIP reflects a comprehensive process, builds upon priorities established by the current Administration and provides a detailed view of capital needs within the City of Springfield. The current amount of capital need is $532.6 million. The highest priority projects total $177.6 million which support economic development and rebuilding efforts after the tornado, snow storm and other disasters that have affected the City.

In recent years, the City has made a concerted effort to address its capital need by restructuring its debt for the purposes of increasing its capacity for future debt issuances. The City is finally reaping these benefits and has ability to address many of the highest priority projects within the CIP. We now have $67.5 million in FY15 and another $47.9 million in FY16 of debt capacity for capital improvement projects within the City.

In addition to debt capacity, the City has been strategic in leveraging funds from Federal and State agencies. The City worked collaboratively with the Federal Emergency Management Agency (FEMA), the US Department of Urban Development (HUD), the Massachusetts Emergency Management Agency (MEMA), and the Massachusetts School Building Authority (MSBA) to maximize revenues for schools, facilities and infrastructure improvements.



Through the Disaster Relief Appropriations Act of 2013 (Sandy Recovery Improvement Act), the City was awarded $21.8 million from HUD through the Community Development Block Grant – Disaster Recover (CDBG-DR) program for natural disasters that the City endured in 2011. The City was also granted $25 million of reimbursements from FEMA for damages to city owed property, specifically the South End Community Center, and the vacant Zanetti School on Howard Street. Additionally, State Treasurer Steve Grossman and the MSBA board recently voted unanimously to fully fund rebuilding Elias Brookings ($27.9 million) and Mary A. Dryden ($15 million) schools which were affected by the June 1, 2011 tornado. This vote saved the City $13 million that can be used to fund other capital needs. MSBA also invited the City to take part in the Accelerated Repairs program which MSBA will reimburse the City up to 80% of eligible costs up to $11.3 million of repairs. Moreover, Massachusetts Department of Transportation (MassDOT) will contribute $1.5 million to the Boston Road economic development project, which will help strengthen a dominant city retail corridor.

By leveraging Federal and State revenues through recent years, the City will fund projects that help promote economic development, revitalization, infrastructure improvements, and housing throughout Springfield. Some projects include a new Senior Center at Blunt Park, a new South End Community Center at Emerson Wight Park and renovations to the Environmental Center for Our Schools (ECOS), an environmental education program in which over 100,000 Springfield elementary and middle school students have attended. The City will also renovate 50 East Street, the former Arthur McCarthy Army Reserve Center. This renovation will not only create additional space for the current Police Headquarters on Pearl Street, but will create an updated Juvenile Assessment Center, a Training Center, and an enhanced evidence storage facility among others. 50 East Street will provide the Police Department the opportunity to support the economic viability of the immediate neighborhood and City as a whole.

As a result of collaboration with Federal and State agencies for schools, facilities and infrastructure improvements, the City is able to fund over $291.1 million of projects while only having to contribute $24.4 million of tax dollars.

External Funding Sources	External	City's Share	Total Project Cost
HUD - CDBG-DR	21,896,000		21,896,000
Alternative (FEMA) Projects	25,200,000		25,200,000
Accelerated Repair Program	9,052,646	2,263,161	11,315,807
Springfield Central High School	25,670,321	6,417,580	32,087,901
Brookings	27,900,000	-	27,900,000
Dryden	15,051,832	-	15,051,832
Forest Park Middle School	39,060,000	4,340,000	43,400,000
Putnam Vocational High School	102,872,837	11,430,315	114,303,152
Total External Funding	**266,703,635**	**24,451,057**	**291,154,692**

Springfield should also be proud of the recent double bond upgrade from S&P. In January 2014, Standard and Poor's gave the City a double upgrade of its credit rating to "AA-" from "A." The S&P rating continues to be the highest rating in the City's recorded history. This is a testament to how well the City has navigated through the economic downturn and made appropriate decisions to keep the budget balanced. This rating puts the City in line with other communities such as Chicopee "AA-", Hartford CT, "AA-", and East Longmeadow "AA."

The City will continue to look for ways to leverage funding to maximize its use of tax payer dollars. I look forward to your feedback and to working with City Departments on these important projects.

Sincerely,

Timothy J Plante
Chief Administrative and Financial Officer

CAPITAL PLAN OVERVIEW

The City of Springfield's $532.6 million 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 details major spending 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 needs. 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. Projects in the capital plan are based on a quantitative analysis of project need and merit. The capital budget represents the funding for the first year of that plan each year. Projects in the annual budget represent the City's most immediate investment priorities and projects with the highest return on investment for the taxpayers of Springfield. The goal of the Capital Improvement Plan is to create a logical, data-driven, comprehensive, integrated, and transparent strategic 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 certain City departments playing a integral role for the City's Capital Improvement Plan. The Finance Department oversees the financial aspects of each capital project and maintains a record of expenses for each project. The City's Capital Asset Construction Department is responsible for management and oversight of construction, major renovation, and repair projects of existing City assets. The Planning and Economic Development Department manages new development or redevelopment projects. The City's 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.

Since the scope of the capital plan is limited to affordability, the City continues to have a significant capital need. Over the past few years many buildings and road projects were deferred due to budgetary constraints. While financial shortcomings will always be an issue within city government, the CIP allows the City to better plan for when projects need to be completed or when replacement equipment needs to be purchased.

The following alternative funding sources were used to help the City fund a portion of the CIP:

- Increased use of 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)
- Increased use of grants –There continues to be an interest in seeking grants for projects such as park rehabilitation, fire engine replacements, 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 in with a goal to fund smaller capital projects through the annual operating budget.
- 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 since debt service is a legal requirement that must be paid 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 inventory of City assets, the need for certain pieces of small equipment for replacement is being determined. It also ensures that departments are properly storing and maintaining the important tools that are integral for their operations.
- Use of unexpended bond proceeds – On an annual basis starting in Fiscal Year 2009, the Finance Department compiles a list of projects funded by bond proceeds in an effort to find if there were proceeds that were unexpended.

Projects that are included in the CIP are not guaranteed for funding as the Plan is a reflection of the need within the City

CAPITAL IMPROVEMENT COMMITTEE

The Capital Improvement Committee is responsible for identifying and prioritizing the City's capital needs. The FY15-19 Capital Improvement Committee is comprised of the following:

Chief Administration and Finance Officer…….....Timothy J. Plante
Chief Development Officer…….……...Kevin Kennedy
Director of Department of Public Works…….Allen Chwalek
Director of Parks, Building/Recreation…….Patrick Sullivan
Director of Capital Asset and Construction……Peter Garvey
City Council CIP Chair……..Councilor Kateri Walsh

Budget Director……... Jennifer Winkler
Deputy Director of Economic Development……..…… Brian Connors
Capital Improvement Analyst……Ron Molina-Brantley

In January, the committee met to evaluate the proposed $532.6 million Capital Improvement Plan. After all departmental requests were reviewed, the committee established priorities based on need and a list of priority projects was developed and reviewed by the committee for approval. Some options for funding capital projects include General Obligation Bonds / Bond Anticipation Notes (BANs), Pay-As-You-Go capital, unexpended bond proceeds and federal and state grants. These funding options are looked at strategically to fully maximize available resources.

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 as required by law.

PROPOSED FY15 CAPITAL BUDGET AND PROJECTS

At the present time, the City is expected to issue additional debt in FY15 and beyond based on the debt affordability analysis conducted in January 2014. In order to address some of its capital needs, Springfield is looking to issue short and long term debt in 2015 as well as use a combination of Pay-Go and grant fund to fund over $125 million of projects. This will help fund infrastructure improvements, various capital improvement projects and equipment purchases. By capitalizing on its decreasing debt schedule Springfield plans to sell debt again in 2016 alleviating almost half of its highest priority requests.

(HUD) CDBG-Disaster Recovery

The City of Springfield has been awarded $21.8 Million CDBG-DR grant funds that will be used for disaster related relief, long-term recovery, restoration of infrastructure, and housing and economic revitalization activities in the most impacted distressed areas of the City resulting from multiple Presidentially Declared Disasters occurring in 2011 or 2012.

The following chart illustrates proposed projects that will be funded with CDBG-DR funds:

CDBG-DR Projects	HUD Share
Infrastructure	**14,006,000**
Road and Sidewalks	8,726,627
Purchase of Mount Carmel School	2,600,000
Purchase of School Street School	760,000
Demolitions	1,100,000
Parks	536,000
Housing	**4,800,000**
New Construction - Central Street	2,900,000
Housing Rehabilitation	300,000
Replacement Housing	1,600,000
Economic Development	**2,000,000**
Central Street	1,000,000
Workforce Training	250,000
Job Creation/Business Recovery	750,000
Administration	**1,090,000**
5% Administration Costs (21.8M)	1,090,000
Total	**21,896,000**

**The City paid $43,373 for Mt Carmel School*

Infrastructure

The City's infrastructure particularly roads and sidewalks was extensively damaged from the 2011 natural disasters. Roadways and sidewalks experienced damage from falling trees and debris, which made many roads impassable. DPW has repaired over 16.3 miles (91,200 linear feet) of road and side walk improvements within the City.

Springfield recently purchased the Mount Carmel School (South End Middle School) from the Dioceses of Springfield. This was a strategic financial decision because lease costs outweighed purchase costs. The City was able to save approximately $5.1 million in lease payments over a sixteen year period by purchasing the school using $2.6 million in CDBG-DR funds, and $43,373 in City funds. Savings include avoiding lease fees and extra transportation. Likewise, the City wanted to ensure that the South End Middle School remains an important anchor institution in the south end neighborhood.

The City is in the process of purchasing the small former charter school building on School Street. Currently the Parent Information Center (PIC) is housed within the basement of the Milton Bradley School. With this purchase, the PIC will be moved to the School Street location, which will free up additional space at Milton Bradley. The additional space will enable Milton Bradley to offer a pre-kindergarten program where the PIC was formally located. With lease costs outweighing purchase costs the City will save approximately $3.7 million in lease payments over a sixteen year period.

The tornado created public safety health issues, including mold infiltration, lead and asbestos hazards within destroyed buildings and storm debris. Properties were abandoned leaving vacant blighted buildings that created safety hazards throughout neighborhoods. The Office of Housing will oversee the demolition of blighted properties in tornado-impacted neighborhoods.

The tornado directly impacted seven parks, toppling mature trees, and destroying playground equipment, benches, lighting, fencing, and other park infrastructure including a building at Camp Wilder. The City's Parks department will coordinate debris removal and repair of affected Parks with the use of CDBG-DR funds.

Housing
Springfield plans to use funds from the CDBG-DR grant to construct single-family homes on vacant lots owned by the City. The following are projects what will be considered for this initiative:

- South End: acquisition and development of 10 single-family homes on Marble Street facing Emerson Wight Park
- Construction of homes on City-owned lots in the South End, and along the tornado corridor through Six Corners and Old Hill
- Desire to assemble properties along Central Street as part of the realignment project and redevelopment project in the neighborhood, with the goal of acquiring distressed property to develop into single family housing as well as potential of new commercial development
- Central Street Corridor - 10-15 single-family homes to be developed on Central Street

Alternative (FEMA) Projects
FEMA granted the City a $25 million settlement for damages to city-owned properties, primarily the destruction of the South End Community Center and the vacant Zanetti School on Howard Street. The City is able to use FEMA alternate project funds on projects that were not directly affected by the tornado. This money will be used for major capital improvements, including a new senior center at Blunt Park, a new South End Community Center, the renovation and expansion of the Clifford Phaneuf environmental center at Forest Park and for major renovations to the former Arthur MacArthur Army Reserve Center at 50 East St., for various Police Department uses.

Senior Center
The City wants to build a new senior center to provide a welcoming place for all seniors, their families and caregivers, elder service providers, and the community at large. The new building will include wood and stone elements on the exterior and cupolas that will allow for natural light into the hallways, and vestibules. The schematic design includes rooms designed for activities which include dancing, billiards, sewing, ceramics, carpentry, music and computers. The focal point is a banquet room that will be used for daily lunches, special events and a teaching kitchen for up to 300 visitors.

South End Community Center
The community center used the former state armory on Howard Street rent-free from the city to provide social and recreational programs for residents. The City will rebuild the South End Community Center to have a public location where members of the community can have a safe place to gather for group activities, social support, public information, and other purposes.

ECOS
The City in collaboration with the School Department would like to update its Environmental Center for our Schools (ECOS) building by completing a massive renovation including an energy-efficient structure, a model 'green' facility complete with solar panels and new technology. This project will provide both educational values to Springfield students, and be an important resource for the Greater Springfield community.

50 East Street
The Police department will use a portion of funds granted to renovate the old army building at 50 East Street to house police-based programs. With the renovation, space will be freed up at the current police headquarters and the East Street building will house a state-of-the-art evidence storage system built in the basement, a Juvenile Assessment Center, add a Training Center. This would consolidate several divisions into one building reducing lease payments and allowing the divisions to be more efficient.

Overall, Springfield was able to fund over $25.2 million worth of capital projects using FEMA grants. The City's contribution to the alternative projects has yet to be determined.

Alternative (FEMA) Projects	FEMA Share	City Share	Total Cost
Senior Center	10,000,000		10,000,000
South End Community Center	8,000,000		8,000,000
ECOS	2,200,000	500,000	2,700,000
50 East Street	5,000,000	2,500,000	5,000,000
Totals	**25,200,000**	**3,000,000**	**25,700,000**

Boston Road Corridor
The Department of Public Works continues to make investments in the City's infrastructure. The Boston Road corridor project is aimed at improving traffic flow and safety and to become a catalyst for economic development in hopes to attract national chain stores. To date the City has funded $6 million for the Boston Road project with MassDOT contributing $1.4 million.

DPW Storage Facility
The City is currently exploring options for a vehicle storage facility at the former Westinghouse Electrical Apparatus Repair facility at 160 Tapley Street. The facility will provide indoor storage for the City's fleet of vehicles and equipment. Parking the fleet and equipment inside extends the useful life, resulting in cost savings due to reduced frequency of replacement and maintenance costs.

Redevelopment
In an effort to stabilize neighborhoods, particularly in critical neighborhoods, the Community Development Department has made continued efforts in the areas of redevelopment of abandoned/vacant homes, homebuyer down payment incentives and demolition of blighted residential structures. They have also worked with receivers to take control of residential properties and target proactive code enforcement. They have board and secured vacant homes, acquired and disposed of tax-foreclosed residential properties and rehabilitated historic properties and cleaned up lots including graffiti removal.

Camp Angelina
Aided by state grant and privately raised funds, the Parks Department was able to renovate Camp Angelina. This includes installing a sloped zero-entry pool, an accessible trail to Porter Lake, a three-season amphitheater, year-round program buildings and overall site improvements recreational programs for youth and young adults, ages 3 to 22, most with special needs.

Sumner Ave / Harkness Ave
Major reconstruction and realignment work will happen on Sumner Avenue and Harkness Avenue. The Springfield Water and Sewer department will replace the sewer main while traffic flows will be realigned. The MassDOT roadway reconstruction project will cost approximately $2.8 million.

The complete FY15 Proposed Capital Budget can be found in Appendix A of this document.

FY14 OVERVIEW
In FY14 a total of $137.8 million from various funding sources was appropriated for capital projects, of which $106.3 million funded priority "A" projects. The City appropriated $3 million to fund various capital projects through the Pay-Go capital account and use bond proceeds from completed or abandoned projects in the sum of $315,000.

During FY14, the City authorized a total appropriation of $68.3 million of debt for capital projects. 78% of the FY14 appropriation pertained to school related capital projects with 22% pertaining to city projects. The City was able to fund multiple school improvement projects by

strategically taking advantage of MSBA reimbursements, a main reason for the high percentage of school related capital projects.

FY14 School Projects
Springfield has worked closely with MSBA over the last few years leveraging reimbursements for school improvements. The City was invited to participate in MSBA's - Accelerated Repair Program initiative, an innovative competitive grant program which represents a unique opportunity for the City.

The Accelerated Repair Program's main goal is to improve learning environments for children and teachers, reduce energy use while generating cost savings for the City. This program will repair or replace roofs at Springfield High School of Science and Technology, Margaret C. Ells School, South End Middle School, Springfield Public Day High School and Chestnut Accelerated Middle Schools. The roof projects will cost approximately $11.3 million with MSBA reimbursing up to $9 million (80%) of eligible costs. The City will pay approximately $2.2 million (20%).

MSBA's Accelerated Roof Repair Program	MSBA's Share	City's Share	Total Project Cost
High School of Science and Technology	2,810,726	702681.4	3,513,407
Margaret C. Ells School	1,313,154	328288.4	1,641,442
South End Middle School	616,922	154,231	771,153
Springfield Public Day High School	736,426	184,106	920,532
Chestnut Accelerated Middle School	3,575,418	893,855	4,469,273
Total	**9,052,646**	**2,263,161**	**11,315,807**

FY14 City Projects

Union Station
The Planning & Economic Development department is overseeing revitalization efforts of the Union Station project, a crucial project for the continued revitalization of the City of Springfield. The goal is to transform the long-vacant property into a sustainable transportation facility bolstering downtown redevelopment efforts. When completed, the historic downtown station will be transformed into the region's main transportation hub. It will provide connections for the continuation and expansion of services, including local, regional and intercity buses; Amtrak, commuter and high-speed passenger rail; and other ground-transportation services.

Mass DOTs Board of Directors recently designated another $16.5 million for the renovation of Springfield's Union Station. The decision completed the $65.7 million funding package necessary to fully

finance the first phase of the redevelopment of Springfield's historic station, according to a news release. The total project cost is projected to be $83 million.

The long vacant historic Union Station train station began a renovation project in November, 2012 that will encompass $48 million to renovate the main terminal building and create parking and bus berths for both city and intercity bus transit. The project coincides with the introduction of commuter rail that will connect Springfield with frequent service to Hartford-New Haven and ultimately New York, NY. This $83 million project integrates multiple transit modes (local and intercity bus; Amtrak intercity and planned New Haven-Hartford-Springfield commuter rail; and taxi, bicycle and pedestrian travel in one state of-the-art transportation complex. A $51 million phase I component offers a program of independent utility to position the project to take advantage of early funding availability. The redevelopment of Union Station will be a major catalyst for the redevelopment of the North Block of the City‘s downtown.

Road Projects
The State’s Chapter 90 Program entitles municipalities to 100% reimbursement of documented expenditures under the provisions of General Laws, Chapter 90, Section 34, Clause 2(a) on approved projects. Funds are provided from transportation bond issues authorizes such capital improvement projects for highway construction, preservation and improvement projects that create or extend the life of capital infrastructure. Chapter 90 road money is distributed to the city each year as a grant. In FY14 the City’s Department of Public Works received approximately $2 million from state Chapter 90 grants and $300,000 in city funds to repair roads within the City.

Fleet
Twenty new vehicle purchases were made by the DPW in an effort to update the City’s aging fleet and realize savings in maintenance costs purchased. DPW maintains a vehicle replacement list that is reviews multiple times a year when funding becomes available.

Information Technology
The City’s IT department has implemented a carrier grade metropolitan area fiber optic network (Metro Ethernet). This network has allowed the IT department to deliver services to remote sites for a decreased cost at a much higher bandwidth. The City has increased internet bandwidth 20 times the current amount while increasing the annual costs only 25%.

Pine Point/ Liberty Branch
To strengthen the library system, the Library Commission commissioned a study that supported a system wide re-organization that would increase branch hours and close and re-use of two branch libraries, Liberty Street and Pine Point. The Pine Point branch has been renovated to now serve a dual role as an express library and as an adult education hub. The Liberty branch library will close as a library but remain open as a community building and be used to enhance services to area seniors as well as increase recreational space for neighborhood use.

Police Vehicles
The Police Department purchased sixteen new vehicles as part of an initiative to improve its aging fleet with more energy efficient cruisers with all-wheel drive capabilities. The vehicles will have enough room for police equipment, and include radios, decals, lights and CF-31toughbooks.

South Branch Parkway Guardrail
The DPW installed a guardrail on South Branch Parkway due to safety concerns of a steep drop-off that was not protected. Those trees prevented out-of-control vehicles from going too far off the roadway. The project follows the 2011 tornado which downed a number of trees in a once heavily forested area.

The complete FY14 Funded Capital Projects can be found in Appendix B of this document.

FY09-13 OVERVIEW
In FY13 a total of $81.9 million was appropriated for three capital school improvement projects and an additional $43.4 million for the New Forest Park Middle School in FY12. The projects include rebuilding of Brookings and Dryden Schools and construction of 12 science labs at Central High.

The City was selected by MSBA to partake in their High School Science Lab Initiative. The Springfield Central High school science lab project will include construction of a three-story science wing that consists of 12 new science laboratories and preparation rooms. In addition, the project will include renovation of six existing science labs on the third floor of the high school, installation of a new roof for the entire school and a new sprinkler system. MSBA has approved up to $25.6 million in reimbursements for the project, representing up to 80% of eligible costs.

In FY12The renovated and expanded Forest Park Middle School reopened in September 2013. The overall $43.4 million project qualified for 90% reimbursement from the MSBA. The total MSBA grant for the project was up to $39 million (90%) with a City contribution of $4.3 million for an efficient, sustainable, affordable and much improved Forest Park Middle School.

In FY11Through the Capital Asset and Construction Department the new Putnam Vocational high school opened in Sept 2012. The $114 million project provided a state-of-the-art vocational school for Springfield students. MSBA granted 90% reimbursement of costs to build this state of the art vocational school.

In FY10 the City took advantage of the Qualified School Construction Bonds (QSCB) program which was part of the Federal Government's economic recovery program. QSCB's allows local educational agencies or school systems to issue taxable bonds and use 100% of the proceeds for

specified purposes which include renovations or construction of a school building. Through this method the investor receives 100% of the tax credit associated with this issuance.

In FY09 the City produced its first comprehensive Capital Improvement Plan. City Departments were asked for a comprehensive list of capital needs, those needs were organized in a database managed by the Finance Department and a panel of City departments evaluated the submissions based upon a set of criteria. The major benefit of the capital process is to evaluate all department requests and analyze projects based on the benefit to the City rather than funding projects on an ad-hoc basis. The projects funded during the first year of implementing this process included large equipment and vehicle purchases, park projects, road and sidewalk projects, and ensured locations within the City are compliant with the Americans with Disabilities Act.

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 FY15 through FY19 is $532.6 million. The highest priority projects total $177.6 million. In FY15 the City will be able to leverage over $57.5 million from outside agencies to fund high priority projects that were identified within the CIP. Subsequently, Springfield's recent double upgrade of its credit rating to 'AA-' from 'A', and increased debt capacity will offer available funding for these projects at a much lower interest rate than in previous years.

This plan was created with the underlying themes of upgrading and modernizing the City's aging infrastructure and facilities, expanding the City's economic base, and helping improve the City's diverse and important 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.

APPENDIX A: FY15 PROPOSED CAPITAL IMPROVEMENT PROJECTS

Capital Improvement Plan

APPENDIX A: FY15 PROPOSED CAPITAL IMPROVEMENT PLAN

Priority A

Priority	Department	Project Summary	Partial/ Funded	Total Cost FY15-FY19	Funded Sources	2015	2016	2017	2018	2019
A	ECO DEV	UNION STATION	P	74,218,490	Grants and City Match	74,218,490				
A	DCAC	SKYWALK	P	-	PAY-GO FY13	-	-	-	-	
A	FACILITIES	CITY HALL - BOILER PLANT		2,000,000		750,000	625,000	625,000	-	
A	ECO DEV	COURT SQUARE REDEVELOPMENT -SHEAN BLOCK AQUISITION	P	26,011,390	State Grant	3,711,390	22,300,000	-	-	
A	DPW	VEHICLE AND EQUIPMENT STORAGE		5,500,000		5,500,000				
A	DCAC	BUSINESS CONTINUITY PLAN - PHASE 1- DPW GEN UPGRAD	P	1,400,000	SNOW AND ICE FUND	1,400,000	-	-	-	
A	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	P	13,500,000	UNEXPENDED BONDS	3,500,000	3,000,000	3,000,000	2,000,000	2,000,000
A	DPW	ROAD RESURFACING AND SIDEWALK CONSTRUCTION	P	12,000,000	PAY-GO FY13/Ch90	4,500,000	4,000,000	3,500,000	-	
A	FACILITIES	SCHOOLS - SAFETYCAMERAS	P	-	School Budget	-	-	-	-	
A	DCAC	SENIOR CENTER	P	-	PAY-GO FY12/OLD BOND FUNDS / FEMA	-	-	-	-	
A	DPW	FLOOD CONTROL SYSTEM - ANNUAL INSPECTIONS		330,000		160,000	170,000	-	-	
A	DPW	BONDI'S ISLAND LANDFILL CLOSURE	P	2,000,000	BOND	500,000	500,000	500,000	500,000	
A	ECO DEV	ROOFS FOR SOLAR PANELS		1,200,000		1,200,000				
A	DPW	PRIVATE WAYS - RESURFACING	P	1,346,811	PAY-GO FY14	300,000	446,811	300,000	300,000	
A	FACILITIES	CHESTNUT JUNIOR HIGH DEMOLITION		-	BOND	-				
A	FACILITIES	ESCO PHASE 2		15,000,000		15,000,000	-	-	-	
A	HOUSING	SS FRONT STREET - INDIAN ORCHARD MILLS		150,000		150,000				
A	DCAC	CITY DAMS		3,000,000		1,000,000	1,000,000	1,000,000	-	
A	DPW	City-wide Vehicles Replacement Project - Non-Public Safety	P	-	PAY-GO FY12	-	-	-	-	
A	FACILITIES	MSBA MATCH		20,000,000		5,000,000	5,000,000	5,000,000	5,000,000	
A										
		Total Priority A		**177,656,691**		**116,889,880**	**37,041,811**	**13,925,000**	**7,800,000**	

Priority B

Priority	Department	Project Summary	Partial/ Funded	Total Cost FY15-FY19	Funded Sources	2015	2016	2017	2018
B	SCHOOL	SCHOOL TECHNOLOGY	P	5,962,878	School Budget	5,962,878	-	-	-
B	FACILITIES	DUGGAN - REPAIR EXTERIOR STAIRCASE (SAFETY)		30,000		30,000	-	-	-
B	PARKS	BRECKWOOD POND DAM - REPAIR		350,000		350,000			
B	FACILITIES	CONVERT PINE POINT LIBRARY TO ADULT EDUC FACILITY		850,000		250,000	600,000		
B	PARKS	FOUNTAIN LAKE DAM - REPAIR		500,000		500,000			
B	PARKS	PORTER LAKE DAM - REPAIR		380,000		380,000			
B	FACILITIES	SCHOOLS -RENOVATE SCHOOL PARKING LOTS		500,000		500,000			
B	FACILITIES	SCHOOLS - ELECTRICAL WORK TO SUPPORT ERATE	P	1,375,000	MSBA 80%	1,375,000	-	-	-
B	POLICE	RENOVATION OF POLICE DEPARTMENT FACILITY		13,698,363		6,000,000	6,000,000	1,698,363	-
B	DPW	FLOOD CONTROL PLAN		700,000		300,000	400,000	-	-
B	FACILITIES	GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE		3,000,000		250,000	1,250,000	1,500,000	
B	FACILITIES	SCHOOL-WIDE MATERIAL REPLACEMENT POST-ABATEMENT		4,100,000		1,500,000	2,600,000		
B	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS		800,000		200,000	200,000	200,000	200,000
B	FACILITIES	SCHOOL-WIDE ABATEMENT OF HAZARDOUS MATERIALS		1,570,000		935,000	635,000		
B	PARKS	FOREST PARK NEIGHBORHOOD EROSION		1,200,000		1,200,000			
B	IT	IT BACKUP SERVER		90,000		90,000			
B	FACILITIES	HOMER - BATHROOM REPLACEMENT		650,000		650,000	-	-	-
B	FACILITIES	WASHINGTON - BATHROOM REPLACEMENT		250,000		250,000	-	-	-
B	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT		150,000		150,000	-	-	-
B	FACILITIES	DUGGAN - EMERGENCY LIGHTING		30,000		30,000	-	-	-
B	FACILITIES	DUGGAN - UNIVENT REPAIRS		180,000		180,000	-	-	-
B	FACILITIES	KILEY - ELECTRICAL FPE PANEL REPLACEMENT		200,000		200,000	-	-	-
B	FIRE	PORTABLE RADIO UPGRADE/DIGITAL		200,000		200,000	-	-	-
B	FIRE	ZETRON STATION ALERT SYSTEM		80,000		80,000	-	-	-
B	FACILITIES	SCHOOL FIRE ALARM SYSTEM UPDATES		3,440,000		3,440,000			
B	DCAC	UNION STATION PHASE 1		4,000,000		4,000,000			
B	IT	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	P	1,200,000	PAY-GO FY13, PRODUCTIVITY BANK	1,200,000	-	-	
B	FACILITIES	REPLACE POOL FILTER SYSTEM - MILTON BRADLEY SCHOOL		130,000		130,000			
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR		80,000		80,000	-	-	-
B	DCAC	CITY HALL - REPAIRS TO LEADED WINDOWS		75,000		75,000	-	-	-
B	CLERK	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS		130,550		65,275	65,275	-	-
B	FACILITIES	SCHOOLS - MS ARCHITECT/ENGINEERING STUDIES		1,200,000		1,200,000	-	-	-
B	FACILITIES	BRUNTON - REPLACE PORTABLE CR'S		250,000		250,000	-	-	-
B	FACILITIES	BRIGHTWOOD - RESTROOM REPLACEMENT		350,000		350,000	-	-	-
B	FACILITIES	BALLIET ELEMENTARY - ROOF REPLACEMENT		-	MSBA				
B	FACILITIES	BALLIET MIDDLE - WINDOW & DOORS		-	MSBA				
B	FACILITIES	BRUNTON ELEMENTARY - ROOF, WINDOWS & DOORS		-	MSBA				
B	FACILITIES	CHESTNUT ACCELERATED - HEATING SYSTEM		-	MSBA				
B	FACILITIES	DORMAN - ROOF REPLACEMENT		-	MSBA				
B	FACILITIES	GLENWOOD - HEATING SYSTEM		-	MSBA				
B	FACILITIES	KENNEDY - WINDOWS & DOORS		-	MSBA				
B	FACILITIES	KENSINGTON - ROOF, WINDOW, DOORS & HEATING SYSTEM		-	MSBA				
B	FACILITIES	LIBERTY - HEATING SYSTEM		-	MSBA				
B	FACILITIES	LYNCH - ROOF REPLACEMENT		-	MSBA				
B	FACILITIES	STEM - ROOF REPLACEMENT		-	MSBA				
B	FACILITIES	SUMNER AVE ELEMENTARY - HEATING SYSTEM		-	MSBA				
B	FACILITIES	TALMADGE - HEATING SYSTEM		-	MSBA				
B	FACILITIES	VAN SICKLE - ROOF REPLACEMENT		-	MSBA				
B	FACILITIES	WALSH - HEATING SYSTEM		-	MSBA				
B	FACILITIES	ZANETTI - WINDOWS & DOORS		-	MSBA				
B	FACILITIES	BRIGHTWOOD - BUILDING REPLACEMENT		-	MSBA				
B	FACILITIES	HOMER ST SCHOOL - BUILDING REPLACEMENT		-	MSBA				
B	FACILITIES	KENSINGTON - BATHROOM REPLACEMENT		145,000		145,000	-	-	-
B	FACILITIES	LIBERTY - BATHROOM REPLACEMENT		240,000	`	240,000	-	-	-
B	FACILITIES	WHITE - BATHROOM REPLACEMENT		600,000		600,000	-	-	-
B	FACILITIES	TALMADGE - NORTH WALL		-		-	-	-	-
B	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT		650,000		650,000	-	-	-
B	FACILITIES	LINCOLN - SPRINKLER (CODE)		30,000		30,000	-	-	-
B	FACILITIES	TALMADGE - REPLACE EXTERIOR DOORS		40,000		40,000	-	-	-
B	FACILITIES	SCHOOL BUILDINGS-FIRE DEPARTMENT CODE COMPLIANCE		250,000		250,000			
B	FACILITIES	WARNER - REPLACE BATHROOM PARTITIONS		35,000		35,000	-	-	-
B	FACILITIES	WHITE - SPRINKLER (CODE)		25,000		25,000	-	-	-
B	FACILITIES	GLENWOOD - ELECTRICAL FPE PANEL REPLACEMENT		250,000		250,000	-	-	-
B	FACILITIES	GLICKMAN - WINDOWS DESIGN AND REPLACEMENT		-		-	-	-	-
B	FACILITIES	MSBA 2014 SUBMISSION-SCHOOL WINDOWS		3,100,000		3,100,000			
B	FACILITIES	HOMER - SPRINKLER (CODE)		25,000		25,000	-	-	-
B	FACILITIES	HOMER - ELECTRICAL PANEL		100,000		100,000	-	-	-
B	FACILITIES	KENNEDY - SPRINKLER (CODE)		30,000		30,000	-	-	-
B	FACILITIES	MSBA 2014 SUBMISSION - SCHOOL ROOFS		4,750,000		4,750,000			
B	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT		120,000		120,000	-	-	-
B	DCAC	FOREST PARK - ZOO DRAINAGE REPAIR		450,000		450,000	-	-	-
B	DCAC	FOREST PARK - SWAN POND DAM		400,000	`	400,000	-	-	-
B	LIBRARY	PINE POINT - REPLACE HVAC SYSTEM		300,000		300,000	-	-	-
B	PARKS	PORTER LAKE SKATE HOUSE		1,500,000		1,500,000			
B	FIRE	SCBA ENSEMBLE REPLACEMENT		350,000		350,000			
B	IT	BUSINESS CONTINUITY PLAN - PHASE 3 - REGIONALIZATION		1,000,000		1,000,000	-	-	-
B	IT	BUSINESS CONTINUITY PLAN - PHASE 2- CITY HALL/TAPLEY ST UPGRA		8,500,000		8,500,000	-	-	-
B	FACILITIES	KENNEDY - POOL REPLACEMENT		2,500,000		2,500,000	-	-	-
B	FACILITIES	LIBERTY - REDESIGN ADA ENTRANCES		25,000		25,000	-	-	-
B	FACILITIES	LYNCH - REPLACE PORTABLE CLASS ROOMS		250,000		250,000	-	-	-
B	FACILITIES	POTTENGER - BASEMENT VENTILATION		35,000		35,000	-	-	-
B	FACILITIES	WASHINGTON - BASEMENT VENTILATION		850,000		850,000	-	-	-
B	FACILITIES	HOMER - BASEMENT VENTILATION		35,000		35,000	-	-	-

Capital Improvement Plan

APPENDIX A: FY15 PROPOSED CAPITAL IMPROVEMENT PLAN

Priority A

Priority	Department	Project Summary	Partial/ Funded	Total Cost FY15-FY19	Funded Sources	2015	2016	2017	2018	2019
B	FACILITIES	KENSINGTON - BASEMENT VENTILATION		850,000		850,000	-	-	-	
B	FACILITIES	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)		30,000		30,000	-	-	-	
B	PARKS	MARY TROY PARK		600,000		600,000				
B	PARKS	BRIGHT NIGHTS LED CONVERSION		200,000		200,000				
B	LIBRARY	BUILDING ACCESSIBILITY - FOREST PARK		361,617		361,617	-	-	-	
B	PARKS	FOREST PARK LAKE MANAGEMENT PROGRAM		500,000		250,000	100,000	100,000	50,000	
B	LIBRARY	PINE POINT LIBRARY EXPANSION		750,000		750,000				
B	FACILITIES	SCHOOLS - OIL TANK REMOVAL	P	1,486,554	MSBA 80%	684,552	802,002	-	-	
B	PARKS	FOREST PARK AMPHITHEATER		300,000			300,000			
B	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT		650,000		650,000	-	-	-	
B	FACILITIES	BRIDGE - INTERIOR RENOVATIONS		700,000		-	700,000	-	-	
B	FACILITIES	BALLIET - WINDOW REPLACEMENT		300,000		300,000	-	-	-	
B	FACILITIES	WHITE - BASEMENT VENTILATION		850,000		850,000	-	-	-	
B	FACILITIES	DEBERRY - REBUILDING FLOOR		1,200,000		1,200,000	-	-	-	
B	FACILITIES	DORMAN - BASEMENT VENTILIATION		35,000		35,000	-	-	-	
B	FACILITIES	DUGGAN - INTERIOR RENOVATION		6,000,000		3,000,000	3,000,000	-	-	
B	FACILITIES	KENNEDY - REPLACE GYM FLOOR		90,000		90,000	-	-	-	
B	DCAC	CAMPANILE RESTORATION		20,000,000		850,000	8,150,000	7,000,000	4,000,000	
B	FIRE	ROOF, WINDOWS AND DOORS (IO, MASON SQUARE, HQ BLD)		180,000		180,000	-	-	-	
B	FACILITIES	UPDATE SCHOOL GROUNDS		250,000		250,000	-			
B	FACILITIES	REPLACE POOL FILTER SYSTEM - MILTON BRADLEY SCHOOL		-		-	-	-	-	
B	FACILITIES	BALLIET - RENOVATION FOR PROGRAMMING SPACE - SEMORE		2,000,000		2,000,000	-	-	-	
B	FACILITIES	SCHOOLS - FLOOR REPLACEMENT		750,000		250,000	250,000	250,000	-	
B	FACILITIES	BRIGHTWOOD - DROP CEILING INSTALLATION PROGRAM		30,000		30,000	-	-	-	
B	FACILITIES	KENNEDY - BATHROOM REPLACEMENT		30,000		30,000	-	-	-	
B	FACILITIES	SCI-TECH - BATHROOM PARTITIONS		25,000		25,000	-	-	-	
B	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION		90,000		90,000	-	-	-	
B	FACILITIES	VAN SICKLE - REPLACE BATHROOM PARTITIONS		35,000		35,000	-	-	-	
B	FACILITIES	VAN SICKLE - REPLACE CERAMIC TILES IN BATHROOM		145,000		145,000	-	-	-	
B	FACILITIES	GLENWOOD - CLASSROOM EXPANSION/BASEMENT		250,000		250,000	-	-	-	
B	FACILITIES	GLICKMAN - BATHROOM PARTITIONS		25,000		25,000	-	-	-	
B	FACILITIES	HARRIS - BATHROOM PARTITIONS		20,000		20,000	-	-	-	
B	SCHOOL	TECHNOLOGY UPGRADE - DENISE WIRELESS NETWORK		3,300,000		2,000,000	1,300,000			
B	IT	INTEGRATED PAYROLL SYTEM		-		-	-	-	-	
B	FACILITIES	BEAL - REPLACE PORTABLE CR'S		250,000		250,000	-	-	-	
B	FACILITIES	BRIGHTWOOD SCHOOL REPLACEMENT		15,000,000			15,000,000			
B	FACILITIES	BRIGHTWOOD - BASEMENT VENTILATION		850,000		850,000	-	-	-	
B	FACILITIES	BRIGHTWOOD - DRYWELL/ROOF DRAINS		86,000		86,000	-	-	-	
B	DCAC	CITY HALL - WINDOW RESTORATION		1,500,000		1,500,000	-	-	-	
B	DPW	PURCHASE OF VEHICLES	P	4,483,972	PAY-GO FY14	1,940,982	1,509,330	1,033,660	-	
B	DPW	STORMWATER IMPROVEMENTS		200,000		50,000	50,000	100,000	-	
B	FACILITIES	SCHOOL GYM EQUIPMENT		600,000		600,000				
B	FACILITIES	REPLACE HOMER ST SCHOOL		15,000,000		15,000,000	-	-		
B	FACILITIES	REPLACE BRIGHTWOOD SCHOOL		15,000,000		15,000,000	-	-		
B	PARKS	LOON POND BEACH		250,000		50,000	100,000	100,000		
B	FACILITIES	ACQUIRE LAND FOR LIBERTY SOCIAL CENTER PARKING		100,000		100,000				
B	SCHOOL	FOOD SERVICE - WAREHOUSE PURCHASE		1,500,000		1,500,000				
B	IT	DESKTOP COMPUTER REPLACEMENT		240,000		120,000	120,000	-	-	
B	PARKS	FOREST PARK COMFORT SHELTER/DROP-IN CENTER		850,000		850,000				
B	PARKS	GREENLEAF PARK TRAFFIC SIGNAL		800,000		800,000				
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING		32,000		32,000	-	-	-	
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)		10,000		10,000	-	-	-	
B	FACILITIES	OLD FIRST CHURCH RENOVATIONS		200,000		200,000				
B	PARKS	CITY-WIDE LIGHTING AND SECURITY CAMERA		2,500,000		1,000,000	1,000,000	500,000		
B	FACILITIES	GERENA SCHOOL - 'C' TUNNEL AND RAILROAD BRIDGE		2,500,000		1,000,000	1,500,000			
B	DPW	REPLACEMENT OF VEHICLES/EQUIP. - ENTERPRISE FUND		2,730,911		944,440	770,996	1,015,475		
B	FACILITIES	LYNCH - DOOR REPLACEMENT		500,000		500,000	-	-	-	
B	DCAC	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION		750,000		100,000	650,000	-	-	
B	DCAC	PECOUSIC BROOK RESTORATION		250,000		250,000	-	-	-	
B	DCAC	FOREST PARK - AQUATIC GARDENS AND FERN GROVE RESTORATION		1,000,000		800,000	200,000	-	-	
B	DISPATCH	Consolidated Dispatch Building w/equipment		10,000,000		10,000,000	-	-	-	
B	PARKS	HANDICAP ACCESSIBLE PARK PROGRAM		400,000		100,000	100,000	100,000	100,000	
B	IT	LAPTOP REPLACEMENT		25,000		25,000	-	-	-	
B	FACILITIES	SCHOOLS - EXTERIOR STORAGE BUILDING (CODE)		288,000		288,000	-	-	-	
B	FACILITIES	SPS BERKSHIRE - REPLACE EXTERIOR DOORS		40,000		40,000	-	-	-	
B	FACILITIES	SPS BERKSHIRE - WINDOWS AND DOORS REPLACEMENT		650,000		650,000	-	-	-	
B	FACILITIES	WASHINGTON - FLOOR TILE REPLACEMENT		60,000		60,000	-	-	-	
B	FACILITIES	SCHOOL-WIDE PROPERTY CONDITION ASSESSMENTS		150,000		50,000	100,000			
		Total Priority B		**195,115,845**		**129,715,744**	**47,452,603**	**13,597,498**	**4,350,000**	

Priority C

Priority	Department	Project Summary	Partial/ Funded	Total Cost FY15-FY19	Funded Sources	2015	2016	2017	2018
C	FACILITIES	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT		70,000		70,000	-	-	-
C	PARKS	INCREASE PARK EQUIPMENT/VEHICLE INVENTORY		200,000		200,000			
C	FACILITIES	BEAL - ELECTRICAL PANELS		200,000		200,000	-	-	-
C	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT		70,000		70,000	-	-	-
C	FACILITIES	BRUNTON - WINDOW AND DOOR REPLACEMENT		1,000,000		1,000,000	-	-	-
C	FACILITIES	CITY-WIDE CUSTODIAL EQUIPMENT		900,000		300,000	300,000	300,000	
C	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT		30,000		30,000	-	-	-
C	PARKS	PARK FIELD RENOVATIONS		400,000		400,000			
C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS		300,000		150,000	150,000	-	-
C	FACILITIES	DEBERRY - DROP CEILING INSTALLATION PROGRAM		60,000		60,000	-	-	-
C	FACILITIES	ELLS - REPLACE TILE		40,000		40,000	-	-	-
C	FACILITIES	FREEDMAN - FLOOR TILE REPLACEMENT		125,000		125,000	-	-	-
C	FACILITIES	GLENWOOD - BATHROOM RENOVATIONS		600,000		300,000	300,000	-	-
C	PARKS	CYR ARENA EQUIPMENT AND REPAIRS		100,000		100,000			
C	PARKS	GOLF COURSE EQUIPMENT		1,000,000		1,000,000			
C	FACILITIES	GERENA SCHOOL - NEW HVAC, WATER PUMPS & SEAL WALLS		5,000,000		250,000	4,000,000	750,000	
C	FACILITIES	UPDATE SCHOOL THEATRES		500,000		500,000			
C	FACILITIES	KENNEDY - FLOOR TILE REPLACEMENT		100,000		100,000	-	-	-
C	PARKS	CITY-WIDE LAKE MANAGEMENT PROGRAM		360,000		120,000	120,000	120,000	-
C	SCHOOL	TECHNOLOGY UPGRADE - SECOND DATA CENTER		-					
C	SCHOOL	TECHNOLOGY UPGRADE - DUGGAN BANDWIDTH INCREASE	P	877,900		583,800	15,000		
C	ELECTIONS	NEW VOTING MACHINES		384,000		384,000	-	-	-
C	FACILITIES	PINE POINT LIBRARY - HVAC		100,000		100,000			
C	FIRE	RIVER RESCUE BOAT PURCHASE		125,000		125,000			
C	FACILITIES	CONVERT LIBERTY LIBRARY TO SOCIAL CENTER		80,000		80,000			
C	FACILITIES	RELOCATE DEPT. OF HEALTH AND HUMAN SERVICES		1,430,000		180,000	1,250,000		
C	PARKS	STORAGE BARN FOR BRIGHTNIGHT STRUCTURES		1,130,853		1,130,853			
C	FACILITIES	POOL BLANKETS/COVERS		225,000		110,000	115,000		
C	FACILITIES	BEAL - BATHROOM RENOVATION		120,000		120,000	-	-	-
C	FACILITIES	CENTRAL HIGH SCHOOL DUGOUTS AND BLEACHERS		100,000		100,000			
C	FACILITIES	BALLIET - BATHROOM AND PARTITION REPLACEMENT		-		-	-	-	-
C	FACILITIES	SUMNER - BATHROOM PARTITIONS		-		-	-	-	-
C	FACILITIES	ELLS - BATHROOM UPGRADE		30,000		30,000	-	-	-
C	PARKS	ADVANCED ENTRY SYSTEM		1,000,000		1,000,000			
C	FACILITIES	FREEDMAN - BATHROOM RENOVATION		20,000		20,000	-	-	-
C	FACILITIES	GLICKMAN - PLAYGROUND REPLACEMENT		45,000		45,000	-	-	-
C	SCHOOL	SERVING LINES - KENNEDY		57,454		57,454			
C	SCHOOL	SERVING LINES - DUGGAN		40,358		40,358			

Capital Improvement Plan

APPENDIX A: FY15 PROPOSED CAPITAL IMPROVEMENT PLAN

Priority A

Priority	Department	Project Summary	Partial/ Funded	Total Cost FY15-FY19	Funded Sources	2015	2016	2017	2018	2019
C	FACILITIES	INDIAN ORCHARD - PARAPET REPAIR		60,000		60,000	-	-	-	
C	FACILITIES	KENSINGTON - WINDOWS AND DOORS REPLACEMENT		350,000		350,000	-	-	-	
C	ECO DEV	CHAPMAN VALVE INDUSTRIAL PROJECT	P	4,500,000		1,500,000	1,500,000	1,500,000	-	
C	FACILITIES	RELOCATION OF RENAISSANCE SCHOOL		-		-	-	-	-	
C	FACILITIES	BALLIET - CAFETARIA IMPROVEMENT/DESIGN STUDY		3,900,000		900,000	3,000,000	-	-	
C	SCHOOL	WALSH BUILDING REPAIRS - CEILING TILES WEST WING		85,000		85,000	-	-	-	
C	SCHOOL	WALSH BUILDING REPAIRS - CEILING TILES SCIENCE ROOM		40,000		40,000	-	-	-	
C	PARKS	CAMEROTA PROPERTY		750,000		750,000	-	-	-	
C	PARKS	FORESTRY - UPDATE STREET TREE INVENTORY		200,000		200,000				
C	FACILITIES	BRUNTON - DROP CEILING INSTALLATION PROGRAM		65,000		65,000	-	-	-	
C	FACILITIES	CITY-WIDE REMOVAL OF UNDERGROUND STORAGE TANKS		1,400,000		1,400,000				
C	FACILITIES	SCHOOLS - PAINTING PROJECTS		1,386,000		462,000	462,000	462,000	-	
C	FACILITIES	CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)		75,000		75,000	-	-	-	
c	SCHOOL	APPLIANCES		25,000			25,000			
C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE		15,000		15,000	-	-	-	
C	DCAC	CITY HALL - RESTORE SCONCES ON CITY HALL AND THE CAMPANILE		100,000		100,000	-	-	-	
C	DCAC	CITY HALL - REMOVE STAINING		30,000		30,000	-	-	-	
C	FIRE	REPLACEMENT VEHICLES AND VEHICULAR EQUIPMENT		260,000		260,000	-	-	-	
C	SCHOOL	WALSH BUILIDING REPAIRS - REMOVE OIL TANK FROM PARKING LOT		15,850		15,850	-	-	-	
C	SCHOOL	WALSH BUILDING REPAIRS - SIDEWALK REPAIRS		30,000		30,000	-	-	-	
C	FACILITIES	CITY-WIDE HAZARDOUS WASTE SITE CLEANUPS		275,000			150,000	125,000		
C	PARKS	BLUNT PARK ROADWAY IMPROVEMENTS		1,500,000			1,500,000			
C	FACILITIES	SCHOOLS - CLOCKS		120,000		120,000	-	-	-	
C	FACILITIES	CHESTNUT - SEAL BRICK TOWERS		35,000		35,000	-	-	-	
C	FIRE	APPARATUS BAY FLOOR RENOVATIONS-HQ,NMAIN,IO,MS,MAS		200,000		200,000	-	-	-	
C	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY		750,000		-	750,000	-	-	
C	FACILITIES	JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS		300,000		300,000	-	-	-	
C	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM		25,000		25,000	-	-	-	
C	FACILITIES	VAN SICKLE - REPLACE FLOOR AND CARPET		90,000		-	90,000	-	-	
C	FACILITIES	BRUNTON - LIBRARY HEATING SYSTEM UPGRADE		35,000		35,000	-	-	-	
C	DCAC	WALSH - PLAYGROUND		130,000		130,000	-	-	-	
C	FIRE	16 ACRES FIRE STATION REPLACEMENT		5,000,000		5,000,000	-	-	-	
C	ECO DEV	PYCHON PARK RESTORATION		2,000,000		1,500,000	500,000	-	-	
C	FACILITIES	RENOVATION OF MULBERRY BUILDING		5,000,000		5,000,000	-	-	-	
C	POLICE	POLICE STATION - NEW POLICE HEADQUARTERS		45,000,000		45,000,000	-	-	-	
C	POLICE	POLICE STATOIN - REPLACE MALE CELL BLOCK		500,000		500,000	-	-	-	
C	FIRE	COMMAND VEHICLE REPLACEMENT (2)		124,000		124,000	-	-	-	
C	FIRE	AERIAL LADDER #5-INDIAN ORCHARD REPLACEMENT		-		-	-	-	-	
C	FIRE	COMMAND AND SUPPORT VEHICLES, REPLACEMENT		-		-	-	-	-	
C	PARKS	REPLACEMENT OF CITY-WIDE PLAYGROUND EQUIPMENT		510,000		170,000	170,000	170,000	-	
C	PARKS	BLUNT PARK BIKEWAY/WALKWAY		1,500,000		-	1,500,000	-	-	
C	LIBRARY	CENTRAL LIBRARY - ROOF REPLACEMENT		300,000		300,000	-	-	-	
C	IT	NETWORK SWITCH REPLACEMENT		126,000		42,000	42,000	42,000	-	
C	IT	INCREASE STORAGE CAPACITIES		30,000		30,000	-	-	-	
C	FACILITIES	WHITE - INSTALL DROP CEILING		60,000		60,000	-	-	-	
C	FACILITIES	CENTRAL HIGH - FIELD HOUSE ROOF		-		-	-	-	-	
C	FACILITIES	FREEDMAN - GROUNDS CAPITAL IMPROVEMENT		500,000		500,000	-	-	-	
C	FACILITIES	KILEY - FLOOR TILE REPLACEMENT		200,000		200,000	-	-	-	
C	DCAC	KENNEDY - POOL BUILDING ENVELOPE REPAIRS		800,000		800,000	-	-	-	
C	FIRE	ENGINE REPLACEMENT, ENGINE 5		610,000		-	610,000	-	-	
C	DPW	TRASH BARRELL REPLACEMENTS		1,200,000	PAY-GO FY11	300,000	300,000	300,000	300,000	
C	PARKS	UPGRADE SCHOOL ATHLETIC FIELDS		1,860,000		620,000	620,000	620,000	-	
C	FIRE	HEALTH & WELLNESS (ADDL. STATION UPGRADES)		115,000		115,000	-	-	-	
C	PARKS	WATERSHOPS POND		1,500,000		1,500,000	-	-	-	
C	PARKS	ZOO IMPROVEMENTS		600,000		-	600,000	-	-	
C	FACILITIES	CONSTRUCT ADD'L PARK'G LOT FOR LIBERTY SOCIAL CENT		250,000		-	250,000			
C	FIRE	QUINT - HYBRID VEHICLE		175,000		175,000				
C	FIRE	ENGINE REPLACEMENT, ENGINE 1		670,000		670,000	-	-	-	
C	FIRE	ENGINE REPLACEMENT, ENGINE 9		-		-	-	-	-	
C	FIRE	ENGINE REPLACEMENT, ENGINE 8		650,000		650,000	-	-	-	
C	FACILITIES	GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS		2,250,000		250,000	1,500,000	500,000		
C	PARKS	MILL POND		2,000,000		2,000,000	-	-	-	
C	FACILITIES	PURCHASE 91 SCHOOL STREET FOR SCHOOL DEPT USE		593,000		593,000				
C	PARKS	VETERAN'S GOLF COURSE IMPROVEMENTS		3,600,000		3,600,000	-	-	-	
C	PARKS	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE		600,000		600,000	-	-	-	
C	IT	CISCO ROUTER REPLACEMENT		36,000		36,000	-	-	-	
C	FIRE	ENGINE REPLACEMENT, ENGINE 3		610,000		-	610,000	-	-	
C	SCHOOL	WAREHOUSE - NEW EQUIPMENT		66,572		66,572				
C	LIBRARY	CENTRAL LIBRARY - WINDOW REPLACEMENT		200,000		200,000	-	-	-	
C	LIBRARY	CENTRAL LIBRARY -OUTDOOR LIFT		25,000		25,000	-	-	-	
C	FACILITIES	BRIDGE - FLOOR TILE REPLACEMENT		50,000		50,000	-	-	-	
C	FACILITIES	JOHNSON - WINDOW HARDWARE		25,000		25,000	-	-	-	
C	FACILITIES	WALSH - TRAFFIC ROUTE REPAY BUS DROPOFF		150,000		150,000	-	-	-	
C	PARKS	JAIME ULLOA PARK IMPROVEMENTS		300,000		300,000	-	-	-	
C	PARKS	DAVINCI PARK IMPROVEMENTS		150,000		150,000	-	-	-	
C	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS		275,000		275,000	-	-	-	
C	PARKS	WALSH PARK		1,300,000		1,300,000				
C	PARKS	PYNCHON PARK RENOVATIONS		5,000,000		3,000,000	2,000,000			
C	FACILITIES	WARNER - DRYWELLS BY FRONT AND BACK		30,000		30,000	-	-	-	
C	POLICE	REPLACE COMM 1		1,000,000		1,000,000	-	-	-	
C	FIRE	HQ/16A APRON (CONCRETE) AND PARKING LOT REPAIRS		200,000		200,000	-	-	-	
C	PARKS	RIVERFRONT PARK MASTER PLAN		3,000,000		3,000,000	-	-	-	
C	PARKS	CITY WIDE TENNIS COURT IMPROVEMENTS		250,000		150,000	100,000	-	-	
C	PARKS	BARNEY MAUSOLEUM		1,500,000		-	1,500,000	-	-	
		Total Priority C		**126,057,987**		**96,560,887**	**24,029,000**	**4,889,000**	**300,000**	

Priority D

Priority	Department	Project Summary	Partial/ Funded	Total Cost FY15-FY19	Funded Sources	2015	2016	2017	2018
D	LIBRARY	PINE POINT - FIRE ALARM SYSTEM		40,000		40,000	-	-	-
D	IT	FIBER NETWORK EXPANSION		-					
D	LIBRARY	FOREST PARK - EXTERIOR SECURITY SYSTEM WITH CAMERAS		13,000		13,000	-	-	-
D	LIBRARY	CENTRAL LIBRARY - REPLACE LIGHTING IN ROTUNDA		50,000		50,000	-	-	-
D	LIBRARY	FOREST PARK - FIRE ALARM SYSTEMS		40,000		40,000	-	-	-
D	LIBRARY	EAST SPFLD - FIRE ALARM SYSTEMS		40,000		40,000	-	-	-
D	LIBRARY	LIBERTY - FIRE ALARM SYSTEMS		40,000		40,000	-	-	-
D	LIBRARY	EAST SPFLD - EXTERIOR SECURITY SYSTEM WITH CAMERAS		13,000		13,000	-	-	-
D	LIBRARY	LIBERTY- EXTERIOR SECURITY SYSTEM WITH CAMERAS		13,000		13,000	-	-	-
D	LIBRARY	PINE POINT - EXTERIOR SECURITY SYSTEM WITH CAMERAS		13,000		13,000	-	-	-
D	PARKS	COTTAGE HILL PARK		450,000		450,000	-	-	-
D	PARKS	FIVE MILE POND PARK COVE DREDGING		1,500,000		1,500,000	-	-	-
D	IT	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE		475,000		225,000	250,000	-	-
D	FACILITIES	MILTON BRADLEY - REPAIR PIPING		200,000		200,000	-	-	-
D	FACILITIES	POTTENGER - REPAVE PARKING LOT/SIDEWALK		150,000		150,000	-	-	-
D	FACILITIES	DUGGAN - REPAVE PARKING LOT		200,000		200,000	-	-	-
D	LIBRARY	LIBERTY - NEW PARKING LOT		75,000		75,000	-	-	-
D	LIBRARY	FOREST PARK - WINDOW REPLACEMENT		85,000		85,000	-	-	-
D	LIBRARY	CENTRAL LIBRARY - PAVE ADJACENT PARKING LOT		150,000		150,000	-	-	-
D	LIBRARY	CENTRAL LIBRARY - AIR CONDITIONING		650,000		650,000	-	-	-
D	LIBRARY	EAST SPFLD - WINDOW REPLACEMENT		65,000		65,000	-	-	-
D	LIBRARY	LIBERTY - WINDOW REPLACEMENT		100,000		100,000	-	-	-

Capital Improvement Plan

APPENDIX A: FY15 PROPOSED CAPITAL IMPROVEMENT PLAN

Priority A

Priority	Department	Project Summary	Partial/ Funded	Total Cost FY15-FY19	Funded Sources	2015	2016	2017	2018	2019
D	FACILITIES	TALMADGE - REPAVE PARKING LOT		80,000		80,000	-	-	-	
D	POLICE	POLICE CRUISER REPLACEMENTS (30/YEAR)		5,010,000	PAY-GO FY12	2,850,000	1,080,000	1,080,000	-	
D	POLICE	POLICE - SHOT SPOTTER		1,092,000		764,000	164,000	164,000	-	
D	PARKS	CITY WIDE BASKETBALL COURT IMPROVEMENTS		300,000		150,000	150,000	-	-	
D	PARKS	SOLUTIA PARK		1,200,000		-	1,200,000	-	-	
D	PARKS	VAN HORN PARK		3,000,000		-	-	3,000,000	-	
D	FACILITIES	CENTRAL HIGH - INTERIOR CLASSROOM DOORS		66,000		66,000	-	-	-	
D	FACILITIES	HARRIS - ADD ADDITIONAL PARKING		100,000		-	-	100,000	-	
D	FACILITIES	KENSINGTON - ADD ADDITIONAL PARKING		-		-	-	-	-	
D	IT	GENERATOR - CITY HALL		200,000			200,000			
D	LIBRARY	EAST SPFLD - REPLACE PHONE SYSTEM		5,000		5,000	-	-	-	
D	LIBRARY	LIBERTY - REPLACE PHONE SYSTEM		5,000		5,000	-	-	-	
D	LIBRARY	PINE POINT - REPLACE PHONE SYSTEM		5,000		5,000	-	-	-	
D	LIBRARY	SIXTEEN ACRES - REPLACE PHONE SYSTEM		5,000		5,000	-	-	-	
D	LIBRARY	INDIAN ORCHARD - REPLACE PHONE SYSTEM		5,000		5,000	-	-	-	
D	LIBRARY	FOREST PARK - REPLACE PHONE SYSTEM		5,000		5,000	-	-	-	
D	PARKS	BLUNT PARK NEW MAINTENANCE BUILDING		800,000		-	800,000	-	-	
D	PARKS	FOREST PARK BIKE PATH		500,000		-	500,000	-	-	
D	FACILITIES	BALLIET - PLAYGROUND REPLACEMENT		60,000		-	60,000	-	-	
D	FACILITIES	BEAL - PLAYGROUND REPLACEMENT		-		-	-	-	-	
D	FACILITIES	BOLAND - HVAC SYSTEM		60,000		-	60,000	-	-	
D	FACILITIES	BOWLES - ADD ADDITIONAL PARKING		85,000		85,000	-	-	-	
D	FACILITIES	DORMAN - REPAVE PARKING LOT		-		-	-	-	-	
D	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION		85,000		-	85,000	-	-	
D	LIBRARY	LIBERTY - BUILDING ACCESSIBILITY		875,000		-	875,000	-	-	
D	LIBRARY	EAST SPFLD - ROOF REPLACEMENT		71,000		-	71,000	-	-	
D	LIBRARY	EAST SPFLD - BUILDING ACCESSIBILITY		875,000		-	875,000	-	-	
D	LIBRARY	ALL BRANCHES - RFID		801,000		65,110	735,890	-	-	
D	LIBRARY	ALL BRANCHES - MEDIA MANAGER MACHINES		195,000		45,000	150,000	-	-	
D	PARKS	RUTH ELIZABETH NEW COMMUNITY BUILDING		800,000		-	800,000	-	-	
D	FACILITIES	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD		100,000		100,000	-	-	-	
D	FACILITIES	LIBERTY - ADD ADDITIONAL PARKING		35,000		35,000	-	-	-	
D	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN		2,000,000		-	2,000,000	-	-	
D	FACILITIES	KENSINGTON - PLAYGROUND UNIT		80,000		80,000	-	-	-	
D	LIBRARY	FOREST PARK - CENTRAL AIR CONDITIONING		45,000		-	45,000	-	-	
D	LIBRARY	ALL BRANCHES - COMPUTER UPGRADES		120,000		40,000	40,000	40,000	-	
D	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS		60,000		60,000	-	-	-	
D	LIBRARY	CENTRAL LIBRARY - 3M INTELLIGENT RETURN/SORTER SYSTEM		232,000		232,000	-	-	-	
D	LIBRARY	EAST SPFLD - CENTRAL AIR CONDITIONING		45,000		-	45,000	-	-	
D	LIBRARY	LIBERTY - CENTRAL AIR CONDITIONING		45,000		-	45,000	-	-	
D	FACILITIES	BEAL - REPAVE PARKING LOT		100,000		100,000	-	-	-	
D	FACILITIES	HOMER - REPAVE DRIVEWAY		800,000		800,000	-	-	-	
D	PARKS	ZIMMERMAN PROPERTY		350,000		350,000	-	-	-	
D	PARKS	STEARNS SQUARE RENOVATION		50,000		50,000	-	-	-	
D	PARKS	WALKER GRANDSTAND RENOVATION		1,000,000		1,000,000	-	-	-	
D	PARKS	TRAIL RENOVATIONS		300,000		100,000	100,000	100,000	-	
D	FACILITIES	BRIDGE - REPAVE PARKING LOT		180,000		180,000	-	-	-	
D	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS		230,000		-	230,000	-	-	
D	LIBRARY	PINE POINT - REPAVE PARKING LOT		35,000		-	35,000	-	-	
D	LIBRARY	MASON SQUARE - REPAVE PARKING LOT		62,000		-	62,000	-	-	
D	PARKS	MEADOW BROOK RAVINE RESTORATION		150,000		-	150,000	-	-	
D	FACILITIES	DUGGAN - DRYWELL		25,000		25,000	-	-	-	
D	PARKS	FOREST PARK SIGN REPLACEMENT PROJECT		100,000		50,000	50,000	-	-	
D	FACILITIES	BEAL - CLASSROOM CABINETRY		25,000		25,000	-	-	-	
D	FACILITIES	CHESTNUT - INTERIOR COUTRYARD REPAIRS		45,000		45,000	-	-	-	
D	LIBRARY	FOREST PARK - CIRCULATION DESK		30,000		30,000	-	-	-	
D	PARKS	MCKNIGHT GLEN IMPROVEMENTS		180,000		-	180,000	-	-	
D	LIBRARY	EAST FOREST PARK - NEW LIBRARY	P	5,029,000	PAY-GO14	29,000	5,000,000			
D	PARKS	CLODO CONCEPCION COMMUNITY CENTER WATER SPRAY PARK		1,555,000			1,555,000			
D	LIBRARY	INDIAN ORCHARD - RENOVATE BASEMENT AREA		75,000		-	75,000	-	-	
D	PARKS	TRIANGLE/TERRACE RESTORATIONS		300,000		100,000	100,000	100,000	-	
D	PARKS	TREE REPLACEMENT PROGRAM		1,800,000		600,000	600,000	600,000	-	
D	PARKS	BOWLES FOUNTAIN RESTORATION		400,000		-	400,000	-	-	
D	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE		3,000,000		-	-	3,000,000	-	
D	FINACE	CAPITAL ASSET CONSTRUCTION ADMINISTRATIVE COSTS		-		-	-	-	-	
D	FACILITIES	BALLIET - ROOF REPLACEMENT		-		-	-	-	-	
D	FACILITIES	CITY HALL, SYMPHONY HALL BRONZE DOORS RESTORATION		-		-	-	-	-	
D	FACILITIES	WASHINGTON - ROOF REPLACEMENT		260,000		260,000	-	-	-	
		Total Priority D		**39,490,000**		**12,538,110**	**18,767,890**	**8,184,000**	**-**	
		Total Cost of Capital Requests FY15-FY19		**538,320,523**		**355,704,621**	**127,291,304**	**40,595,498**	**12,450,000**	

APPENDIX B: FY14 FUNDED PROJECTS

Capital Improvement Plan
APPENDIX B: FY14 FUNDED PROJECTS

Priority A

Priority	Department	Project Summary	Partial/ Funded	Funded Sources	2014
A	FACILITIES	ESCO PHASE 1	F	BOND	-
A	DCAC	ELIAS BROOKINGS - SCHOOL REBUILD	F	FEMA, MSBA	27,385,000
A	DCAC	DRYDEN - REPAIRS AND REBUILDING	F	FEMA, MSBA	15,247,142
A	DCAC	PUTNAM VOC - SOIL CONTAMINATION&DENTAL CLINIC	F	Putnam Bond	-
A	ECO DEV	UNION STATION	P	Grants and City Match	
A	DCAC	SKYWALK	P	PAY-GO FY13	-
A	DCAC	SECC - EARMARK	F	PAY-GO FY13-14 - FEMA	8,626,180
A	DCAC	PUTNAM VOCATIONAL TECHNICAL HIGH SCHOOL	F	MSBA - CITY BOND	-
A	DPW	BOSTON ROAD CORRIDOR TO PASCO ROAD	F	CITY BOND/CH 90/PAY-GO	-
A	ECO DEV	COURT SQUARE REDEVELOPMENT -SHEAN BLOCK AQUISITION	P	State Grant	-
A	FACILITIES	EXPANSION AND RENOVATION OF STEM SCHOOL	F	MSBA, BOND	-
A	DCAC	FOREST PARK - PORTER LAKE SKATEHOUSE RENOVATIONS (ECOS)	F	PAY-GO FY12/ FEMA	2,547,923
A	DCAC	FOREST PARK - MIDDLE SCHOOL	F	MSBA 90%, CITY BOND	-
A	DISPATCH	Back-up 911 Center Upgrade	F	PAY-GO FY13	-
A	FIRE	JAWS OF LIFE	F	PAY-GO FY13	-
A	DCAC	SCHOOL PROPERTY CONDITION ASSESSMENTS	F	PAY-GO	-
A	DCAC	POLICE STATION - ELECTRICAL UPGRADES PHASE II	F	Police & Fire Design Bond and Pay-Go FY12	-
A	DCAC	POLICE STATION - ELECTRICAL UPGRADES PHASE III	F	PAY-GO FY13	-
A	FIRE	EMERGENCY GENERATORS AT FIRE STATION FACILITIES	F		-
A	LIBRARY	CENTRAL LIBRARY - ADA Handicap Ramp	F	OLD BOND FUNDS	-
A	DCAC	BUSINESS CONTINUITY PLAN - PHASE 1- DPW GEN UPGRAD	P	SNOW AND ICE FUND	-
A	DCAC	EMERSON WIGHT PARK	F		-
A	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	P	UNEXPENDED BONDS	250,000
A	DPW	ROAD RESURFACING AND SIDEWALK CONSTRUCTION	P	PAY-GO FY13/Ch90	2,900,000
A	FACILITIES	SCHOOLS - SAFETYCAMERAS	P	School Budget	2,828,391
A	FACILITIES	GERENA - PUMP HOUSE/FLOOD	F		-
A	DCAC	SENIOR CENTER	P	PAY-GO FY12/OLD BOND FUNDS / FEMA	10,000,000
A	DISPATCH	CITYWIDE NARROWBANDING REQUIREMENT	F	PAY-GO FY13	-
A	DPW	BONDI'S ISLAND LANDFILL CLOSURE	P	BOND	500,000
A	POLICE	50 EAST STREET	F	FEMA	7,200,000
A	DPW	PRIVATE WAYS - RESURFACING	P	PAY-GO FY14	44,105
A	PARKS	CAMP STAR ANGELINA RENOVATIONS	F	Grant / Donations	1,900,000
A	DPW	NORTH END LIGHTING	F	PAY-GO FY12 & FY14	66,391
A	DCAC	CENTRAL HIGH EXPANSION	F	OLD BOND FUNDS, MSBA 80%	32,081,901
A	FACILITIES	PURCHASE MT CARMEL BUILDING	F		2,845,000
A	FACILITIES	PURCHASE SCHOOL ST BUILDING	F		975,000
A	DCAC	GERENA - GYM FLOOR	F		-
A	DPW	PURCHASE OF RECYCLING BARRELS	F	GENERAL FUND / PAY-GO	-
A	PARKS	VAN HORN DAM STUDY	F	GRANT	-
A	DPW	INDIAN ORCHARD MILLS SIGNAL PROJECT	F	PAY-GO FY13, CH90, OLD BOND FUNDS	-
A	PARKS	AQUATIC GARDENS/PECOUSIC BROOK NOI	F		-
A	ECO DEV	ACQUISITION OF THE ASYLUM BUILDING	F	GRANT	-
A	FACILITIES	PURCHASE OF OUR LADY OF SACRED HEART	F	BOND	-
A	FACILITIES	CITYWIDE - FIRE ALARM SYSTEMS	F		-
A	FACILITIES	WARNER - WINDOW AND DOOR REPLACEMENT	F		-
A	DCAC	DICKINSON STREEET WASHOUT	F		-
A	DPW	City-wide Vehicles Replacement Project - Non-Public Safety	P	PAY-GO FY12	269,270
A	DISPATCH	Radio Console replacement/upgrade to Digital	F	FINANCING	
A	DPW	SOUTHBRANCH PKWY GUARDRAIL	F	PAY-GO FY14	138,354
A	DPW	BOSTON ROAD - PASCO TO WILBRAHAM	F	BOND	7,374,177
B	SCHOOL	SCHOOL TECHNOLOGY	P	School Budget	5,910,276
B	PARKS	AMPHITHEATRE PARKING LOT	F		-
B	IT	MUNIS UTILITY MODULE	F		-
B	FACILITIES	SCHOOLS - ELECTRICAL WORK TO SUPPORT ERATE	P	MSBA 80%	-
B	DCAC	FOREST PARK - MAINTENANCE BUILDING	F		-
B	FACILITIES	RELOCATION OF THE SCHOOL DEPARTMENT OFFICES	F		-
B	FACILITIES	SCHOOLS - INTERCOM	F		-
B	FACILITIES	WHITE - WINDOW DESIGN AND REPLACEMENT	F		-
B	IT	IT - COOLING SYSTEM REPLACEMENT	F	FEMA, PAY-GO FY12	
B	IT	TIME REPORT SYSTEM (ADP TLM)	F		-
B	ECO DEV	SOUTH END URBAN RENEWAL	F	CH90, CDBG,CDAG, CITY FUNDS	-
B	FACILITIES	FUEL PUMPS AT TAPLEY ST.	F		-
B	FACILITIES	PURCHASE OF OUR LADY OF HOPE	F	UNEXPENDED BONDS	-
B	FACILITIES	RENOVATION OF PAROCHIAL SCHOOLS	F		-

Capital Improvement Plan
APPENDIX B: FY14 FUNDED PROJECTS

Priority A

Priority	Department	Project Summary	Partial/ Funded	Funded Sources	2014
B	FACILITIES	FEDERAL BUILDING RENOVATION	F		-
B	DPW	Temple Street Sidewalk	F	PAY-GO FY14	97,500
B	FACILITIES	KILEY - ROOF REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	-
B	FACILITIES	LIBERTY - ROOF REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	-
B	FACILITIES	DEBERRY - OUTDOOR CLASSROOM	F		-
B	DCAC	DRYDEN - ROOF REPLACEMENT	F		-
B	DCAC	POLICE STATION - MEN'S LOCKER ROOM	F		-
B	DCAC	CITY HALL - CITY COUNCIL CHAMBERS	F		-
B	DCAC	CENTRAL HIGH - ARTIFICIAL TURF FOOTBALL FIELD	F		-
B	FIRE	REPLACEMENT ARSON/1995 SUBURBAN	F		-
B	FIRE	REPLACEMENT REPAIR PICK UP/1993 FORD W/PLOW	F	PAY-GO FY09	-
B	FIRE	PORTABLE JACK (6) HYDRAULIC LIFT SYSTEM	F	GRANT FUNDED	-
B	ECO DEV	DEMOLITION OF WHITE ST. FIRE STATION	F	BOND	-
B	ECO DEV	DEMOLITION OF THE ASYLUM PROPERTY	F		-
B	IT	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	P	PAY-GO FY13, PRODUCTIVITY BANK	-
B	PARKS	FOREST PARK PAVING INCLUDING GREENLEAF ROAD	F	GRANT	-
B	ECO DEV	GSA - FEDERAL BUILDING	F		-
B	DCAC	CITY HALL - DESIGN FOR RESTORATION OF WINDOWS	F		-
B	DCAC	DUGGAN - FLOOR REPLACEMENT	F		-
B	DCAC	WASHINGTON - DOOR REPLACEMENT	F		-
B	FIRE	WHITE STREET FIRE STATION	F	BOND	-
B	DCAC	SCIENCE AND TECHNOLOGY ROOF REPAIR	F	MSBA 80%, CITY BOND	1,028,527
B	DCAC	SOUTH END MIDDLE SCHOOL ROOF REPAIR	F	MSBA 80%, CITY BOND	229,567
B	DCAC	SPRINGFIELD PUBLIC DAY HIGH SCHOOL ROOF REPAIR	F	MSBA 80%, CITY BOND	271,482
B	DCAC	MARGARET C. ELLS SCHOOL ROOF REPAIR	F	MSBA 80%, CITY BOND	437,536
B	ECO DEV	OLD FIRST CHURCH	F		-
B	FACILITIES	WARNER - ROOF REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	-
B	FACILITIES	JOHNSON - SCHOOL ROOF	F	GREEN REPAIR MSBA 80%, CITY BOND	-
B	FACILITIES	KENNEDY - SCHOOL ROOF	F	GREEN REPAIR MSBA 80%, CITY BOND	-
B	FACILITIES	HOMER - SCHOOL ROOF	F	GREEN REPAIR MSBA 80%, CITY BOND	-
B	FACILITIES	CENTRAL- ROOF REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	-
B	FACILITIES	FREEDMAN - ROOF REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	455,546
B	FACILITIES	GLICKMAN - ROOF	F	GREEN REPAIR MSBA 80%, CITY BOND	500,000
B	DCAC	WALSH - ROOF REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	-
B	DCAC	GERENA - ROOF REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	-
B	DCAC	POTTENGER - ROOF REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	-
B	DCAC	DUGGAN - ROOF REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	-
B	DCAC	BEAL - ROOF REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	-
B	DCAC	PUTNAM - DENTAL EQUIPMENT	F	PAY-GO FY13	-
B	DCAC	MILTON BRADLEY - ROOF REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	-
B	DPW	PURCHASE OF RECYCLING TRUCK	F		-
B	DPW	PURCHASE OF RECYCLING BARRELS PHASE 2	F		-
B	DPW	PURCHASE OF 4 SEMI-AUTOMATED TRUCKS FOR SINGLE STR	F		-
B	DPW	TAIL GATE EXTENDER FOR RECYCLING TRUCK	F		-
B	SCHOOL	SAFETY EQUIPMENT	F	School Budget	500,000
B	DPW	BONDIS ISLAND LANDFILL LFG FLARE MAINTENANCE	F		-
B	IT	PERMITTING AND INSPECTION SYSTEM	F	CITY BOND	-
B	IT	MUNIS SOFTWARE UPGRADE	F	CITY BOND	-
B	FACILITIES	SCHOOLS - OIL TANK REMOVAL	P	MSBA 80%	-
B	SCHOOL	LIGHTING RETROFITS	F	School Budget	254,702
B	DPW	INDIAN ORCHARD SIDEWALK DAMAGE FROM MICROBURST	F	PAY-GO FY12	-
B	FACILITIES	SYMPHONY HALL - LIGHTING AND WINDOWS	F	GRANT	-
B	DPW	PURCHASE OF VEHICLES	P	PAY-GO FY14	251,270
B	PARKS	IRRIGATION OF STATE STREET	F		-
B	FACILITIES	PROPERTY CONDITION ASSESSMENT - MUNICIPAL	F		-
B	FACILITIES	LIBERTY - FLOOR TILE REPLACEMENT PROGRAM	F		-
B	FACILITIES	LYNCH - WINDOW REPLACEMENT	F		-
B	DCAC	TALMADGE - WINDOW REPLACEMENT	F		-
B	FIRE	ISTATION PAPERLESS FILES	F	PRODUCTIVITY BANK	-
B	DPW	BOSTON ROAD CORRIDOR PHASE 2	F		-
B	IT	LAW DEPT CASE MANAGEMENT SYSTEM	F	PAY-GO	-
B	PARKS	JOHNNY APPLESEED IMPROVEMENTS	F	CITY FUNDS, GRANT	-
C	ECO DEV	SOUTH END STREET IMPROVEMENTS	F	State Grant	-
C	FACILITIES	DORMAN - FLOOR TILE REPLACEMENT	F		30,000
C	FACILITIES	GLICKMAN - FLOOR TILE REPLACEMENT	F		-
C	DCAC	FREEDMAN - WINDOW DESIGN AND REPLACEMENT	F		-
C	IT	E-MAIL ARCHIVING	F		-
C	SCHOOL	TECHNOLOGY UPGRADE - DUGGAN BANDWIDTH INCREASE	P		144,900

Capital Improvement Plan
APPENDIX B: FY14 FUNDED PROJECTS

Priority A

Priority	Department	Project Summary	Partial/ Funded	Funded Sources	2014
C	ECO DEV	WORTHINGTON STREET HOMELESS RESOURCE CENTER	F	CITY BOND, GRANT	-
C	IT	KRONOS	F	PAY-GO	-
C	FACILITIES	ELLS - DOOR REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	500,000
C	FACILITIES	ELLS - WINDOW REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	-
C	FACILITIES	KILEY - WINDOW AND DOOR REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	2,500,000
C	FACILITIES	SCI-TECH - ROOF REPLACEMENT AND HEATING PLANT	F		-
C	FACILITIES	KENSINGTON - FLOOR TILE REPLACEMENT PROGRAM	F		-
C	DCAC	DUGGAN - WINDOW AND DOOR REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	-
C	DCAC	KENNEDY - WINDOW AND DOOR REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	2,500,000
C	FIRE	LADDER #1 REPLACEMENT	F	GENERAL FUND	-
C	ECO DEV	CHAPMAN VALVE INDUSTRIAL PROJECT	P		-
C	DCAC	SYMPHONY HALL SIDEWALK/VAULT	F		-
C	FIRE	AUTOMATE PAYROLL - TELESTAFF	F	PRODUCTIVITY BANK	
C	IT	NETWORK SERVERS	F		-
C	DPW	PERFORMANCE BLVD	F		-
C	DPW	MEMORIAL INDUSTRIAL PARK II ROADWAY EXTENSION	F		-
C	FACILITIES	GLENWOOD - FLOOR TILE REPLACEMENT	F		-
C	FACILITIES	TAPLEY ST ELECTRICAL UPGRADE	F		-
C	FACILITIES	BRUNTON - FLOOR TILE REPLACEMENT PROGRAM	F		-
C	PARKS	HUBBARD PARK IMPROVEMENTS	F	PAY-GO FY13, GRANT	-
C	DCAC	GREENLEAF ENTERANCE	F		-
C	DCAC	ADOLOSCENT CLINIC	F	PAY-GO	-
D	FACILITIES	BOWLES - FLOOR TILE REPLACEMENT	F		-
D	FACILITIES	BRUNTON - CARPET	F		-
D	FACILITIES	ELLS - REDESIGN PARKING LOT ISLAND	F		-
D	DCAC	FOREST PARK - PROUTY GROVE ROAD PARKING LOT FOREST PARK	F		-
D	DCAC	ROOM 220 SOUND SYSTEM	F		-
D	LIBRARY	EAST FOREST PARK - NEW LIBRARY	P	PAY-GO14	-
		Total Priority D			**-**
		Total Cost of FY14 FUNDED PROJECTS			**138,790,141**

APPENDIX C: CAPITAL IMPROVEMENT PROCESS

CAPITAL IMPROVEMENT PROCESS

Departments submit capital requests to the Finance Department electronically along with necessary supporting documentation (See Appendix A for a summary of requested projects). Requests are captured in a database maintained by the Finance Department 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
- Priority placed by Requesting Department
- Estimated Project Cost
- Proposed Funding Sources
- Project Description
- Project Urgency
- Project Benefits
- Fiscal Impact
- Legal Obligations
- Public Service Impact
- Description of the Project's Prior Phases Completed

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

- Building – This includes acquisition, replacement, renovation, and addition to, construction or long-term lease of a building or a major component thereof.
- Infrastructure – 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 (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.
- Technology – 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.
- 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.

Types - Each project is further classified into one of five 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.
- Reconstruction/Replacement – The substantial reconstruction or replacement of a capital asset, such as a street, building or a piece of capital equipment. This may entail the demolition of an existing asset or the abandonment of an asset and the construction or acquisition of a new asset to replace it.
- Demolition – This includes commercial and residential building demolition.
- Major Repair/Renovation – 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.
- Repair – Smaller scale capital repairs that extend the useful life of a capital asset.

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 Finance Officer, the Director of Finance, 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 FY12 planning process the Committee members included:

- Acting CAFO – Timothy J Plante
- Budget Director - LeeAnn Pasquini
- Public Works Director – Allen Chwalek
- PBRM Director – Patrick Sullivan
- Capital Asset Construction Director – Rita Coppola
- Planning and Economic Development Director – Kevin Kennedy
- City Council Representative – Timothy Rooke

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

Criteria **-** Each project is ranked on six criteria:

- Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are their funding sources other than the general fund for this project?
- Legal obligations – Does the project improve compliance with federal law, state law, or local ordinance?
- 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?
- Urgency of maintenance needs - Is the asset currently broken and in need of immediate replacement?

- Prior phases - If the project is a multiyear project, have prior phases been previously conducted?
- Department priority – What priority does the department place on the projects based on the departmental mission, goals and objectives.

Each criterion above receives a different weight as seen in Appendix B. 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 D: RATING CRITERIA

CITY OF SPRINGFIELD
PROJECT REQUEST RATING SHEET
DESCRIPTION OF RATING CRITERIA AND SCALES

CRITERIA A- OVERALL FISCAL IMPACT **Weight: 4**

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:

5- Project requires less than 10% City funding.
4- Project requires less than 50% City funding.
3- Project requires more than 50% City funding, decreases operating costs and increases City revenues.
2- Project requires more than 50% City funding, increases operating costs and increases City revenues.
1- Project requires more than 50% City funding, decreases operating costs and decreases City revenues.
0- Project requires more than 50% City funding, increases operating costs and decreases City revenues.

Note: Projects which do not impact either revenues or operating costs will receive the score of a project that is more favorable in the category (for revenue, the score will be the "increasing revenue" score and for costs, the "decreasing costs" score). This score will then be reduced by 0.5 to reflect the lack of actual increase in revenue or decrease in costs.

CRITERIA B- LEGAL OBLIGATIONS AND COMPLIANCE

Weight: 4

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:

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

Illustrative Ratings:

5- The service itself addresses an immediate public health, safety, accreditation, or maintenance need.
4- Service is improved and addresses a public health, safety, accreditation, or maintenance need.
3- Service is greatly improved.
2- Service is improved.
1- Service is minimally improved and addresses a public health, safety, accreditation, or maintenance need.
0- Service is minimally improved.

CRITERIA D- URGENCY OF MAINTENANCE NEEDS **Weight: 3**

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:

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 (e.g., the project is new and has no impact on current service).

CRITERIA E - 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:

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 F – DEPARTMENTAL PRIORITY **Weight: 2**

Rationale: Departments are expected to provide an indication of which projects are most important to their mission.

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

A. Departmental ranking of each individual project.
B. The total number of project requests that are submitted by a department.

Illustrative Ratings:

5- The project is within the top 20% of departmentally ranked project requests (81% to 100%).
4- The project is within the next 20% of projects (61% to 80%).
3- The project is within the next 20% of projects (41% to 60%).
2- The project is within the next 20% of projects (21% to 40%).
1- The project is within the bottom 20% of ranked projects (0% to 20%).

Analysis of Outstanding Debt

City of Springfield, Massachusetts

January 31, 2014

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Chief Administrative & Financial Officer

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

Dear Mayor Sarno and Members of the City Council:

I am pleased to provide you with the enclosed analysis of the City of Springfield's existing debt. This report is intended as a user-friendly examination of current and future debt issued on behalf of the residents of our community. The analysis continues to be a tool that can be used when assessing the City's debt position and impact of financial programs on the financial position of the City to make informed decisions. This analysis evaluates the affordability of issuing new debt, taking into account the City's existing annual debt service payment obligations.

In this analysis, affordability is measured by determining the annual amount of debt service and other debt-like payment obligations as a percentage of general fund revenues. This measure (debt service as a percent of general fund revenues) is a commonly accepted standard for measuring debt capacity. It provides a true indication of the relative cost of the City's debt by taking into account the actual City's payment obligations on debt and the amount of revenue available to pay those obligations.

The Fiscal Year 2014-2018 Capital Improvement Plan (CIP) showed a $535.2 million capital need in the City. The CIP plan provides a detailed view of the capital needs within the City of Springfield. The Fiscal Year 2015-2019 Capital Improvement Plan process is underway. This comprehensive capital plan includes roads, sidewalks, parks, land, buildings, equipment, fleet and other capital asset needs and which will serve as a singular basis for capital funding decisions in future years.

The City of Springfield has issued debt to finance investment in its capital infrastructure, specifically funds through the issuance of bonds and notes to fund the large majority of its capital investments. These investments were made for numerous purposes, including the construction and renovation of buildings and schools. As you know, recently the MSBA unanimously voted to fully fund the two schools which were affected by the June 1, 2011 tornado, Elias Brookings and Mary Dryden. MSBA raised its reimbursement levels from 80% to 100% and lifted all caps on the projects. To date the City of Springfield has submitted $14.2 million for reimbursement from MSBA for the Brookings ($1.8 million) and Dryden ($12.4 million) projects.

The City also took advantage of the MSBA's new - Accelerated Repair Program initiative, this innovative competitive grant program represents a unique opportunity for the City. The main goals of the Accelerated Repair Program are to improve learning environments for children and teachers, reduce energy use and generate cost savings for the City. The program will repair or replace roofs, windows and boilers in schools that are otherwise structurally, functionally and educationally sound. The collaboration between the City and MSBA results in high reimbursement levels, a major reason for the high percentage of school related debt.

The City continues to pursue assistance from the Federal Emergency Management Agency (FEMA), Massachusetts Emergency Management Agency (MEMA), Federal Highway Administration (FHwA), Natural Resources Conservation Service (NRCS), and the Massachusetts School Building Authority (MSBA) for the costs related to the 2011 tornado and snow storm. Springfield has issued Bond Anticipation Notes (BANs) to address the Department of Revenue (DOR) requirement to extinguish the deficits; however we anticipate reimbursement from these agencies. In the meantime, the City continues to monitor its cash flow and process timely payments.

In recent years, the City had made a concerted effort to restructure its debt for the purposes of increasing its capacity for future debt issuances and preventing dramatic increases in future debt payments. As a result, the City of Springfield received a reaffirmed credit rating of A2 with a stable outlook by Moody's in July 2013, and in January 2014, Standard and Poor's gave the City a double upgrade of its credit rating to 'AA-' from 'A'. The S&P rating continues to be the highest rating in the City's recorded history. This is a testament to how well the City has made it through the economic downturn and made appropriate decisions to keep the budget balanced. Moody's credited Springfield's stabilized financial position with "satisfactory reserve levels, as well as demonstrated ability to independently manage the city, following the disbanding of the city's control board in 2009".

Consequent to the restructure efforts, the City of Springfield is now in a position to strategically invest in its infrastructure and capital needs and is looking to issue short and long term debt in 2015 and 2016 as well as use a combination of Pay-As-You-Go Capital funds and Capital Reserve funds.

I hope this analysis is helpful to you and would welcome the opportunity to provide any additional information that would be useful to you or the residents of our community.

Very truly yours,

Timothy J. Plante
Chief Administrative and Financial Officer

Springfield Debt Overview

Mandated by Chapter 468 of Acts and Resolves of 2008, the City of Springfield's Office of Management & Budget is required to provide a yearly review of the City's current outstanding debt. This review is designed to have two desired effects:

1. An outstanding debt analysis will show financial officials and citizens the current state of debt management.
2. Secondly, this analysis will show if the City of Springfield could afford more debt in either the current fiscal year or future years as debt service payments decline.

Currently, the City of Springfield has a total of 294.3 million in outstanding total debt ($233.3 million in principal and $61 million in interest). The total debt consists of issuances dating back to fiscal year 2001 up to the most recent debt refunding in 2012. This study will show the City is currently within its debt capacity as mandated by the City's financial ordinances Chapter 4.44.070 (General Fund debt service as a percentage of general fund revenues, net of debt exclusions – should not exceed eight percent (8%)).

Debt Service as a % of General Fund Revenue			
			Source
A	2013 Total Debt Service	$38,858,908	First Southwest
B	2013 General Fund Revenue	$574,626,797	Springfield
A/B	**Debt Capacity**	**6.8%**	

Capital
Consistent with the City's financial policies as well as standard business practices, the City of Springfield has only issued debt to finance capital investment. Appendix A of this report is a summary of all projects financed by debt that are currently outstanding. Each of these projects is a capital project, and each expenditure of funds is considered a capital investment.

The City of Springfield defines ***capital*** as buildings, facilities, land, infrastructure or major equipment with an estimated useful life of at least ten years and costs at least $25,000. Similarly, any improvements to capital which would extend the useful life of capital being improved by at least five years may be considered capital if it costs at least $25,000.

A ***capital investment*** is the expenditure of funds to improve existing City infrastructure, extend its useful life, buildings, or acquire new capital assets. This is considered an investment because the funds expended are used to reduce costs and/or improve services over a multi-year timeframe.

Debt Service is the cost of repaying debt that has been issued. This includes principal and interest payments.

Debt
Municipal debt – usually bonds and notes – is a tool for financing investments in the infrastructure and capital equipment that permits government to provide services to the public. In its most basic form, debt occurs when a city or town borrows from lenders. The money that is borrowed is usually repaid over a number of years, and the lender usually charges interest to the borrower as compensation for allowing someone else to use their money. To begin to understand municipal borrowing, a few key terms are important:

Bond: A long-term financing tool that allows a community to borrow money to finance certain investments. Municipal bonds in Massachusetts are generally issued with a fixed interest rate and carry a term of between 10 and 30 years.

Note: A financing tool generally used for short-term needs, such as "bridge financing" during construction. In Massachusetts, notes are generally issued as one-year debt which can be "rolled" for a maximum of five years.

Term: The length of time a bond or note is outstanding. In other words, if a community borrows money for 20 years to finance the construction of City Hall, the "term" of the debt is 20 years. In five years, the "remaining term" would be 15 years.

Debt Issuance
With rare exception – exceptions which are authorized by the Commonwealth on a case-by-case basis through special legislation – municipal debt can only be incurred for investment in the capital needs of a community. State finance law permits communities to issue debt for the following purposes:

Public Works
- Construction and reconstruction of roads, bridges, sidewalks, walls and dikes, and for the acquisition of land
- Construction and reconstruction of municipal buildings, including schools
- Traffic signals, public lighting, fire alarm and police communication equipment

Municipal Equipment
- Departmental equipment, including fire equipment and heavy equipment such as graders, street sweepers, trash trucks, and semi-automated recycling trucks.
- Costs for design, development and purchase of computer software and equipment

Energy
- Energy conservation, to pay for energy audits or to implement alternative energy technologies.

Environmental
- Asbestos abatement in municipal buildings
- Preservation and restoration of lakes and ponds

Recreational

- Construction of parks and playgrounds
- Construction of skating rinks, outdoor swimming pools, golf courses, tennis courts and other outdoor recreational facilities

Debt should be issued to finance capital improvements that will maintain or improve the rate of return on taxpayer dollars. Stated another way, debt should be issued to finance capital projects that prevent things from getting worse, make things better or improve operations, services or efficiency.

There are a number of reasons to issue debt to finance capital investment. The City continues to recover from the June 2011 tornado and October 2011 snow storm. Certain projects such as the construction of Elias Brookings Elementary School and Mary Dryden Elementary School which lost an entire wing can only be afforded by spreading their cost over many years. MSBA Grant Program requires the City to appropriate the full cost of the project, before any reimbursements from MSBA can be requested, which is something that requires the issuance of debt.

The issuance of debt to finance projects with a long life is also considered "fair." This equity concern is grounded in the argument that 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. This requires the issuance of debt.

As an example, the City has bonded for the construction of a new Brookings Elementary School that could provide educational services for 50 years. It would not be "fair" to finance the project through direct cash appropriation because today's taxpayers would pay for its entire cost. Those who moved into Springfield in two years could receive 48 years of benefit without paying any of the cost, and those who moved out of Springfield in five years would have paid 50 years of cost but received only five years of benefit.

Similarly, it would not be "fair" or cost effective to bond for the project and structure the debt in such a way that the City would not pay the starting costs associated with the construction until 20 years from now. In other words, as the City issues debt, it begins paying back the principal and interest as to not back load the debt service schedule for future years to fund. The City's financial policies require the City to structure its debt in such a way that the City pays for the construction based on the depreciation of that building.

Debt Management

Debt management is the application of financial knowledge to ensure that our debt is structured in the manner that saves as much money as possible for our residents and protects our taxpayers from the risks associated with debt. Proper debt management can help the City take advantage of opportunities that suddenly arise and can help us predict and resolve problems before they occur. Specifically, proper debt management allows the City to plan additional debt issuances. The benefit of this is to allow the City to determine those projects that would be viewed as top priorities.

Debt management also helps a community ensure the cost of its debt is fair and equitable. Part of this fairness is issuing debt whose term does not exceed the useful life of the asset it finances. This reduces overall costs by placing a limit on the term of the debt and ensures that taxpayers will not be required to pay for assets that no longer exist, and therefore are no longer providing a public benefit.

Proper debt management should incorporate communication with the public to ensure the people we serve are fully informed of the ways in which their government is financed. This analysis continues the City's efforts to improve communication about public finances.

Analysis of City Debt

The City's aggregate debt service totals $294.3 million over fourteen years. Projects that make up this debt range from the small - $189,000 for renovations to Marshall Roy Park in 2007 to the large - $15.2 million for the Mary Dryden Elementary School which lost an entire wing of the building as a result of the 2011 Tornado.

There are many different ways to examine the City's debt. This document first examines the policy issues associated with our debt – for what purpose was it issued, in what structure or manner was it issued – and then examines what this debt tells us about the finances of our community. The latter analysis relies on benchmarks established by Moody's Investors Service, Standard & Poor's and Fitch Ratings, the three large companies that evaluate and rate municipal debt. These benchmarks tell us what our ability is to repay our debt, highlights areas of further investigation and public discourse and will be used by rating agencies to rate our bonds. When Springfield wants to issue bonds, its bond rating reflects the amount of interest it has to pay an investor. The higher the bond rating, the lower the risk of default and the amount of risk the investor is taking. Lower risk means lower interest received by the investor and paid out by the City.

Annual Debt Service

The City is legally obligated to pay the principal and interest associated with a bond issuance before all expenses including salary obligations. This annual payment is known as the debt service payment. Because of this mandated expense, the City must be cognizant of debt service payments when issuing new debt and whether or not the City has the ability to increase those payments.

Figure 1, shows the City's debt service repayment schedule as of June 30, 2013. It should be noted that the City has entered in to a declining debt service payment schedule. In fiscal year 2010, the City took advantage of the Qualified School Construction Bond (QSCB) Act. This borrowing requires a "bullet" payment at the end of the seventeen year borrowing term. Each year, the City will invest the required payments for the bond in to a "sinking fund" and at the end of the term; the City will pay the principal and interest payments out of the sinking fund. This is the explanation for the large increase in payments in 2027. The City just recently completed a debt refund saving over $2 million in interest payments over the fifteen years of debt service. The total debt service payment that will be made in Fiscal Year 2014 is $38.8 million. Figure 1 below shows that after 2015 the City will have bonding capacity based on the

long term debt service. This refunding gives the City a larger debt capacity each year enabling more debt to be issued.

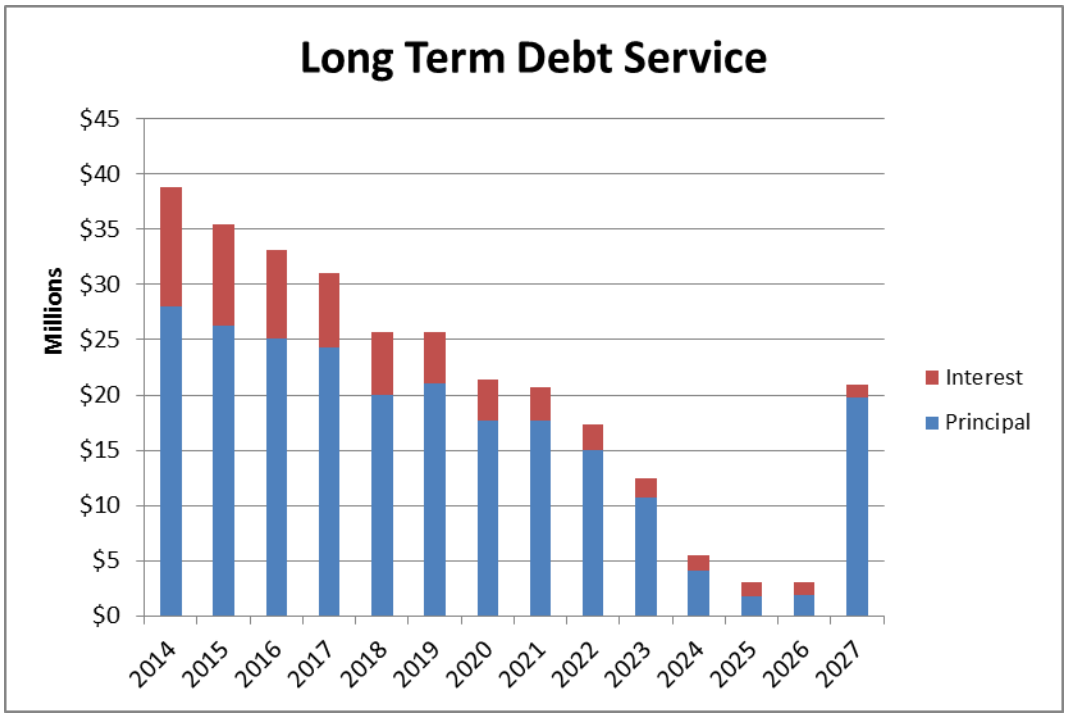


Figure 1

Purpose of Issuance

Of the City's $233.3 million (principal only) debt, $152.4 million (65%), was issued to finance school projects and $80.9 million (35%), was issued for all other municipal purposes. The category of "all other municipal purposes" includes roads, sidewalks, police, fire, recreation, general government, as well as senior and other social services.

A majority of the City's debt is dedicated for school facilities because of varying degrees of need ranging from repairs, to major renovations, and new school construction. Many construction projects for school buildings are eligible for partial reimbursement from the Massachusetts School Building Authority (MSBA). School Construction aid received from the School Building Authority Board, the predecessor to the MSBA, allowed the City to issue debt for school building projects at a lower cost to the City's general fund. The City will receive a total of $78.7 million in reimbursements from the Massachusetts School Building Authority (MSBA) over the next nine years. The City has applied for funding from the MSBA in order to address the schools affected by the June 1, 2011 tornado, Elias Brookings, and Mary Dryden Elementary. The City also took advantage of the MSBA's new - Accelerated Repair Program initiative, this innovative competitive grant program represents a unique opportunity for the City. The main goals of the Accelerated Repair Program are to improve learning environments for children and teachers, reduce energy use and generate cost savings for the City. The program will repair or replace roofs, windows and boilers in schools that are otherwise

structurally, functionally and educationally sound. The collaboration between the City and MSBA results in high reimbursement levels, a major reason for the high percentage of school related debt.

Other Funding Sources

The City took advantage of the Qualified School Construction Bonds (QSCB) program which was part of the Federal Government's economic recovery program. QSCB's allows local educational agencies or school systems to issue taxable bonds and use 100 percent of the proceeds for specified purposes which include renovations or construction of a school building. Through this method the investor receives 100 percent of the tax credit associated with this issuance. The City of Springfield issued over $15 million in order to fund the Forest Park Middle School renovation project, as well as the renovation of two parochial schools for City use. These bonds have allowed the City to realize significant savings in borrowing the funds for these school projects. This borrowing requires a "bullet" payment at the end of the seventeen year borrowing term. Each year, the City will invest the required payments ($776,910 annually) for the bond in to a "sinking fund" and at the end of the term; the City will pay the principal and interest payments out of the sinking fund. This bullet payment explains the large increase in debt payments in 2027. Otherwise, the City works to maintain a relatively smooth debt schedule as to not front or back load debt costs.

Three projects were funded by the QSCB proceeds: the renovation of Forest Park Middle School, the renovation of two parochial schools for School Department use, and the renovation of the STEM Middle school. The largest of these projects is the renovation of the Forest Park Middle School. This project will be 90% funded by the MSBA and will cost a total of $43 million funded by the City and MSBA. The school has been fully renovated and opened in September 2013.

The City's most recent issuance was in July 2013. This issuance rolled over notes that were originally issued to fund emergency appropriations for costs related to the City's 2011 tornado, and subsequent ice storm, totaling $15.3 million. Short-term Bond Anticipation Notes (BANs) were issued for these projects largely to fund the remaining balance of the 2011 tornado and snowstorm emergencies. The tornado caused $89.2 million in damages and the October snowstorm caused $28.3 million for a combines emergency cost of $117.5 million. After reimbursements from FEMA, FHwA, NRCS and MSBA the outstanding cost is roughly $15.3 million. The City, however, anticipates additional reimbursement from Federal and State agencies and therefore does not expect to issue long term bonds for the entire amount. The City expects at least $7 million in reimbursement from Federal and State agencies and once those funds are appropriated, the City will issue bonds for the remaining balance. Most recently, the City received $3.4 million from FHwA leaving a total expected reimbursement amount of $3.6 million

Composition of Debt

Debt can be issued for numerous purposes. Cities and towns deliver many services, from education and public safety, to transportation, recreation and social services. Each service has a different capital characteristic. Education, for example, requires the construction and maintenance of buildings in which to educate children. Education debt should therefore be heavily skewed toward building and facility debt. It is rare for the City to issue debt for non-facility or grounds related projects for the School Department.

General government services should have a much more diverse mix of facility and non-facility debt. In the Fiscal Year 2014-2018 Capital Improvement Plan the Police Station had requested electrical upgrades. Parks and recreational debt should include some building debt, but also substantial non-facility debt, including the renovation of fields, pools, and other projects. Public Safety debt would normally include a mix of facility and non-facility debt, with non-facility debt being comprised mainly of vehicle, apparatus and equipment purchases.

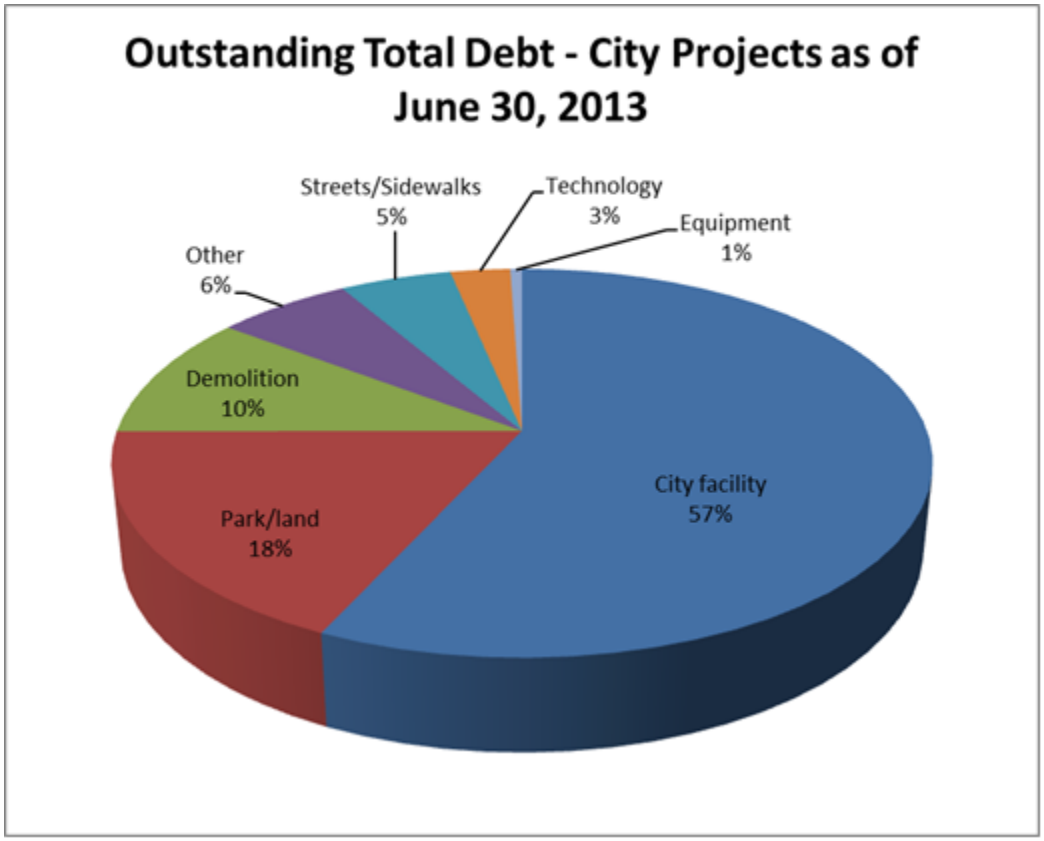


Figure 2

Examining non-facility debt, the City has begun to make substantial investments in parks, land purchases, the demolition of derelict buildings, and road and sidewalk infrastructure. The City's CIP indicates there will need to be considerable future funding in those areas. These projects should also weigh heavily in the economic development plan for the City as dictated by the City's executive leadership.

The City's has shown its ability to fund non-facility investment projects with the use of debt. The City resurfaced upwards of $3 million worth of public roadways in FY13. Currently the City successfully awarded a bid for $9 million of improvements to Boston Road. The Boston road project is as a principal retail corridor within the City. This projects will provide infrastructure and streetscape improvements to enhance the business climate and overall character, traffic and vehicular and pedestrian safety.

In Fiscal Year 2009 the City had instituted another source of funding for capital expenditures, which is known as "pay-as-you-go" capital. The City appropriates 1.5% of local source operating revenues to finance capital improvements via cash, in lieu of issuing debt, as required by the City's financial ordinances and policies (Ch. 4.44.050. This source allows the City to reduce its overall borrowing costs by funding smaller routine projects through the operating budget and avoid interest payments associated with bonds. Roughly $14 million has been appropriated since then for capital projects.

Net Debt Service

As mentioned previously, the City of Springfield has a total outstanding debt portfolio (principal only) of $233.3 million as of June 30, 2013. When interest is included, the total cost of this debt is $294.3 million. However, this is not the actual amount that the City pays in debt service. The City receives reimbursement for certain debt funded projects which, when netted from the $233.3 million, leaves a balance of $202 million of liability (principal and interest).

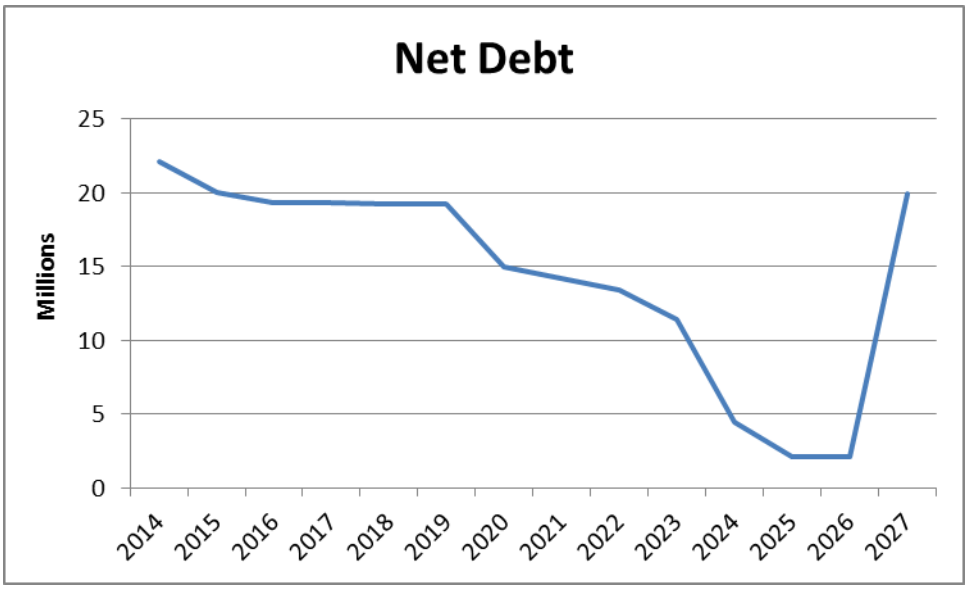


Figure 3

The following graph shows the schedule of MSBA reimbursements. The 2027 debt service payment represents the sinking fund payment of the QSCB as explained previously. This graph does not include reimbursements for tornado affected schools.

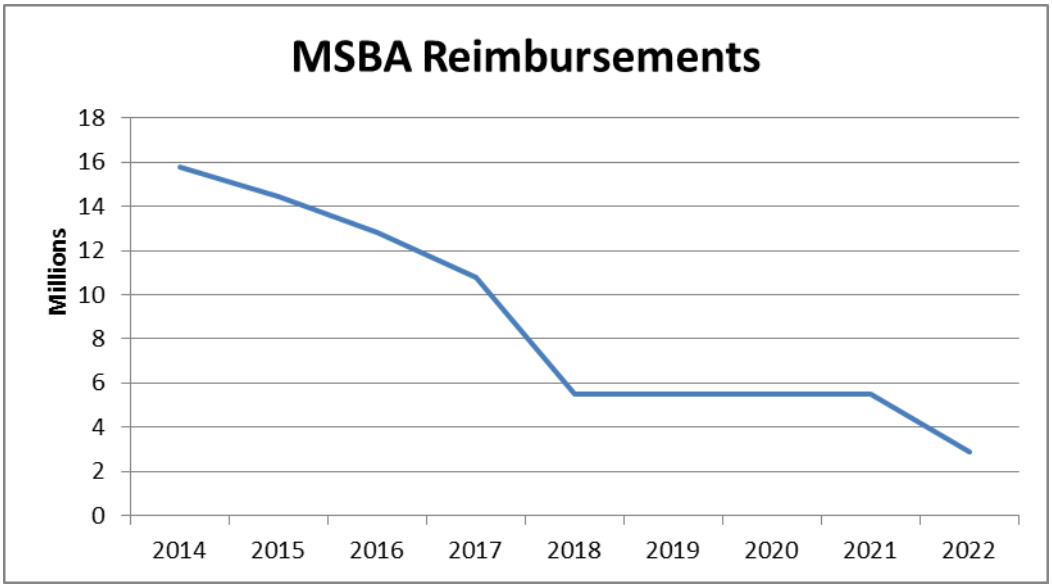


Figure 4

The City also receives a small reimbursement for past bond issuances for sewer construction and renovations. The total amount to be reimbursed in Fiscal Year 2014 is $46,918. This is taken in as General Fund revenue. The Water and Sewer Commission assumed this debt when it was created. The Commission will continue to reimburse the City for this debt until 2015.

Industry Benchmarks

The municipal bond industry has established benchmarks that it uses to examine cities and towns across the nation. These benchmarks are intended to provide insight into a community's ability and willingness to repay the debt it issues and can be valuable tools for communities to evaluate their financial management. This analysis is intended to provide insight into our finances and our ability to support debt and public investment.

What is Included in this Report and What is Not?

This ratio analysis looks at all debt that places a burden on our general government revenue stream, but it excludes enterprise fund debt that would be repaid through dedicated revenue. Currently the City has not issued debt on behalf of its single enterprise fund. For ratios that examine debt service, this analysis also nets from overall debt service the value of reimbursements we receive from the Commonwealth for school construction projects. This revenue is dedicated to the repayment of bonds and therefore reduces the overall cost of repaying our debt.

This report assumes normal operations for the City of Springfield. A "worst case scenario" analysis could be conducted that would assume the Commonwealth stops making school building assistance payments. (This measure is appropriate when the City establishes its reserve funds, as these funds are established to address such emergencies.) The City's debt study, however, should examine debt under normal operating conditions. The following measurements have been performed for this analysis:

Measure	Industry Standard	Springfield FY13	Springfield FY14
Debt Service as a % of General Fund Expenditures	0%-8%	7.3	6.8%
% of Principal Retired in Ten Years	65%-100%	81.3	88.9%
Debt as a Percentage of EQV	0%-5%	3.9	3.2%
Total Debt as a % of Total Personal Income	0%-7%	9.3	8.2%
Net Debt Per Capita	$0-$1000	$1,751.00	$1,524.37
Undesignated Fund Balance as a % of Revenues	10% or greater	10.3%	8.5%
General Fund Balance as a % of Revenues	15% or greater	16.9%	15.8%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0%-15%	8.4%	9.9%
Overall Net Debt as a % of Full Value	1.5% - 5%	3%	3%

Figure 5

Debt Service as a Percentage of General Fund Expenditures

The metric used for this benchmark measures the City's ability to finance debt within its current budget, similar to the measurement of household income dedicated to mortgage payments. This is the most immediate measure of ability to pay; however, it only examines the ability to pay for debt within a community's existing budget. Cities and towns that have excess levy capacity – communities that do not tax to the maximum of their Proposition 2 ½ limitation – would have greater ability to pay for debt than this measure suggests because they have additional taxing capacity which they have not accessed.

The City's measure of debt service as a percentage of General Fund expenditures is strong, with 6.8% of the Fiscal Year 2014 budget dedicated to debt service. This is down from 7.3% from Fiscal Year 2013 due to decrease in total debt service and increase in the City's general fund revenue. The City is required to annually fund a capital reserve at least one and one half percent of property taxes from the prior fiscal year (Ch, 4.44.060). Many cities and towns with similar traits to Springfield have higher ratios of debt service to general fund expenditures. Springfield should continue to maintain this ratio at a similar level in the future to ensure large debt service payments are not unfairly placed on the City's budget in the future.

The City's relatively low ratio of debt service to general fund expenditures provides more budgetary flexibility to address financial problems that may arise. Debt payments are not discretionary. Courts have ruled that these payments must be made even before salary payments for employees. Communities with high levels of debt service relative to operating expenditures have a larger portion of their budget dedicated to payments that must be made regardless of the community's financial situation. The City restructured its debt service payments in order to have declining payments in future years. This not only makes the debt service more affordable but also allows the City to layer more debt in future fiscal years. Having a lower ratio means less money is dedicated to debt service, which means more flexibility exists within the operating budget.

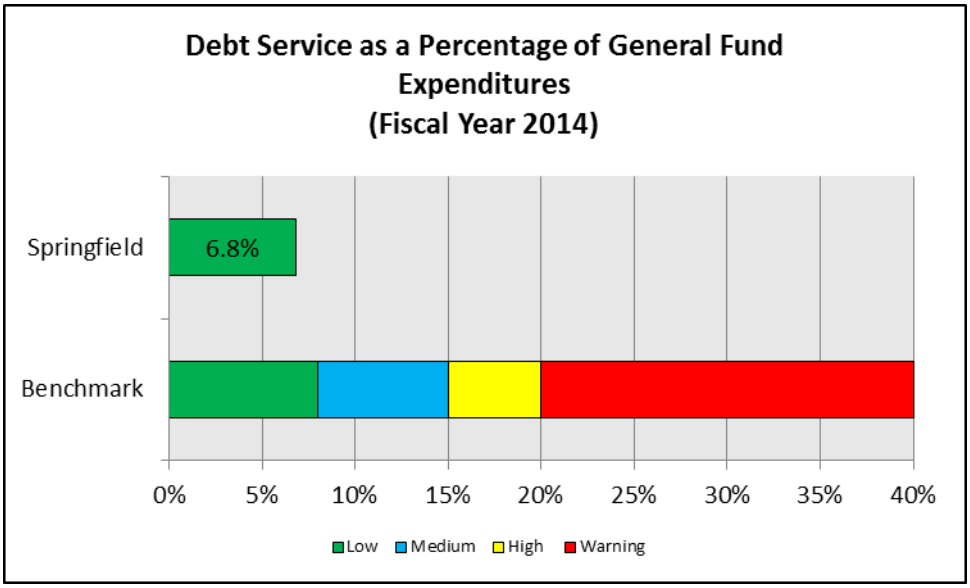


Figure 6

Debt Service as a % of General Fund Expenditures			
			Source
A	2013 Total Debt Service	$38,858,908	First Southwest
B	2013 Budgeted General Fund Expenditures	$569,077,995	Springfield
A/B	**Debt Capacity**	**6.8%**	

Figure 7

Debt Retirement: Percent Retired within Ten Years

The speed with which a community retires its debt indicates a number of important factors. Included in these are:

- Willingness to repay debt: rapid repayment of principal indicates that a community is committed to repaying its debt. This "willingness to pay" is measured in a number of ways and is particularly important to those who lend money to others, as it provides them some proof of the borrower's intention to repay the money it borrowed.
- Ability to repay debt: rapid repayment of principal indicates that a city or town has the financial resources necessary to repay debt quickly. This demonstrates a level of financial stability; communities that are experiencing financial difficulty are unlikely to repay their debt in an accelerated manner.
- Prevention of future problems: rapid debt retirement ensures that a community is not "back loading" its debt, as the City once did, locking itself into debt repayments that are affordable now but that will grow as time passes. Back loading is a sign of poor financial management – either overspending is intentional or managers are unable to make the difficult immediate-term decisions to balance the budget using a more appropriate debt financing structure.

The percentage of debt retired within ten years is particularly important in determining the timing of debt repayment – the "back-loading" issue described above. Back-loading occurs when the cost of debt is pushed off into the future, reducing current year payments while increasing future ones. Back loading increases the cost of debt in the long term and can be a destabilizing financial factor when debt service requirements increase in future years. This means the City would need to reduce expenditures or programs, or increase taxes or other revenues to make the debt service payment. Prior to 2005, the City back-loaded debt issuances causing major spikes in its debt service payments in future years. This was accompanied through "front-loading" debt and making a number of other modifications to the City's debt structure.

Failure to invest in maintenance and capital investment, otherwise known as deferred maintenance, can be considered a form of debt back-loading because capital needs must be addressed at some point; delay in maintenance or investment only delays the financing of these improvements, increases the likelihood that capital will fail *en masse*, forcing unaffordable costs onto future taxpayers. Delaying capital investment also tends to make projects more expensive because costs tend to increase over time.

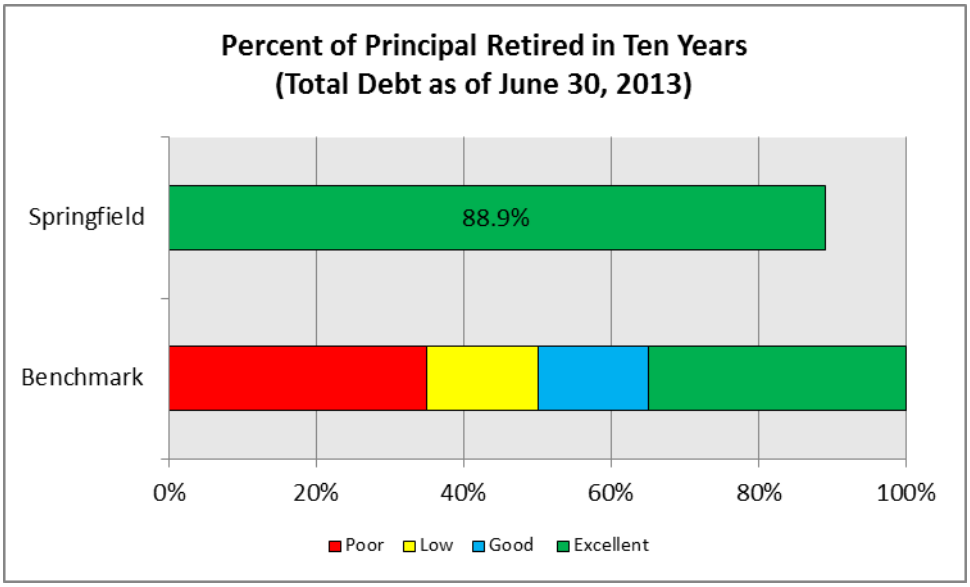


Figure 8

Percent of Principal Retired in 10 Years			
			Source
A	Total Debt Retired in 10 Years	$261,802,675	First Southwest
B	Total Outstanding Debt Service	$294,383,953	First Southwest
A/B	**Percent of Principal Retired in 10 Years**	**88.9%**	

Figure 9

The City currently has an aggressive debt retirement schedule. On average, 88.9% of the principal borrowed by the City is repaid within ten years as the remainder will be retired within fourteen years. This places the City well within the "excellent" ranking established by bond rating agencies (65% and above). Because of this schedule, the City will be able to borrow additional money to continue investing in its facilities, infrastructure, and other capital projects.

The City's overall debt retirement ranking indicates a strong willingness to repay debt. Examining this ratio in conjunction with the City's overall debt schedule below indicates that the City has not back loaded debt; the City's overall debt structure is prudent and well within the industry benchmarks.

Debt as a Percentage of Full Property Value (EQV)

Debt as a percentage of full property value (known in government finance circles as "equalized value," or EQV) measures the ability of a community's property tax base to support borrowing. The majority of revenue in most communities comes from property taxation, so this ratio examines a community's debt relative to its main revenue source. However, in Springfield, 60% of revenue comes from state aid while 40% comes from local revenue. In essence, this ratio looks at one of Springfield's major sources of revenue to determine if outstanding debt would place too large a burden on it.

This measure is helpful but not deeply informative because it looks at total outstanding debt, not debt service. Examining debt as a ratio of full property value does not say much about the affordability of that debt. A small amount of debt issued at a high rate of interest can be more expensive than a larger amount of debt issued at a lower interest rate. Further, in Massachusetts communities are limited in their ability to access their property tax base by Proposition 2 ½. This measure is a helpful benchmark to compare communities to one another but is not an absolute measure of debt affordability because of these issues.

Mass. Gen. Laws ch. 44, § 10 dictates the City's debt limit be no more than 5% of equalized value. The City's ratio of debt to property value is 3.2% which is considered "medium" by rating agencies. As indicated above, this medium measure does not directly relate to the City's ability to pay for this debt; this ratio does not take into account debt structure (how much money is due at what point in time for each issuance) or timing of payments, nor does it consider the City's ability to access property values due to Proposition 2 ½.

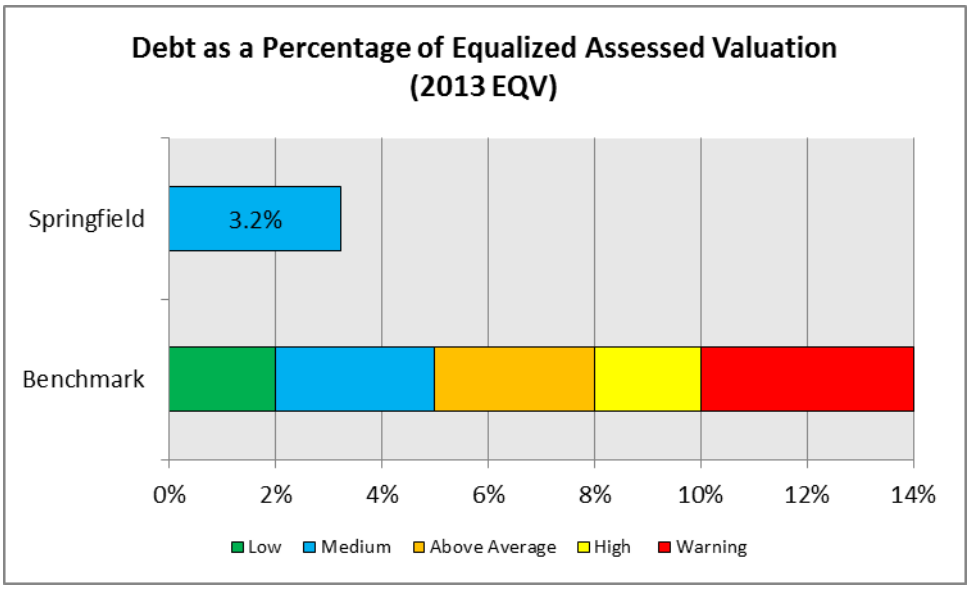


Figure 10

Debt Service as a Percentage of EQV			
			Source
A	Total Outstanding Debt (Principal)	$233,320,602	First Southwest
B	2012 EQV	$7,233,354,700	DOR
A/B	**Debt Service as a Percentage of EQV**	**3.2%**	

Figure 11

Debt as a Percentage of Total Personal Income

Like the ratio of debt to property value, the ratio of debt to personal income is a measure of affordability of the debt issued by a community. While property values provide the base that supports property taxation, it is personal income that allows people to buy goods and services, make investments, and pay their taxes. Debt as a percentage of total personal income tells us how affordable debt is based on the income characteristics of a city or town.

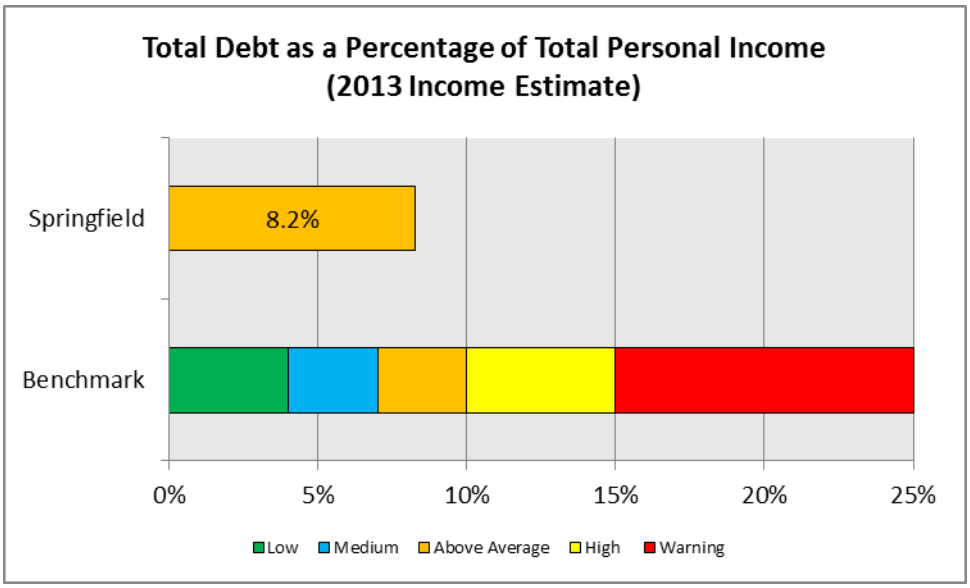


Figure 12

Total Outstanding Debt Per Capita as a Pecentage of Total Personal Income Per Capita			
			Source
A	Total Outstanding Debt Per Capita	$1,524	US Census & First Southwest
B	2013 Per Capita Income	18,483	US Census
A/B	**Total Outstanding Debt Per Capita as a Pecentage of Total Personal Income Per Capita**	**8.2%**	

Figure 13

Springfield's ratio of debt to personal income is considered "above average" by credit rating agency standards. This means that the City's debt can be considered a large share of a resident's income. Like the prior measure, however, this does not examine the cost of the debt, but focuses on the amount of debt issued. In other words, this measure does not take in to account the net debt service or timing of debt payments. When net debt is factored, the percentage of Total Personal Income decreases to 7.8%.

There are two important factors to consider when examining this ratio. The first, as described above, is that the City has entered into an aggressive debt retirement schedule that does not inappropriately delay debt payments. Another aspect to consider is that the City receives school and other reimbursements, decreasing the cost of the debt and the effective debt to personal income ratio. In 2014, the City of Springfield will receive $15.6 million in MSBA grants with an average of $8.7 million in each of the next nine years. Since this ratio only looks at "total debt," this subsidy is not considered.

The ratio of debt to personal income appears to be less favorable than that of debt to total property value, which indicates a disparity between home values and income. This variance is caused by higher commercial and industrial property values that are included in the debt to total property value but not in the debt to personal income ratio. The City would not be able to provide the level of services and investment in infrastructure without business property tax revenue. This disparity highlights the need for economic development to be a top priority of the City.

Debt per Capita

Debt per capita examines the amount of debt the City has issued per person in the community. This is not intended to be a literal measure because debt is not issued to benefit individuals, but rather the community as a whole. This measure provides a sense of the cost of the capital investments in a community and, at its most extreme, how much money would be required from each resident to repay the community's debt if for some reason immediate repayment was required.

Debt per capita can be a useful measure when examining similar communities – by and large, comparable communities should issue similar amounts of debt for various capital purposes. Even similar sized communities have significant differences about them, however, so this measure should not be examined in absolute terms, but rather in the context of the unique requirements and challenges facing each community. It should also be viewed in light of Proposition 2 ½ which limits a community's ability to access its property tax base; Proposition 2 ½ can force communities to issue debt for smaller projects that communities in other states would pay for in cash.

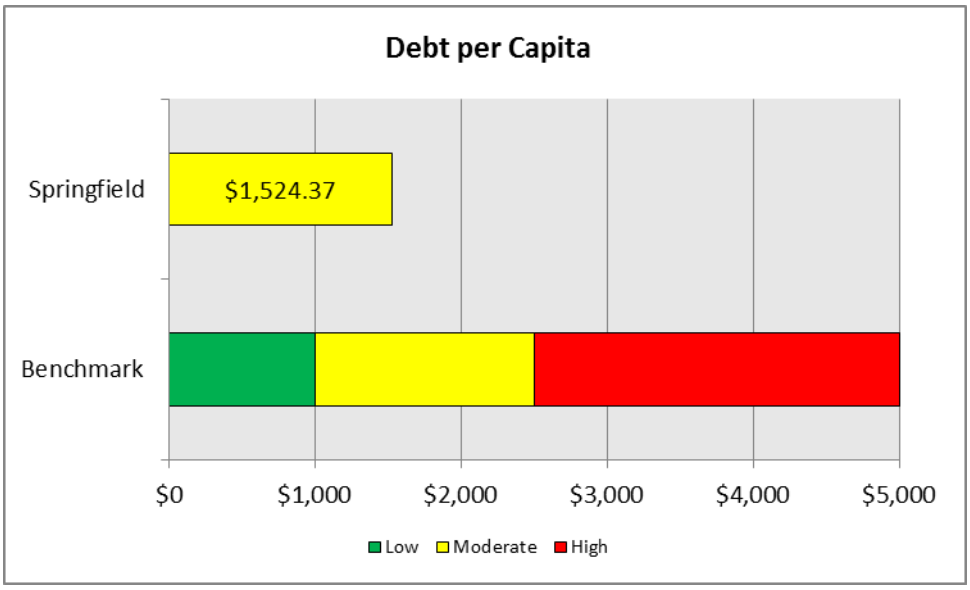


Figure 14

Total Outstanding Debt Per Capita			
			Source
A	Total Outstanding Debt (Principal)	$ 233,320,602.00	First Southwest
B	2010 Population	153,060	US Census
A/B	**Total Outstanding Debt Per Capita**	**1,524.37**	

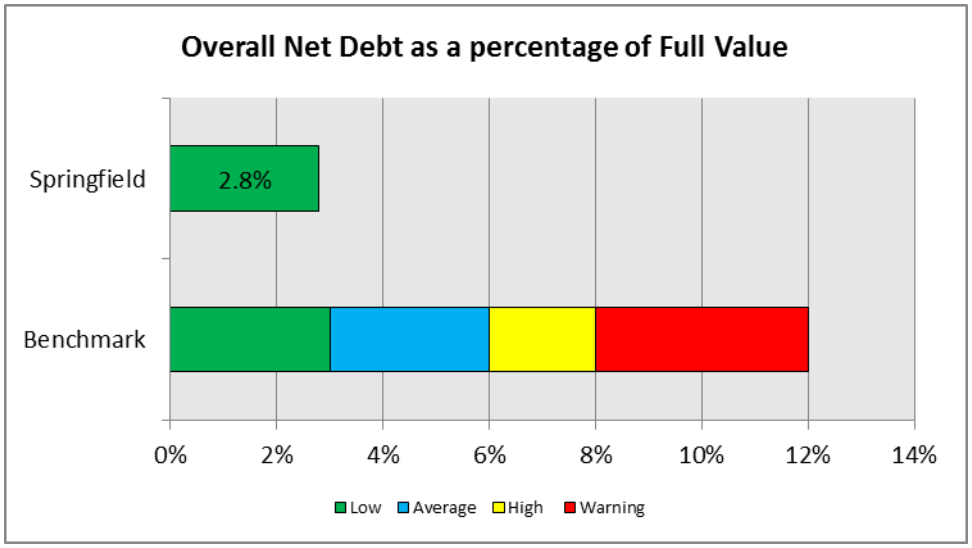
Figure 15

The City's level of debt per capita is considered moderate by rating agencies. This measurement is not completely unexpected as the City has a large number of aging facilities (particularly schools) and infrastructure. The City is currently performing large school reconstruction projects, as well as, the replacement of schools and other facilities. Because of the major capital needs and significant backlog of deferred maintenance related to the City's decade long financial issues, it will be difficult for the City to lower the debt per capita measurement. To address this, the City of Springfield restructured its debt repayment schedule between 2007, 2009 and 2012 in order to support future investment in capital infrastructure.

In terms of net debt at $202 million, the debt per capita decreases to $1,319. This could be considered a more accurate metric as this amount explains how much actual debt per person after reimbursements from issuances.

Overall Net Debt as a percentage of Full Value

Overall Net Debt as a percentage of full value or sometimes referred to as the 'Debt Burden' of the community, measures the value of a city's debt compared to the value of a city's assessed real property. In a municipal bond issue, a ratio measuring the value of the municipality's net debt compared to the specified value of the real property being purchased as assessed for tax purposes.



Overall Net Debt as a percentage of Full Value			
			Source
A	Total Outstanding Debt (Principal)	$202,155,727	First Southwest
B	2012 EQV	$7,233,354,700	DOR
A/B	**Overall Net Debt as a percentage of Full Value**	**2.8%**	

This is one of the factors which determine the quality of a municipal bond issue. The lower the City's debt is relative to the assessed value of its property, the less risky its bonds are deemed to be. Ultimately, the more leveraged a tax base is, the more difficult it is to afford additional debt. Debt burdens that range from 3-4% tend to be viewed as average. The City's level of debt burden is of 2.8% which is considered low by most rating agencies.

Conclusion

Since Fiscal Year 2005 continuing through present day, the City of Springfield has strengthened its financial position by not only instituting clear and strict financial policies but also passing responsible budgets and a comprehensive five-year capital investment plan within the fiscal constraints illustrated in the debt affordability analysis. The City has paid particular attention to the debt policies that allow the City to borrow for specific projects and pay off the debt in a timely manner. As a result, the City of Springfield received a reaffirmed credit rating of A2 with a stable outlook by Moody's in July 2013, and in September 2013, Standard and Poor's upgraded their credit rating for the City to 'A' from 'A-'.

In January 2014, Standard and Poor's recognized the City of Springfield with a double credit rating upgrade. This demonstrates that Standard & Poor's believes so strongly in the City's financial management and ability to make difficult decisions to balance the budget. S&P credited the City for having strong budgetary flexibility, with available reserves above 8% of general fund expenditures, very strong management conditions led by formalized financial policies and an experienced and capable management team as a few reasons for the credit rating upgrade. The S&P rating continues to be the highest rating in the City's recorded history. Credit ratings has an integral role in the municipal bond market and are one factor that affects the City's cost of funds on debt offerings.

The debt service illustrates the City's ability to finance debt within its current budget as a Percentage of General Fund Expenditures. This is the most immediate measure of ability to pay; however, it only examines the ability to pay for debt within a community's existing budget. The City's measure of debt service as a percentage of General Fund expenditures is strong, with 6.8% of the Fiscal Year 2014 budget dedicated to debt service. This is down from 7.3% from Fiscal Year 2013. The improvement in the debt service ratio is attributable to the reduction of 2013 total debt service.

According to the measures presented in this plan, the City is in a solid debt position but can improve its standing even more. One way to bring the City more in line with its debt policies is to foster an environment that promotes jobs and increase citizens' wealth. These policies help decrease the percentage of debt per total income and decrease debt per capita. This will bring Springfield in line with other communities in the Commonwealth and have the desired affect of increasing the City's financial standing.

The ability to address the City's large capital liability will be a substantial issue over the next few fiscal years. In addition to its standard capital improvement needs, Springfield was hit by a tornado on June 1, 2011 and an early snowstorm on October 29, 2011 realizing over $120 million in infrastructure damage, specifically to two of its schools, a community center and several hundred city-owned trees. With help from the Federal Emergency Management Agency (FEMA), Massachusetts Emergency Management Agency (MEMA) and the MSBA most of the costs will be reimbursed. What remains will have to be paid for by Springfield and added to its capital liability.

In order to address some of its capital needs, Springfield is looking to issue short and long term debt in 2015 and 2016 as well as use a combination of Pay-As-You-Go Capital funds and Capital Reserve funds. In 2015 Springfield plans to issue BANs to continue efforts to update its infrastructure and for permanent funding needed for previously issued BANs and Council authorized debt issuances. Capitalizing on its decreasing debt schedule, in 2016, Springfield plans to go out to bond again, alleviating almost half of its highest priority requests.

Appendix A
Current Outstanding Debt Issuances

City of Springfield, Massachusetts

Net Long-Term Debt Outstanding as of June 30, 2013
Includes the Effects of the December 2012 Refunding
Net of MSBA, MWPAT & QSCB Subsidies
Does Not Reflect Annual Required Sinking Fund Deposits or Invested Sinking Fund Interest Earnings on QSCB

Date	Principal	Interest	MSBA Subsidy	MWPAT Subsidy	QSCB Subsidy	Net D/S
06/30/2014	28,024,556.00	10,834,424.16	(15,628,899.00)	(46,918.83)	(966,442.40)	22,216,719.93
06/30/2015	26,232,046.00	9,251,369.37	(14,435,652.00)	(36,069.71)	(966,442.40)	20,045,251.26
06/30/2016	25,155,000.00	7,929,577.51	(12,797,680.00)	-	(966,442.40)	19,320,455.11
06/30/2017	24,325,000.00	6,755,877.52	(10,795,752.00)	-	(966,442.40)	19,318,683.12
06/30/2018	20,010,000.00	5,722,327.53	(5,517,277.00)	-	(966,442.40)	19,248,608.13
06/30/2019	20,995,000.00	4,736,565.04	(5,517,277.00)	-	(966,442.40)	19,247,845.64
06/30/2020	17,635,000.00	3,810,327.52	(5,517,277.00)	-	(966,442.40)	14,961,608.12
06/30/2021	17,685,000.00	3,000,565.00	(5,517,284.00)	-	(966,442.40)	14,201,838.60
06/30/2022	15,010,000.00	2,284,327.50	(2,887,946.00)	-	(966,442.40)	13,439,939.10
06/30/2023	10,680,000.00	1,725,715.00	-	-	(966,442.40)	11,439,272.60
06/30/2024	4,055,000.00	1,410,658.75	-	-	(966,442.40)	4,499,216.35
06/30/2025	1,830,000.00	1,284,915.00	-	-	(966,442.40)	2,148,472.60
06/30/2026	1,885,000.00	1,201,327.50	-	-	(966,442.40)	2,119,885.10
06/30/2027	19,799,000.00	1,115,377.50	-	-	(966,442.40)	19,947,935.10
Total	$233,320,602.00	$61,063,354.90	$(78,615,044.00)	$(82,988.54)	$(13,530,193.60)	$202,155,730.76

Par Amounts Of Selected Issues

August 1 2001 SQ Non-Called -School Construction (Chestnut) (I)	758,000.00
August 1 2001 SQ Non-Called -School Construction (Commerce) (I)	229,000.00
August 1 2001 SQ Non-Called -Aerial Mapping (I)	21,000.00
August 1 2001 SQ Non-Called -Park Improvements (I)	26,000.00

August 1 2001 SQ Non-Called -GIS (I)	10,000.00
August 1 2001 SQ Non-Called -Park Restoration (I)	41,000.00
August 1 2001 SQ Non-Called -Street Construction 1 (I)	92,000.00
August 1 2001 SQ Non-Called -Departmental Equipment (I)	31,000.00
August 1 2001 SQ Non-Called -Street Construction 2 (I)	46,000.00
August 1 2001 SQ Non-Called -Sidewalk Construction (I)	25,000.00
August 1 2001 SQ Non-Called -School Design (Harris) (I)	66,000.00
August 1 2001 SQ Non-Called -School Construction (Van Sickle) (I)	188,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learnign Center Design (I)	56,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learning Center Land Acq. (I)	51,000.00
August 1 2001 SQ Non-Called -School Construction (Harris) (I)	468,000.00
August 1 2001 SQ Non-Called -Library (I)	188,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learning Center Construction (I)	519,000.00
August 1 2001 SQ Non-Called -Fire and Safety Complex (I)	234,000.00
August 1 2001 SQ Non-Called -Demolition (I)	121,000.00
August 1 2001Phase I MWPAT 94-24 (O)	579,920.00
August 1 2001 MWPAT 91-59 (I)	231,682.00
July 25 2002 QZAB (I)	2,000,000.00
July 2005 Advance Refunding SQ -96 School Construction	2,418,344.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School Remodeling	232,909.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School Land	222,689.00
July 2005 Advance Refunding SQ -97 School Roofs	130,189.00
July 2005 Advance Refunding SQ -97 Industrial Park	86,772.00
July 2005 Advance Refunding SQ -97 Milton Bradley School Land	1,767,953.00
July 2005 Advance Refunding SQ -97 HS of Science and Tech	5,537,625.00
July 2005 Advance Refunding SQ -97 Indian Orchard School Remodeling	96,614.00
July 2005 Advance Refunding SQ -97 Commerce HS Remodeling	251,164.00
July 2005 Advance Refunding SQ -97 Sumner Ave School Remodeling	96,614.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School	1,144,836.00
July 2005 Advance Refunding SQ -98 Land Aquisition and Appraisal	762,927.00
July 2005 Advance Refunding SQ -98 School Construction	22,735,996.00
July 2005 Advance Refunding SQ -99 School 1	15,608,570.00
July 2005 Advance Refunding SQ -99 Chestnut School Land Acquisition	722,397.00
July 2005 Advance Refunding SQ -99 Urban Renewal	4,194,929.00
July 2005 Advance Refunding SQ -99 Demolition	1,260,227.00
July 2005 Advance Refunding SQ -99 Public Building 1	702,251.00
July 2005 Advance Refunding SQ -99 Public Building 2	791,994.00
July 7 2005 New Money 1 non-called -Remodeling Public Buildings (ISQ)	160,760.40
July 7 2005 New Money 1 non-called -Dept. Equip. Facility Mgmt and Park	31,568.39

(ISQ).....	
July 7 2005 New Money 1 non-called -Public Building Renovations (ISQ).....	600,613.72
July 7 2005 New Money 1 non-called -Roof Repairs - School (ISQ).....	126,060.03
July 7 2005 New Money 1 non-called -Boston Road/Parker Street (ISQ).....	32,973.66
July 7 2005 New Money 1 non-called -Repairs to Public Buildings ADA Requirements.....	303,979.60
July 7 2005 New Money 1 non-called -Repairs to Public Buildings (ISQ).....	292,704.60
July 7 2005 New Money 1 non-called -Repairs to Public Buildings-School (ISQ).....	141,339.60
July 7 2005 New Money 1 non-called -Repairs to Public Buildings-School Emerg. (I.....	300,000.00
July 7 2005 New Money 1 non-called -Library & Museums Remodeling (SQ).....	6,000.00
July 7 2005 New Money 1 non-called -Repairs to Municipal Group (ISQ).....	1,096,908.10
July 7 2005 New Money 1 non-called -Final Phase Tapley Street (ISQ).....	316,223.43
July 7 2005 New Money 1 non-called -School Building Repairs (ISQ).....	443,117.44
July 7 2005 New Money 1 non-called -Public Building Repairs (ISQ).....	78,751.03
July 7 2005 New Money 1 non-called -Rebecca Johnson School Improvements (ISQ).....	149,000.00
July 7 2005 New Money 1 non-called -Demolition of Former Tech. High School (ISQ).....	320,000.00
July 7 2005 New Money 2 non-called -Facility Construction (ISQ).....	35,000.00
July 7 2005 New Money 2 non-called -Landfill Closure (OSQ).....	815,000.00
July 7 2005 New Money 2 non-called -Departmental Equipment (ISQ).....	45,000.00
July 7 2005 New Money 2 non-called -Urban Renewal I (OSQ).....	115,000.00
July 7 2005 New Money 2 non-called -Park Improvements I (ISQ).....	330,000.00
July 7 2005 New Money 2 non-called -Park Improvements II (ISQ).....	690,000.00
July 7 2005 New Money 2 non-called -Cyr Arena (ISQ).....	110,000.00
July 7 2005 New Money 2 non-called -Fire/Safety Complex (ISQ).....	330,000.00
July 7 2005 New Money 2 non-called -Library & Museum (SQ).....	495,000.00
July 7 2005 New Money 2 non-called -Urban Renewal II (OSQ).....	495,000.00
July 7 2005 New Money 2 non-called -Park Improvements III (ISQ).....	145,000.00
February 7 2007 New Money SQ -Putnam School Renovation.....	6,255,000.00
February 7 2007 New Money SQ -Our Lady Hope School Renovation.....	3,445,000.00
February 7 2007 New Money SQ -Various School Water & Sewer.....	270,000.00
February 7 2007 New Money SQ -Demolition 1.....	1,535,000.00
February 7 2007 New Money SQ -Demolition 2.....	1,125,000.00
February 7 2007 New Money SQ -Demolition 3.....	1,795,000.00
February 7 2007 New Money SQ -Road Construction.....	1,830,000.00
February 7 2007 New Money SQ -Sidewalk Construction.....	460,000.00
February 7 2007 New Money SQ -Financial Software.....	1,360,000.00
February 7 2007 New Money SQ -Fire Station Land Acquisition.....	390,000.00

February 7 2007 New Money SQ -Fire Upgrades	395,000.00
February 7 2007 New Money SQ -Library Upgrades	395,000.00
February 7 2007 New Money SQ -Police Department Renovation	3,650,000.00
February 7 2007 New Money SQ -Police/Fire Design	1,065,000.00
February 7 2007 New Money SQ -Hope/Baptist Land Acquisition	195,000.00
February 7 2007 New Money SQ -Greenleaf Park Building Repair	60,000.00
February 7 2007 New Money SQ -Blunt Park Renovation	30,000.00
February 7 2007 New Money SQ -Treetop Park Renovation	170,000.00
February 7 2007 New Money SQ -Marshall Roy Park Renovation	160,000.00
February 7 2007 New Money SQ -Park Land Acquisition	195,000.00
February 7 2007 New Money SQ -Project Management	120,000.00
February 7 2007 ESCO SQ	10,860,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Chestnut School Construction	7,627,280.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Commerce School Construction	2,308,700.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Aerial Mapping (ISQ)	237,230.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Improvements (ISQ)	260,150.00
February 7 2007 Advance Refunding -Adv Ref of 2001 GIS (ISQ)	129,750.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Restoration (ISQ)	422,380.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction (ISQ)	723,450.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Departmental Equipment (ISQ)	329,830.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction 2 (ISQ)	363,775.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Sidewalk Construction (ISQ)	263,200.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Design (ISQ)	684,435.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Van Sickle School Construct (	1,930,115.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland LearningCenter Design	568,915.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland LearningCenter Land (	529,200.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Construction (I	4,722,500.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Library (ISQ)	1,893,950.00
February 7 2007 Advance Refunding -AdvRef of 2001 BowlandLearningCenterConstruct	5,244,515.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Fire and Safety Complex (ISQ)	2,358,440.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Demolition (ISQ)	1,206,700.00
February 7 2007 Advance Refunding -Adv Ref of 2003 Harris Elementary School (OSQ	3,745,361.71
February 7 2007 Advance Refunding -Adv Ref of 2003 Bowland Learning Center (OSQ)	8,539,194.98
February 7 2007 Advance Refunding -Adv Ref of 2003 Van Sickle Middle/ HS (OSQ)	29,620,928.31
April 15 2009 Series A SQ -South End Development (ISQ)	1,240,000.00
April 15 2009 Series A SQ -White Street Fire Station	3,225,000.00

(ISQ).....	
April 15 2009 Series A SQ -Paving (ISQ).....	240,000.00
April 15 2009 Series A SQ -Technology (ISQ).....	480,000.00
April 15 2009 Series A SQ -Chapman Valve Eco. Dev. (ISQ).....	575,000.00
April 15 2009 Series A SQ -Old First Church (ISQ).....	510,000.00
April 15 2009 Series A SQ -Demolition (ISQ).....	150,000.00
April 15 2009 Series A SQ -Forest Park Maintenance (ISQ).....	230,000.00
April 15 2009 Series A SQ -Administrative Expenses (ISQ).....	150,000.00
April 15 2009 Series A SQ -Van Horn Dam Study (ISQ).....	80,000.00
June 24 2010 QSCB (Taxable).....	17,864,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Remodel Public Buildings (ISQ.....	563,790.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Dep.Equip.Fac.Mgmt & Park(ISQ.....	134,790.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Reno (ISQ).....	2,135,270.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Roof Repairs - School (ISQ).....	439,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Boston Road/Parker St (ISQ).....	104,525.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Build.ADA Require (ISQ.....	1,067,350.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Public Build (ISQ).....	1,037,800.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to School Build (ISQ).....	503,950.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Emergency School Repair (ISQ).....	1,067,350.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum Remodel (ISQ.....	13,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Muni Garage (ISQ).....	3,858,100.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Final Phase Tapley St (ISQ).....	1,127,675.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 School Build Repairs (ISQ).....	1,541,500.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Repairs (ISQ).....	259,900.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Rebecca Johnson School (ISQ).....	523,775.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Demo of Former Tech HS (ISQ).....	1,143,725.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Facility Construction (ISQ).....	115,400.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Landfill Closure (OSQ).....	2,423,500.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Departmental Equip (ISQ).....	153,550.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 1 (ISQ).....	347,175.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 1 (ISQ).....	1,001,800.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 2 (ISQ).....	2,086,150.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Cyr Arena (ISQ).....	314,500.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Fire/Safety Complex (ISQ).....	981,450.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum (OSQ).....	1,474,350.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 2 (OSQ).....	1,478,925.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 3 (ISQ).....	456,700.00

TOTAL	**233,320,602.00**

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