



*John J. Shea Bright Nights Technical Training Facility, Fall 2016*

# **City of Springfield, Massachusetts**

## **Fiscal Years 2018 - 2022 Capital Improvement Plan**



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March 30, 2017

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), spanning Fiscal Years 2018 - 2022. 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. Currently, the City is in need of over \$850.1 million in capital improvement spending. The highest priority projects total \$461.6 million which support economic development, improvements to public safety facilities, and continued upgrades in our schools.

In recent years, the City has made a concerted effort to address its capital needs by restructuring debt for the purposes of increasing its capacity for future debt issuances. On February 7, 2017, the City issued \$44.3 million in debt for numerous capital improvement projects. The City again sold bonds in March 2017 for Union Station and to refinance bonds from 2007 in order to save money over the next six years. The City has been strategic in leveraging funds from outside sources for capital projects in order to ensure the most cost effective use of City funds. The City worked collaboratively with the Federal Emergency Management Agency (FEMA), the US Department of Housing and 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. The City will continue to strategically use federal, state, private and City funding as we make decisions about capital improvement projects.

The City has made great strides in completing its highest priority projects. In FY17 the City completed several projects including the creation of the John J. Shea Bright Nights Technical Training Facility in Forest Park, the purchase of vehicles for DPW, improvements to the City hall boiler plant, a feasibility study for the East Forest Park Library, as well as many emergency repairs around the City. A list of projects completed in FY17 is shown below:

FISCAL YEAR 2017 COMPLETED PROJECTS				
PROJECT SUMMARY	OUTSIDE FUNDING	CITY CONTRIBUTION	TOTAL PROJECT COST	FUNDING SOURCES
CENTRAL LIBRARY ASSESSMENT & FAÇADE STABILIZATION	-	155,105	155,105	PAY-GO
CITY HALL BOILER PLANT IMPROVEMENTS	-	1,758,000	1,758,000	CITY BOND, PAY-GO
CITY HALL HORSE SHOE PARKING LOT REPAIR	-	161,203	161,203	CH90, PAYGO, DPW GF
DPW - ENTERPRISE VEHICLE REPLACEMENT	-	923,925	923,925	CITY BOND
DPW MILL RIVER PROJECT - DESIGN WORK	-	173,700	173,700	PAY-GO
EAST FOREST PARK LIBRARY FEASIBILITY STUDY	50,000	29,000	79,000	STATE GRANT, PAY-GO
FIRE RADIO UPGRADES	-	205,141	205,141	PAY-GO
MSBA SO1 - FEASIBILITY & SCHEMATIC DESIGN	-	-	-	-
ZANETTI/ BALLIET E./ BALLIET M./KENSINGTON/ LYNCH/ KILEY	-	368,985	368,985	PAY-GO
POLICE CRIME SCENE SCANNER	-	113,345	113,345	PD CAPITAL, PAY-GO
POLICE HQ PARKING LOT LIGHTS AND REPAVING	-	127,567	127,567	PAY-GO, PD PAY-GO
RUTH ELIZABETH PARK DESIGN	-	50,000	50,000	PAY-GO
JOHN J. SHEA BRIGHT NIGHTS TECHNICAL TRAINING FACILITY	1,290,000	1,725,250	3,015,250	FEDERAL GRANT, CITY BOND
UNION STATION	87,600,000	5,400,000	93,000,000	FEDERAL, STATE, LOCAL
<b>TOTAL</b>	<b>88,940,000</b>	<b>11,191,220</b>	<b>100,131,220</b>	

By leveraging federal and state revenues, the City will continue to work on or begin projects that help promote economic development, revitalization, infrastructure improvements, and housing throughout



Springfield. Construction has begun on multiple projects that will provide valuable services to the community, as seen below:

CURRENTLY IN PROGRESS				
PROJECT SUMMARY	OUTSIDE FUNDING	CITY CONTRIBUTION	TOTAL PROJECT COST	FUNDING SOURCES
BALLIET PARK RENOVATION	200,000	400,000	600,000	STATE GRANT, PAY-GO
BONDI'S ISLAND LANDFILL CLOSURE	2,000,000	5,000,000	7,000,000	CITY BOND, ENTERPRISE FUND
BRIGHTWOOD SCHOOL FEASIBILITY STUDY	-	-	1,000,000	CITY BOND
BRUNTON/STEM/WALSH/PUBLIC DAY - MSBA	7,204,577	1,898,966	9,103,543	MSBA, CITY BOND
CENTRAL LIBRARY - PHASE I	-	3,957,898	3,957,898	UNEXPENDED BOND PROCEEDS
CULINARY AND NUTRITION CENTER - PHASE I	5,000,000	7,000,000	12,000,000	USDA, GRANTS, CITY BOND
DEMOLITIONS	-	2,000,000	2,000,000	CITY BOND
ESCO II	-	10,000,000	10,000,000	FY15 CITY BOND
FIRE VOCAL ALERT SYSTEM	-	400,000	400,000	UNEXPENDED BOND PROCEEDS
FOREST PARK TENNIS COURTS	-	440,780	440,780	PAY-GO
GUNNERY SGT. SULLIVAN PARK	400,000	250,000	650,000	STATE GRANT, PAY-GO
HYDROPOWER AT WATERSHOPS DAM	5,050,000	1,000,000	6,050,000	NDRC, CITY BOND
JOHN F. KENNEDY MIDDLE - WINDOWS & DOORS	2,157,422	2,330,281	4,487,703	UNEXPENDED BOND PROCEEDS
KENSINGTON ELEMENTARY - WINDOWS & DOORS	733,697	489,131	1,222,828	MSBA, CITY BOND
LOWER VAN HORN RESERVOIR DAM	2,000,000	400,000	2,400,000	GRANT, STATE, PAY-GO
PAUL J. FENTON SAFETY ANNEX - 50 EAST STREET	2,890,464	9,053,120	11,943,584	FEMA, CITY BOND
PEARL STREET FEASIBILITY STUDY	-	259,108	259,108	PD CAPITAL, PAY-GO
POLICE VEHICLE REPLACEMENT	-	1,125,000	1,125,000	CITY BOND
RAYMOND A. JORDAN SENIOR CENTER	7,608,496	4,391,504	12,000,000	FEMA, CITY BOND
SCHOOL CAPITAL PROJECTS	-	3,000,000	3,000,000	UNEXPENDED BOND PROCEEDS
SOUTH END COMMUNITY CENTER (SECC)	6,000,000	4,292,500	10,292,500	FEMA, CITY BOND
<b>TOTAL</b>	<b>41,244,656</b>	<b>57,688,289</b>	<b>99,932,944</b>	

Furthermore, some important projects that are anticipated to begin in FY18 include the feasibility study and schematic design for DeBerry Elementary School, renovations to the MSBA Statement of Interest schools Zanetti, Balliet Middle, Thomas Balliet, Kensington, Kiley, and Lynch, improvements to Riverfront Park, the renovation of Stearns Square and in preparation for the MGM Casino opening, a revitalization of the City's downtown streets and sidewalks.

SCHEDULED TO BEGIN IN FISCAL YEAR 2018				
PROJECT SUMMARY	OUTSIDE FUNDING	CITY CONTRIBUTION	TOTAL PROJECT COST	FUNDING SOURCES
BRIGHTWOOD SCHOOL REPLACEMENT	12,500,000	22,500,000	35,000,000	*ESTIMATE - PENDING MSBA ACCEPTANCE
DEBERRY SCHOOL FEASIBILITY STUDY	-	1,000,000	1,000,000	CITY BOND
DOWNTOWN REFRESH	-	3,000,000	3,000,000	TBD
EAST FOREST PARK LIBRARY	5,889,517	3,609,704	9,499,221	TBD, PENDING SUBMITTED GRANT
JAIME ULLOA PARK	250,000	250,000	500,000	STATE GRANT, CDBG, PAY-GO
MARY LYNCH PARK	600,000	150,000	750,000	STATE GRANT, CDBG, PAY-GO
MSBA SOI SCHOOLS - ZANETTI/ BALLIET E./ BALLIET M./ KENSINGTON/ LYNCH/ KILEY	18,825,762	4,706,441	23,532,203	*ESTIMATE - PENDING MSBA ACCEPTANCE
RIVERFRONT PARK	1,000,000	-	1,000,000	COMMUNITY AGREEMENT
STEARNS SQUARE RENOVATION	-	1,500,000	1,500,000	TBD
<b>TOTAL</b>	<b>39,065,279</b>	<b>36,716,145</b>	<b>75,781,424</b>	

In January 2017, Standard & Poor's (S&P) affirmed the City's AA- credit rating with a stable outlook which continues to be the highest rating in the City's recorded history; steadily improving from its A-rating five years ago. This recent credit rating review focuses on the City's strong institutional core by highlighting Springfield's "management, with "strong" financial policies and practices, adequate budgetary performance, and strong budgetary flexibility." Additionally, the City received a reaffirmed credit rating of A2 with a stable outlook by Moody's in January 2017. Looking back almost ten years ago, the City had a Baa3 credit rating, junk bond status. These rating improvements are 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 to its status as the regional economic center of Western Massachusetts, having satisfactory reserves, as well as demonstrating conservative fiscal management and an adherence to formal financial policies.

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

Sincerely,

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

Timothy J. Plante  
Chief Administrative and Financial Officer



## Capital Plan Overview

The City of Springfield's \$850.1 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.

In Fiscal Year 2016, the Capital Committee made changes to the project rating criteria in order to better reflect the Mayor's five essential priorities. The eight criteria include: project funding, service to the public, legal obligations, operational impact, coordination with other projects, perception of need and the addition of economic development and resiliency (see Appendix C).

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 demands. A capital project, according to the financial ordinances section 4.44.050 (A) of the City of Springfield, is "...a facility, object or asset costing more than \$25,000 with an estimated useful life of ten years or more."

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

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

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



In February 2017, the City issued \$44.3 million of debt for multiple completed and on-going projects. In order to address high priority capital needs, Springfield issued short and long term debt, along with a combination of MSBA, FEMA, Pay-Go, unexpended bond proceeds, and grant funding to finance over \$105.8 million of capital improvement projects. These projects include the completed School Dense Wireless Project, building of the John J. Shea Bright Nights Technical Training Facility (Skill & Technical Training Center), the renovation of the Clifford A. Phaneuf Environmental Center (ECOS) in Forest Park, the Union Station parking garage, and the purchase of vehicles for the Police Department and DPW. Additionally, the City will bond for ongoing projects such as the Springfield Public School Culinary and Nutrition Center, the renovation of 50 East Street, the building of the Raymond Jordan Senior Center in Blunt Park, the construction of a new South End Community Center (SECC), and multiple school projects.

<b>PROJECT</b>	<b>BOND PROCEEDS</b>
Emergency Appropriations relating to Tornado & Snow Storm Damage	4,079,300
School Hardware/Software (Dense Wireless Project)	2,025,400
Kennedy Middle School Windows & Doors	1,364,500
Kensington International School Windows & Doors	463,100
Mary M. Walsh School Windows and Doors	500,700
Public High School	319,000
Daniel Brunton Elementary School	504,200
STEM Middle School Roof Replacement	397,000
Food Service Building	6,645,500
50 East Street Renovation	8,594,100
Senior Center Construction	4,166,650
South End Community Center Planning & Construction	4,049,500
Skill & Technical Training Facility	1,638,000
Environmental Center for our Schools (ECOS)	1,411,700
Police Vehicles	1,016,000
DPW Vehicles	817,300
Landfill Closure	1,736,600
Demolitions	1,881,600
Roads/Sidewalks	2,694,850
<b>TOTALS</b>	<b>44,305,000</b>

The strategic use of outside funding allows for maximum impact, at a minimum price for the City. As illustrated in the February 2017 bond issuance, the City was left responsible for only 41% of the \$105.8 million project costs. The City continues to employ this strategy of leveraging alternative funding sources. The following sources have been used to help the City fund portions of the CIP:

- Federal and State funding – There continues to be an effort to seek federal and state funds for projects such as school rehabilitations, road and dam repairs, emergency mitigation plans, and economic development.
  - Federal Emergency Management Agency (FEMA)
  - Massachusetts School Building Authority (MSBA)



- Housing and US Department of Urban Development (HUD)
  - Massachusetts Emergency Management Agency (MEMA)
  - Federal Transportation and Highway departments (FHWA)
- 
- Federal, State, and Private Grants –There continues to be an interest in seeking grants for projects such as park rehabilitation, first responder equipment, repair of dams, the rehabilitation of roads, and energy efficiency. Gaining access to grant funds will require the City to maximize the use of its grants management capabilities.
  - Strategic use of Pay-As-You-Go (Pay-Go) capital funds – The Pay-Go capital account was established in the financial ordinances with a goal to fund smaller capital projects through the annual operating budget. By financial ordinance, the City is required to fund the Pay-Go account with 1.5% of the local source revenue, which is approximately \$3.4 million. These funds are used strategically to pay for emergency projects, small capital projects, and for projects that do not fit the debt issuance requirements.
  - Review use of bond funds – On an annual basis, the City conducts a Debt Affordability Analysis to monitor factors that rating agencies and other stakeholders use to evaluate the amount of debt the City has and its ability to afford new debt. This will help City leaders make financially sound decisions in issuing new debt which is particularly important because the City is legally required to pay for debt service before all other City expenses.
  - Use reserves or other one-time funds for certain one-time capital projects.
  - Increase the frequency of asset inventory – By regularly taking an inventory of City assets, the City can determine the need to replace pieces of small equipment. It also ensures that departments are properly storing and maintaining important tools that are essential for their operations.
  - Use of unexpended bond proceeds – On a continuing basis, the Office of Management and Budget compiles a list of projects funded by bond proceeds in an effort to determine if there were proceeds that were unexpended. When projects are completed, meaning that all tasks are finished and all expenses have been paid, any money left in the bond account is considered an unexpended bond proceed. Unexpended bond proceeds are the result of project scope changes, projects being completed under budget, or receiving reimbursements from outside agencies for expenses that were initially deemed “ineligible.” The City has used unexpended bond proceeds for various school building improvements, the Fire Department Vocal Alert System Upgrade, and to fund the first phase of repairs at the Central Library.



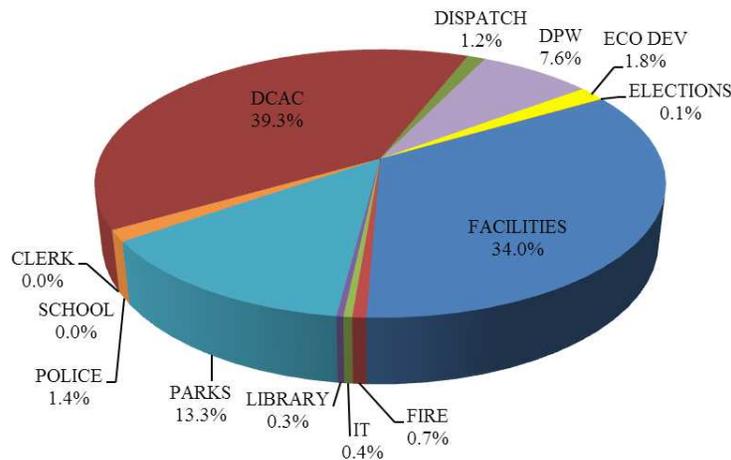
## Breakdown of Fiscal Year 2018 Capital Requests

The capital plan is a fluid document that will be subject to change during the year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council as required by law. This year the final submissions totaled \$850,139,111 which is a decrease of over \$5.1 million from the FY17 Capital Improvement Plan. This decrease can be attributed to removing fully funded projects from the list and updating projects as information becomes available. The chart below shows the breakdown of the 451 department submitted projects by priority.

Priority	Range	Number of Entries	FY18 Estimated Total Project Cost	FY17 CIP	Variance
A	100-65	96	461,690,439	328,756,377	132,934,062
B	64-45	175	240,022,742	285,110,408	(45,087,666)
C	44-26	128	98,905,930	190,737,502	(91,831,572)
D	25-0	52	49,520,000	50,720,000	(1,200,000)
<b>TOTAL</b>		<b>451</b>	<b>850,139,111</b>	<b>855,324,287</b>	<b>(5,185,176)</b>

As stated in the FY17 Debt Affordability Study, a majority of the City’s debt is dedicated to facilities projects because of varying degrees of need ranging from repairs, to major renovations, and new school construction. This is reflected in the CIP with the number of Facilities and DCAC entries for both City and School totaling 266 entries for an estimated \$622.9 million in project costs.

**Estimated Total Project Cost**



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



## Proposed FY18 Capital Budget and Projects

### Massachusetts School Building Authority (MSBA) Projects

#### *William N. DeBerry Elementary School*

The City is currently looking into the replacement of the William N. DeBerry Elementary School located in the Old Hill Neighborhood. Based on a report published by the Department of Parks, Buildings and Recreation Management, the current building located at 670 Union Street is in need of extensive repairs. The issuance of \$1.0 million will begin the planning phase of the project for the feasibility study and schematic design which must be paid by the City as it is not a Massachusetts School Building Authority (MSBA) eligible cost.

MSBA Funding	City Contribution	Total Estimated Project Cost
\$ 0	\$ 1,000,000	\$ 1,000,000

#### *Zanetti, Balliet Middle, Thomas Balliet, Kensington, Kiley, Lynch*

In May 2016, six Springfield public schools were invited to apply for the MSBA Accelerated Repair Program: Alfred G. Zanetti School, Balliet Middle School, and M. Marcus Kiley Middle School for window and door replacements and Thomas M. Balliet School, Kensington International School, and the Mary M. Lynch Elementary School for roof replacements. Each proposed repair project would materially extend the useful life of each school. The City funded \$368,985 through the Pay-go account to conduct feasibility studies and schematic designs for the six schools. The studies and designs with final estimated costs are scheduled to be complete in April 2017. Once finalized, the City Council will need to authorize the total estimated cost of the project. The City can anticipate an 80% reimbursement of all eligible costs from MSBA. Any project costs in excess of the total project budget as determined by MSBA will have to be paid by the City as additional expenses; the MSBA will not increase the amount to be reimbursed.

School Project	MSBA Funding	City Contribution	Total Estimated Project Cost
Alfred G. Zanetti Montessori	2,525,137	631,284	3,156,421
Balliet Middle School	1,609,775	402,444	2,012,219
M. Marcus Kiley Middle School	7,598,889	1,899,722	9,498,611
Thomas M. Balliet School	1,715,810	428,953	2,144,763
Kensington International School	1,191,130	297,783	1,488,913
Mary M. Lynch Elementary	1,693,704	423,426	2,117,130
<b>TOTAL</b>	<b>\$ 16,334,446</b>	<b>\$ 4,083,611</b>	<b>\$ 20,418,057</b>

### Riverfront Park

Pursuant to the MGM Host Community Agreement (paragraph 3 of exhibit E), MGM has provided the City \$1.0 million to improve Riverfront Park, which runs parallel to West Columbus Avenue and Hall of Fame Avenue. The funds will be used to remodel the City's down town riverfront, aiming to enhance the accessibility and appearance of the Park prior to the opening of the MGM Casino in the fall of 2018.

MGM Host Community Agreement	City Contribution	Total Estimated Project Cost
\$ 1,000,000	\$ 0	\$ 1,000,000

### Stearns Square and Duryea Way Redevelopment



The Springfield Park Commission has approved a plan for the redevelopment of Stearns Square Park and Duryea Way in downtown Springfield. The improvements include new and widened sidewalks, new landscaping, and enhancements for pedestrians and outdoor dining. The suggested move of Springfield’s iconic statue “The Puritan” to Stearns Square is not included in this project and it will remain in its current location at the Quadrangle.

Outside Funding	City Contribution	Total Estimated Project Cost
\$ 0	\$ 1,500,000	\$ 1,500,000

**Jaime Ulloa Park**

The Parks Department has been awarded a Land and Water Conservation Fund (LWCF) grant from the Executive Office of Energy and Environmental Affairs (EEA). The grant award is for \$250,000 and requires a City match of \$250,000. The total project amount is \$500,000 and will fund the design and construction costs to renovate the Jaime Ulloa Park.

The \$250,000 LWCF grant will provide funding for design costs (\$25,000) and for construction costs (\$225,000). The City’s total match of \$250,000 will be paid through the Community Development Block Grant Program (CDBG) (\$105,900) and Pay-as-you-go Capital (Pay-Go) funds (\$144,100).

<b>Jaime Ulloa Park Project</b>			
<b>LWCF Grant</b>		<b>City of Springfield</b>	
<i>Design Costs</i>	25,000	<i>CDBG Funding</i>	105,900
<i>Construction Costs</i>	225,000	<i>City Pay-go Capital</i>	144,100
Total	250,000	Total	250,000
<b><i>Total Estimated Cost = \$500,000</i></b>			

Construction at Jaime Ulloa Park will include a new main entrance on Morgan Street, a gaming and seating plaza at Morgan Street, playground area improvements, and renovation of the ballfield.

**Mary Lynch Park**

On December 12, 2016, the Parks Department was selected by the Executive Office of Energy and Environmental Affairs (EEA) to receive up to \$400,000 in Parkland Acquisitions and Renovations for Communities (PARC) assistance. The EEA will provide \$35,000 in funding for design costs in FY17 and \$365,000 for construction costs in FY18. The City’s match of \$350,000 will be paid in FY17 through funds provided by the Community Development Block Grant Program (CDBG) in the amount of \$200,000 and \$150,000 of Pay-go funds will be allocated to the project in FY18.

<b>Mary Lynch Park Project</b>			
<b>PARC Grant</b>		<b>City of Springfield</b>	
<i>Design Costs</i>	35,000	<i>CDBG Funding</i>	200,000
<i>Construction Costs</i>	365,000	<i>City Pay-go Capital</i>	150,000
Total	400,000	Total	350,000
<b><i>Total Estimated Cost = \$750,000</i></b>			



The funding will be used to enhance Mary Lynch Park: Beaugard/Schiavina Memorial Fields with improvements to the playing fields, drainage and walkways, and ADA accessibility. The City also plans to create a memorial dedicated to Springfield Police Officers Alain Beaugard and Michael Schiavina.



## **Fiscal Year 2017 Overview**

### **HUD/NDRC Projects**

In January 2016, the Department of Housing and Urban Development (HUD) announced that the City of Springfield had been selected as one of thirteen winners of the National Disaster Resilience Competition (NDRC). The City will receive a total of \$17,056,880 in CDBG-NDR (Community Development Block Grant – National Disaster Resilience) funding for innovative projects that will increase resilience in the City. Receiving this award will also leverage \$80,199,042 from outside sources to fund projects throughout the City.

The NDRC was developed through a partnership between HUD and the Rockefeller Foundation in response to requests from state and local leaders seeking to build resilience and better prepare their communities for the impacts of climate change. The competition was modeled after the Rebuild by Design Competition that occurred after Hurricane Sandy. In the initial Phase I of the competition, 67 eligible applicants were invited to participate. Of the 67 participants, 40 finalists were asked to submit specific projects that would advance the resilience of their states and communities. HUD then selected 13 states and local communities to award funding. Of those awarded funding, eight were states, four municipalities (including Springfield), and one county.

The National Disaster Resilience Competition was designed to promote risk assessment, stakeholder engagement, and resilience. The City of Springfield will use these funds to carry-out the following HUD selected projects:

#### ***Hydropower at Watershops Pond***

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

<b>NDRC Funding</b>	<b>City Contribution</b>	<b>Total Project Cost</b>
\$ 5,050,000	\$ 1,000,000	\$ 6,050,000

#### ***Safe and Healthy Rental Homes***

Rehabilitation program for owners of 1-4 unit homes to restore affordable housing stock damaged by the 2011 tornado.

#### ***Business and Job Opportunities***

Creation of the Springfield Innovation Center and provision of job training to foster a community of entrepreneurs, jumpstart re-investment and redevelopment in the City’s core, and equip low-income residents with the skills they need to work on NDRC-funded projects.



***Community Engagement***

The Citizen Tree Steward Program and the Community Based Citizen Science Initiative was created to involve the community in water quality and water conservation activities. The City will also partner with the Pioneer Valley Planning Commission to complete the remaining phases of the City’s climate change plan.

The following organizations partnered with the City of Springfield in Phase I or Phase II applications:

- Baystate Medical Center
- Develop Springfield
- Pioneer Valley Planning Commission
- Partners for a Healthier Community
- ReGreen Springfield
- Regional Employment Board
- Tech Foundry
- Northeast Climate Change Center and University of Massachusetts

MassMutual and the Commonwealth of Massachusetts, Office of Energy and Environmental Affairs agreed to commit a combined \$2.4 million to the City’s resilience projects.

***Lower Van Horn Reservoir Dam***

The City began repairing and upgrading the Lower Van Horn Dam in FY17. Currently, the Dam is in poor condition and deemed to have high hazard potential, making the \$2.4 million in repairs crucial. In the event of dam failure, Baystate Medical Center would be unable to continue operations; currently it is the only Level I trauma center in the region. Furthermore, many homes, industrial, and commercial facilities would be lost. The repairs and upgrades to the dam include new access roads to the outlet and inlet of the dam, and repairing the dam’s primary spillway, which currently has debris making it dangerous to access for maintenance purposes. The Massachusetts Executive Office of Energy and Environmental Affairs and MassMutual each contributed \$1.0 million toward the project and the City contributed the remaining \$400,000 through Pay-go.

<b>MA Energy Grant</b>	<b>MassMutual Contribution</b>	<b>City Contribution</b>	<b>Total Project Cost</b>
\$ 1,000,000	\$ 1,000,000	\$ 400,000	\$ 2,400,000

**Massachusetts School Building Authority (MSBA) Projects**

***Brightwood Elementary School***

The City plans to replace the 118 year old Brightwood Elementary School located in the North End with a new school at a site yet to be determined. MSBA has pledged to fund 80% of all eligible construction expenses for the approximate \$35 million project that will replace the existing school building located at 471 Plainfield Street. The City can anticipate reimbursement for all eligible construction costs up to the budgeted project cost as determined by MSBA. Any expenses above the MSBA maximum are the responsibility of the City. As shown below, the City plans to contribute more than 20% of the project total because a land acquisition and schematic design for the new building are MSBA ineligible costs. Based on a report published by the Department of Parks, Buildings and Recreation Management, the current building is in need of extensive repairs and the City, along with MSBA, has found that a full replacement of the school is financially the best solution. Planning for this extensive construction project began in July 2016. The City has been authorized to spend \$1.0 million for the schematic design that will be submitted to the MSBA along with a solid estimated cost for the project.



MSBA Funding	City Contribution	Total Estimated Project Cost
\$ 21,000,000	\$ 14,000,000	\$ 35,000,000

***Walsh, Public Day, Brunton, STEM***

In FY16, four Springfield public schools were invited into the MSBA Accelerated Repair Program: Mary M. Walsh School, Public Day High School, Daniel B. Brunton Elementary School for window and door projects and STEM Middle School for a roof replacement. In order to pay for this project, the City Council has authorized bonds for the total amount of the \$9,103,543 project. The City anticipates an 80% reimbursement of all eligible costs from MSBA. Any project costs in excess of the total project budget of \$7,204,577 as determined by MSBA will have to be paid by the City as additional expenses, because MSBA will not increase the amount to be reimbursed. The roof system for STEM Middle School and the window and door systems for Brunton, Walsh, and Public Day High School projects are currently in the construction phase.

School Project	MSBA Funding	City Contribution	Total Estimated Project Cost
Mary M. Walsh	\$ 2,117,495	\$ 529,374	\$ 2,646,869
Public Day High	\$ 1,352,646	\$ 338,162	\$ 1,690,808
Daniel B. Brunton Elem.	\$ 2,129,976	\$ 532,494	\$ 2,662,470
STEM Middle	\$ 1,604,459	\$ 498,937	\$ 2,103,396
<b>Total</b>	<b>\$ 7,204,577</b>	<b>\$ 1,898,966</b>	<b>\$ 9,103,543</b>

**Culinary and Nutrition Center - Food Service Building**

Springfield Public Schools (“SPS”) provide universal free breakfast and lunch, dinner programs, summer meals, and full service vending for all of its students and staff. Currently, meals are prepared in four facilities and then transported to 60 feeding sites because there isn’t a central production kitchen. The current food service facility is too small to accommodate the current program leaving SPS to outsource cold storage, baked goods production, and ship whole fruits and vegetables from its local farm partner, to a facility in Rhode Island to be cleaned, cut, and packaged for SPS meals. The acquisition, design, and renovation of a building to house the operations, food storage, food preparation, and meal distribution for the Springfield Public Schools Food Service Program will enable the program to become centralized and expand. Last year alone, the expansion of the food service program has added 34 jobs. This new, cutting edge facility will be the first in the nation and will be a model to other school systems around the country.

Through design and renovation, the new facility could include: producing and packaging food components to support the Breakfast in the Classroom (BIC) Program (30 schools, 84.6% participation), Lunch, Dinner, and Summer Program, centralizing catering services, increased frozen food storage to support direct USDA shipments and the Field to Freezer Programs. It will also increase food and equipment storage, increase vending operations, implement a student culinary arts training program (in partnership with Putnam Vocational and Central High), create a district bakery, and house an equipment maintenance and repair workshop. The new facility could also be designed and outfitted to produce 100,000 meals daily to support the Springfield District Programs (BIC, lunch, dinner, and summer) and those that could potentially be outsourced to surrounding communities. Additionally, the acquisition and creation of the SPS food storage facility could create an additional 40 full-time jobs.

The purchase of the property will save SPS \$582,881 annually in storage and shipping costs, as well as commodity assessment fees and pay the City \$375,000 with an overall net savings of \$207,881. The first phase of the project is estimated to cost \$12.0 million for the acquisition, design, and renovation of the



new building. The City issued bonds in February 2017 for \$7.0 million as their share for the first phase, while the remaining balance will be paid using USDA funds and grants.

USDA & Grant Funding	City Contribution	Total Estimated Project Cost
\$ 5,000,000	\$ 7,000,000	\$ 12,000,000

### Central Library

The Central Library, part of the Quadrangle-Mattoon Historic District in the City, has been around since 1912. After many years of daily use and natural “wear and tear”, the Central Library is in need of many renovations. The restoration of the Central Library is estimated to cost \$15.4 million and will take place in three phases. The first phase of the project was funded through the use of unexpended bond proceeds from the completed Putnam Construction project. Totaling \$3,957,898; the first phase includes the replacement of the existing rear library/museum stairs and closed ramp with a new plaza; including accessible ramp, stairs, decorative metal railings, seating, plantings, and lighting. The roof will also be replaced and the front stairs at the State Street entrance will be rebuilt. The second phase of the restoration will include: replacing the existing windows, installing a new HVAC system, upgrading the lighting, and replacing the existing electrical with a new electrical system, telecommunication system, fire alarm system, and video surveillance system. Lastly, in the third phase, a new handicapped parking lot for easier accessibility will be created and the existing dock lift will be repaired.

### Police Vehicles

The Police Department’s current fleet is made up of 216 vehicles, serving many purposes, most important of which is primary patrol cruisers. The purchase of new vehicles was necessary to continue the provision of public safety and to improve, and contribute to, the quality of life for the citizens of the City of Springfield by protecting, serving, and working with the community. These replacements protect officers’ safety, save money on repair costs, and reduce the amount of time vehicles will be out of service.

Vehicle Purchase	Units	Price per Unit	Total Amount
Police Cruisers	25	\$ 45,000	\$ 1,125,000

### DPW Vehicles

The DPW currently has 40 vehicles in its fleet: 19 fully-automated trucks, 16 semi-automated trucks, four pick-up trucks, and one box truck. The purchase of new vehicles to replace those that are aging is necessary in order to continue the support of the City’s solid waste program. The vehicles purchased include two pick-up trucks for daily operations, two semi-automated and one fully-automated 31-cubic yard truck for trash removal services. These vehicle replacements will allow DPW to address the highest prioritized needs of its fleet.

Vehicle Purchase	Units	Price per Unit	Total Amount
Semi-Automated 31 Cubic-yard Truck	2	\$ 281,300	\$ 562,600
Fully-Automated 31 Cubic-yard Truck	1	\$ 281,325	\$ 281,325
Pick-up Truck	2	\$ 40,000	\$ 80,000
<b>Total</b>	<b>5</b>		<b>\$ 923,925</b>

The complete FY18 Capital Improvement Plan can be found in Appendix A of this document.



## **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 FY18 through FY22 is \$850.1 million. The highest priority projects total \$462.1 million. The City continues to leverage funds from outside agencies to fund high priority projects identified in the CIP. Subsequently, the City of Springfield has maintained its 'AA-' credit rating from Standard and Poor's (S&P) and recently received a reaffirmed credit rating of A2, with a stable outlook by Moody's in January 2017.

Springfield recently issued \$44.3 million in bonds with an average interest rate of 3.07% on February 14, 2017. Due to the City's high bond rating, the City was able to lock in low interest rates for twenty years; allowing the City to maintain a responsible debt payment plan with low interest. The City also refinanced bonds issued in 2007 and financed the Union Station Project on March 7, 2017. By exchanging the original interest rate of 4.263% for a lower rate of 2.0063%, the City anticipates saving over \$3.8 million over the next six years. The City will continue to be strategic in investing and funding capital needs by choosing high priority projects, leveraging funds from outside agencies, and selling bonds when the market is highly favorable.

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

## Appendix A: Proposed Capital Projects Capital Improvement Plan: Fiscal Years 2018 - 2022

PRIORITY	DEPT	PROJECT NAME	PARTIAL/FULL FUNDING	TOTAL RATING	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
A	ECO DEV	COURT SQUARE REDEVELOPMENT -		89	10,000,000	PRVT, STATE,	10,000,000				
A	POLICE	UNIFORM - TASER	P	87	111,530	PD BUDGET/JAG	26,530	25,000	20,000	20,000	20,000
A	FACILITIES	GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE		87	3,500,000		3,500,000				
A	POLICE	IT - ANALOG CAMERAS TO DIGITAL & STORAGE	P	84	60,858	GRANT	60,858				
A	POLICE	IT - NETWORK SWITCHES NEED REPLACEMENT	P	84	60,000	PAY-GO	60,000				
A	POLICE	RADIO REPAIR - CORE CLIENT		84	150,000	GRANT	150,000				
A	POLICE	IT - FIXED LPR SAT 5 ACCESS POINTS		84	90,000		90,000				
A	POLICE	AED REPLACEMENTS		81	100,000		100,000				
A	POLICE	METRO SUB STATION FACILITY		81	1,000,000		1,000,000	20,000	20,000	20,000	20,000
A	POLICE	DOWNTOWN PD STATIONS - KOBANS		81	500,000		500,000				
A	DCAC	HOMER ST SCHOOL - "NEW" BUILDING REPLACEMENT		80	35,000,000		35,000,000				
A	DCAC	LINCOLN SCHOOL - "NEW" BUILDING REPLACEMENT		80	35,000,000		35,000,000				
A	DCAC	WATERSHOPS POND - HYDROPOWER	P	78	6,050,000	NDRC, CITY BOND	6,050,000				
A	DPW	FLOOD PREVENTION SYSTEM (FPS) CURTAIN DRAINS NORTHERLY		78	8,000,000		8,000,000	3,000,000			
A	DCAC	BRIGHTWOOD SCHOOL REPLACEMENT		78	35,000,000	MSBA, CITY BOND	35,000,000				
A	DCAC	DEBERRY SCHOOL REPLACEMENT		78	35,000,000	MSBA, CITY BOND	35,000,000				
A	DPW	ROAD RESURFACING AND SIDEWALK CONSTRUCTION	P	77	12,000,000	PAY-GO/CH90/UNEXP. BOND	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000
A	POLICE	BALLISTIC VEST REPLACEMENT		77	300,000		300,000	60,000	60,000	60,000	60,000
A	POLICE	RADIO REPAIR - MICROWAVE LINKS KILEY TO TOWER SQUARE		76	120,000		120,000				
A	FACILITIES	SCHOOL CAPITAL PROJECTS	P	75	2,120,786	UNEXP. BOND	2,120,786				
A	DCAC	RECONSTRUCTION OF 130 PEARL ST.	P	75	85,000,000	PAY-GO, CITY BOND, GRANT	85,000,000				
A	FACILITIES	GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS INTERIOR		75	3,500,000		3,500,000				
A	DPW	FLOOD CONTROL SYSTEM MAINTENANCE		75	1,000,000		1,000,000	200,000	200,000	200,000	200,000
A	PARKS	CITYWIDE - POND DREDGING		75	11,000,000		11,000,000				
A	POLICE	PROPERTY AND EVIDENCE TRUCK		75	45,000		45,000				
A	POLICE	DB - FORENSICS VAN REPLACEMENT		75	150,000		150,000				
A	POLICE	RECORDS MANAGEMENT SYSTEM REPLACEMENT		75	1,000,000		1,000,000				
A	POLICE	UNIFORM - GUN REPLACEMENTS	P	74	330,000	GRANT	66,000	66,000	66,000	66,000	66,000
A	POLICE	IT - COMPUTERS		74	48,000	POLICE PAY-GO	48,000				
A	DCAC	RIVERFRONT PARK IMPROVEMENTS	P	74	2,500,000		2,500,000				
A	POLICE	CRUISER REPLACEMENTS		74	3,225,000	\$1.0 FUNDED BY MGM	645,000	645,000	645,000	645,000	645,000
A	POLICE	IT - VIDEO STORAGE FOR CRIME SCENE INVESTIGATIONS		73	25,000		25,000				
A	FACILITIES	GERENA SCHOOL - REPLACEMENT OF ELECTRICAL SWITCH GEAR	F	72	140,000	SCHOOL CARRY-OVER	140,000				
A	DCAC	ALFRED G. ZANETTI SCHOOL - WINDOW & DOOR	P	72	3,156,421	MSBA, CITY BOND, PAY-GO	3,156,421				
A	DCAC	THOMAS M. BALLIET SCHOOL - ROOF REPLACEMENT	P	72	1,915,094	MSBA, CITY BOND,	1,915,094				
A	DCAC	BALLIET MIDDLE SCHOOL - WINDOW & DOOR	P	72	1,890,249	MSBA, CITY BOND,	1,890,249				
A	DCAC	KENSINGTON INTERNATIONAL SCHOOL - ROOF REPLACEMENT	P	72	1,488,913	MSBA, CITY BOND, PAY-GO	1,488,913				
A	DCAC	M. MARCUS KILEY MIDDLE SCHOOL - WINDOW & DOOR	P	72	9,498,611	MSBA, CITY BOND,	9,498,611				
A	DCAC	MARY M. LYNCH ELEMENTARY SCHOOL - ROOF REPLACEMENT	P	72	2,117,130	MSBA, CITY BOND,	2,117,130				
A	DPW	FLOOD PREVENTION SYSTEM (FPS) REPAIR FOR MILL RIVER	P	72	2,537,300	FY17 PAY-GO	370,300	2,167,000			
A	DCAC	CULINARY AND NUTRITION CENTER - FOOD SERVICE WAREHOUSE-	P	72	6,000,000		6,000,000				
A	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS		72	2,500,000		500,000	500,000	500,000	500,000	500,000
A	DPW	ARMORY ST LANDFILL UPGRADES		72	200,000		200,000				
A	FACILITIES	KENNEDY - HAZS MAT ABATEMENT & CHILING TILES		71	4,600,000		4,600,000				
A	LIBRARY	MASON SQUARE - OUTDOOR COMMUNITY PERFORMING SPACE		71	40,000	GRANTS, CITY FUNDING	40,000				
A	PARKS	CITYWIDE - SPLASH PAD REPLACEMENT (CITY UPGRADES)		71	2,500,000		2,500,000				
A	FACILITIES	GERENA SCHOOL - HVAC REPLACEMENTS & UPGRADES		71	20,000,000		20,000,000				
A	FACILITIES	WHITE SCHOOL - FIRE PROTECTION SYSTEM		71	450,000		450,000				
A	FACILITIES	SCI-TECH - CHILLERS & TOWERS		71	2,500,000		2,500,000				
A	FACILITIES	TALMADGE - WINDOWS & DOORS		71	2,500,000		2,500,000				
A	DCAC	BOWLES - ROOF REPLACEMENT		71	1,500,000		1,500,000				
A	DCAC	COMMERCE - ROOF REPLACEMENT		71	4,500,000		4,500,000				
A	DCAC	MILTON BRADLEY - ROOF REPLACEMENT		71	1,500,000		1,500,000				
A	DCAC	SUMNER AVE ELEMENTARY - ROOF REPLACEMENT		71	3,000,000		3,000,000				
A	DCAC	SOUTH END MIDDLE - WINDOWS & DOORS		71	2,500,000		2,500,000				

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PRIORITY	DEPT	PROJECT NAME	PARTIAL/FULL FUNDING	TOTAL RATING	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
A	DCAC	CENTRAL HIGH - CHILLERS & HVAC UPGRADES		71	2,500,000		2,500,000				
A	DPW	PRIVATE WAYS - RESURFACING	P	70	1,346,811	CITY BOND	300,000	446,811	300,000	300,000	
A	DPW	STORM REPAIR S.BRANCH AND BRIARWOOD	P	69	180,000	CITY BOND	50,000	130,000			
A	DCAC	EAST FOREST PARK - NEW LIBRARY		69	9,500,000	GRANTS	9,500,000				
A	PARKS	FOREST PARK NEIGHBORHOOD EROSION & MAIN GREETING ROAD		69	1,500,000		1,500,000				
A	PARKS	SOUTH BRANCH PKWY CULTVERT IMPROVEMENTS		69	500,000		500,000				
A	DCAC	STEARNS SQUARE RENOVATION		69	1,500,000	PAY-GO, CITY BOND	1,500,000				
A	DCAC	BRUNTON - ROOF REPLACEMENT		68	1,200,000		1,200,000				
A	FACILITIES	GLENWOOD SCHOOL - ROOF REPLACEMENT		68	760,000		760,000				
A	FACILITIES	SUMNER AVE ELEMENTARY - BOILERS		68	2,000,000		2,000,000				
A	FACILITIES	TALMADGE - BOILERS		68	1,000,000		1,000,000				
A	FACILITIES	GERENA SCHOOL - WINDOWS & DOORS		68	7,500,000		7,500,000				
A	DCAC	INDIAN ORCHARD ELEMENTARY - ROOF REPLACEMENT		68	1,500,000		1,500,000				
A	DCAC	WASHINGTON - WINDOWS & DOORS		68	2,500,000		2,500,000				
A	PARKS	FOREST PARK ROADWAYS		67	950,000		950,000				
A	DCAC	SKYWALK		67	150,000		150,000				
A	PARKS	UPGRADES TO ALL CITY PARKS FOR UNIVERSAL ACCESSIBILITY		67	750,000		750,000				
A	DCAC	CITY HALL - FRONT STEP REPAIR		67	1,000,000	CITY BOND	1,000,000				
A	POLICE	IT SANS UPGRADE		67	250,000		250,000				
A	POLICE	IT ARCHIVING		67	75,000		75,000				
A	FACILITIES	DUGGAN - GYM FLOOR		67	300,000		300,000				
A	PARKS	WESSON PARK		67	500,000		500,000				
A	POLICE	IT - DISASTER RECOVERY SITE	F	66	400,000		400,000				
A	DPW	DPW VEHICLE REPLACEMENT - NON-PUBLIC SAFETY (ONGOING)	P	66	5,000,000	PAY-GO, CITY BOND	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
A	DCAC	CENTRAL LIBRARY - PHASE II		66	11,053,009	GRANTS, CITY BOND	1,053,009	11,053,009			
A	DCAC	CENTRAL LIBRARY - PHASE III		66	440,727	GRANTS, CITY BOND	80,000	440,727			
A	DISPATCH	CONSOLIDATED DISPATCH BUILDING, BUILDING USE STUDY		66	80,000		80,000				
A	DISPATCH	CONSOLIDATED DISPATCH BUILDING W/EQUIPMENT		66	10,000,000		10,000,000				
A	FACILITIES	DEBERRY - REBUILDING FLOOR		66	2,400,000		2,400,000				
A	PARKS	FOUNTAIN LAKE DAM - REPAIR		65	1,500,000		1,500,000				
A	PARKS	PORTER LAKE DAM - REPAIR		65	1,500,000		1,500,000				
A	PARKS	FOREST PARK MAGA WISKA RD STABILITY AND DRAINAGE		65	800,000	STATE FUNDS	800,000				
A	PARKS	VAN HORN PARK		65	2,500,000		2,500,000				
A	POLICE	IT - HARD DRIVE BACKUP APPLIANCE		65	35,000		35,000				
A	FACILITIES	DORMAN - ROOF REPLACEMENT (MAIN BUILDING)		65	1,500,000		1,500,000				
A	FACILITIES	LINCOLN - ROOF REPLACEMENT		65	1,500,000		1,500,000				
A	FACILITIES	VAN SICKLE - ROOF REPLACEMENT		65	4,500,000		4,500,000				
A	DCAC	BOLAND - ROOF REPLACEMENT		65	3,000,000		3,000,000				
A	DCAC	HARRIS ELEMENTARY - ROOF REPLACEMENT		65	1,500,000		1,500,000				
A	DCAC	REBECCA JOHNSON - WINDOWS & DOORS		65	5,000,000		5,000,000				
A	DCAC	POTTENGER - WINDOWS & DOORS		65	2,500,000		2,500,000				
B	DPW	BELMONT AVENUE - FLOOD PREVENTION SYSTEM (FPS)		64	200,000		-	200,000			
B	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS		64	1,500,000		1,500,000				
B	PARKS	FOREST PARK - TROLLEY PAVILION		64	500,000		500,000				
B	DPW	FLOOD PREVENTION SYSTEM (FPS) TRASH RACK		64	40,000		40,000				
B	FACILITIES	STEM - PLAYING FIELD INSTALLATION		64	200,000		200,000				
B	PARKS	GREENLEAF PARK		64	2,500,000	STATE FUNDS	2,500,000				
B	POLICE	RADIO REPAIR - MOTOROLA - RADIOS	P	63	390,000	JAG/PAY-GO	150,000	60,000	60,000	60,000	60,000
B	POLICE	RADIO REPAIR - MOTOROLA - REPLACEMENT PARTS	P	63	50,000	FY17 PD BUDGET	10,000	10,000	10,000	10,000	10,000
B	PARKS	UPDATE STREET TREE INVENTORY AND TREE REPLACEMENT		63	750,000	APPLIED FOR DR GRANT	750,000				
B	PARKS	FOREST PARK - TRAIL RENOVATIONS		63	750,000		750,000				
B	DPW	FPS (SPS) CURTAIN DRAINS CENTRAL & SOUTHERLY SECTIONS	F	62	30,000		30,000				
B	PARKS	TREE NURSERY		62	500,000	APPLIED FOR DR GRANT	500,000				
B	IT	BUSINESS CONTINUITY PLAN - PHASE 2- CITY HALL/TAPLEY ST		62	1,000,000	CITY	200,000	200,000	200,000	200,000	200,000

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PRIORITY	DEPT	PROJECT NAME	PARTIAL/FULL FUNDING	TOTAL RATING	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
B	PARKS	GREENLEAF PARK TRAFFIC SIGNAL / FRONT ENTRANCE		62	2,500,000		2,500,000				
B	PARKS	HABITAT MANAGEMENT		62	-						
B	PARKS	CHICOPEE RIVER WATERFRONT (INDIAN ORCHARD)		62	500,000		500,000				
B	PARKS	PYNCHON PARK RENOVATIONS		62	1,000,000		1,000,000				
B	FACILITIES	SYMPHONY HALL - EMERGENCY GENERATOR		62	220,000		220,000				
B	IT	FIBER NETWORK EXPANSION		62	1,000,000		1,000,000				
B	FACILITIES	KENNEDY - SPRINKLER (CODE)		61	1,250,000		1,250,000				
B	PARKS	CAMP STAR ANGELINA REDEVELOPMENT		61	1,750,000		1,750,000				
B	PARKS	ZOO IMPROVEMENTS		61	2,000,000	STATE FUNDS	2,000,000				
B	PARKS	STONE HOUSE		61	500,000		500,000				
B	PARKS	UPGRADE SCHOOL ATHLETIC FIELDS		61	3,000,000	STATE FUNDS	3,000,000				
B	PARKS	DISTRICT AND GOLF COURSE MAINTENANCE BUILDINGS		61	3,500,000		3,500,000				
B	FACILITIES	POLICE HEADQUARTERS - PARKING LOT	P	60	3,500,000	PAY-GO	3,500,000				
B	FACILITIES	SYMPHONY HALL - HVAC		60	750,000		750,000				
B	PARKS	WALKER GRANDSTAND RENOVATION		60	2,000,000		2,000,000				
B	PARKS	CITYWIDE - LIGHTING AND SECURITY CAMERA		60	1,500,000		1,500,000				
B	POLICE	IT - CARD ACCESS READER		60	35,000	PD BUDGET	35,000				
B	DPW	VARIOUS LOCATIONS - ADA RETROFITS		60	2,500,000	CITY BOND	500,000	500,000			500,000
B	FACILITIES	BALLET ELEMENTARY - ELECTRICAL SWITCH GEAR		60	100,000		100,000				
B	FACILITIES	BALLET ELEMENTARY - INTERIOR UPGRADES		60	200,000		200,000				
B	FACILITIES	CENTRAL HIGH - DRAINAGE PARKING LOT		60	675,000		675,000				
B	FACILITIES	CENTRAL HIGH - GYM (BLEACHERS) INT		60	400,000		400,000				
B	FACILITIES	CENTRAL HIGH - PAVING PARKING LOT		60	650,000		650,000				
B	FACILITIES	CENTRAL HIGH - REBUILD PRESS BOX		60	500,000		500,000				
B	FIRE	RADIO RECEIVING SITES		60	300,000		300,000				
B	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN		60	3,000,000		3,000,000				
B	PARKS	FOREST PARK - SWAN POND DAM		60	1,500,000		1,500,000				
B	FACILITIES	CENTRAL HIGH - INTERIOR HALLWAY DOORS		59	125,000		125,000				
B	PARKS	FOREST PARK - AQUATIC GARDENS AND FERN GROVE		59	1,200,000		1,000,000	200,000			
B	PARKS	CITYWIDE - REPLACEMENT PLAY GROUND EQUIPMENT		59	1,200,000		1,200,000				
B	PARKS	CITYWIDE - BASKETBALL COURT IMPROVEMENTS		59	1,000,000		1,000,000				
B	PARKS	TRIANGLE/TERRACE RESTORATIONS		59	750,000		750,000				
B	PARKS	REPLACEMENT OF MAINTENANCE EQUIPMENT		59	2,000,000		2,000,000				
B	FACILITIES	CENTRAL HIGH - MOTORS, VFD, STEAM TRAPS		59	500,000		500,000				
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR		59	900,000		900,000				
B	FACILITIES	LIBERTY SCHOOL - REDESIGN ADA ENTRANCES		59	400,000		400,000				
B	FIRE	RIVER RESCUE BOAT PURCHASE		59	125,000		125,000				
B	PARKS	LOON POND BEACH		59	750,000		750,000				
B	PARKS	BLUNT PARK - PHASE II BIKEWAY/WALKWAY & PARK		59	2,000,000	STATE FUNDS	2,000,000				
B	PARKS	ACQUIRE MARGINAL LOTS VIA TAX TITLE PROCESS		59	1,500,000		1,500,000				
B	PARKS	FOREST PARK - COMFORT SHELTER/DROP-IN CENTER		59	1,000,000		1,000,000				
B	FACILITIES	CITY HALL - PERIMETER SECURITY		58	750,000		750,000				
B	FACILITIES	GERENA SCHOOL - EJECTION PUMPS		58	1,500,000		1,500,000				
B	FACILITIES	GERENA SCHOOL - SEAL WALLS EXTERIOR		58	4,500,000		4,500,000				
B	LIBRARY	ALL BRANCHES - COMPUTER UPGRADES		58	80,000	CITY FUNDING	80,000				
B	POLICE	NICE LOG RECORDER		58	25,000		25,000				
B	FACILITIES	DEBERRY - CREATE FOUR STUDENT BATHROOMS		58	1,600,000		1,600,000				
B	PARKS	MEADOW BROOK RAVINE RESTORATION		57	1,500,000		1,500,000				
B	PARKS	VETERAN'S GOLF COURSE IMPROVEMENTS		57	3,500,000		3,500,000				
B	PARKS	FRANCONIA GOLF COURSE IMPROVEMENTS		57	1,200,000		1,200,000				
B	DPW	STAINLESS STEEL V BODY SAND/SALT UNITS		57	100,000	CITY BOND	100,000				
B	FACILITIES	GERENA SCHOOL - FLOOR		57	200,000		200,000				
B	FACILITIES	DPW GARAGE - FUEL PUMPS		57	1,000,000		1,000,000				
B	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - BUILDING ACCESSIBILITY		57	875,000		-	875,000			

# Appendix A: Proposed Capital Projects Capital Improvement Plan: Fiscal Years 2018 - 2022

PRIORITY	DEPT	PROJECT NAME	PARTIAL/FULL FUNDING	TOTAL RATING	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
B	IT	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	P	56	1,000,000	CITY	200,000	200,000	200,000	200,000	200,000
B	PARKS	HUBBARD PARK		56	750,000	APPLY FOR PARC GRANT	750,000				
B	PARKS	MYRTLE STREET PARK		56	500,000		500,000				
B	PARKS	MARSHALL ROY PARK		56	500,000		500,000				
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FIRE ALARM SYSTEM UPDATES		56	9,000,000		9,000,000				
B	IT	DESKTOP/LAPTOP REPLACEMENT (ONGOING)		56	40,000	CITY	40,000				
B	FACILITIES	BALLET - ELECTRICAL FPE PANEL REPLACEMENT		56	125,000		125,000				
B	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT		56	350,000		350,000				
B	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT		56	120,000		120,000				
B	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT		56	400,000		400,000				
B	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT		56	400,000		400,000				
B	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT		56	125,000		125,000				
B	PARKS	FIVE MILE POND PARK - PHASE I		56	1,500,000		1,500,000				
B	PARKS	COURT SQUARE - SIDEWALK UPGRADES/REPAIRS		56	300,000		300,000				
B	PARKS	FOREST PARK - LOOP TRAIL		55	500,000		500,000				
B	DPW	REPLACEMENT OF VEHICLES/EQUIP. - ENTERPRISE FUND		55	4,753,975	CITY BOND	1,553,975	800,000	800,000	800,000	800,000
B	PARKS	FOREST PARK MUSEUM AND COMMUNITY SPACE		55	1,200,000		1,200,000				
B	PARKS	MCKNIGHT TRAIL		55	4,500,000	STATE FUNDS	4,500,000				
B	DISPATCH	COMP AIDED DISPATCH SOFTWARE MIGRATION		55	250,000		250,000				
B	PARKS	BRECKWOOD POND DAM - REPAIR		55	1,500,000		1,500,000				
B	PARKS	CITYWIDE - TENNIS COURTS	P	54	1,500,000	PAY-GO, GRANT	1,500,000				
B	PARKS	NORTH RIVERFRONT PARK BOAT HOUSE		54	2,000,000		2,000,000				
B	PARKS	ALDEN STREET PARK		54	750,000		750,000				
B	POLICE	VOIP MIGRATION		54	25,000		25,000				
B	POLICE	KRONOS IMPLEMENTATION		54	40,000		40,000				
B	POLICE	TRU BEAR CAT		54	317,000		317,000				
B	POLICE	DIVE TEAM VAN		54	179,000		179,000				
B	FACILITIES	CENTRAL HIGH - EXTERIOR DOORS		53	350,000		350,000				
B	PARKS	CYR ARENA EQUIPMENT AND REPAIRS		53	2,000,000		2,000,000				
B	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE		53	2,000,000		2,000,000				
B	ECO DEV	DOWNTOWN REFRESH		53	3,000,000		3,000,000				
B	DPW	TRAFFIC SIGNAL INSTALLATIONS AT VARIOUS LOCATIONS		53	500,000		250,000	250,000			
B	DPW	TRAFFIC SIGNAL BETTERMENTS AT VARIOUS LOCATIONS		53	500,000	CITY BOND/CH.90	100,000	100,000	100,000	100,000	100,000
B	FACILITIES	SPS BERKSHIRE - WINDOWS AND DOORS REPLACEMENT		53	1,650,000		1,650,000				
B	PARKS	FOREST PARK - BOWLES FOUNTAIN RESTORATION		53	400,000		400,000				
B	FACILITIES	CITY HALL - BRICK REGROUT		53	1,000,000		1,000,000				
B	FACILITIES	GLICKMAN - WINDOWS DESIGN AND REPLACEMENT		53	1,800,000		1,800,000				
B	FACILITIES	SYMPHONY HALL - BRICK REGROUT		53	1,000,000		1,000,000				
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PROPERTY CONDITION		53	1,750,000		1,750,000				
B	FACILITIES	GERENA SCHOOL - 'C' TUNNEL AND RAILROAD BRIDGE		53	5,500,000		5,500,000				
B	PARKS	FOREST PARK - DUCK POND OUTLET'S IMPROVEMENTS		53	1,000,000		1,000,000				
B	PARKS	CAMP WILDER PARK AND QUARRY POND		52	300,000		300,000				
B	FACILITIES	CITY HALL - EMERGENCY GENERATOR		52	225,000		225,000				
B	DPW	SIGNAL UPGRADES WITH FLASHING YELLOW ARROWS AT		52	1,250,000	CITY BOND	350,000	225,000	225,000	225,000	225,000
B	LIBRARY	LIBRARY ON WHEELS		52	200,000	GRANTS, CITY FUNDING	200,000				
B	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS		52	60,000		60,000				
B	PARKS	MCKNIGHT GLEN IMPROVEMENTS		52	500,000		500,000				
B	PARKS	NEAL PARK (SOLUTIA)		51	2,000,000		2,000,000				
B	DPW	FLOOD CONTROL - ANNUAL INSPECTIONS		51	1,000,000		200,000	200,000	200,000	200,000	200,000
B	PARKS	CARRIAGE HOUSE - MAJOR REPAIRS		51	1,500,000		1,500,000				
B	PARKS	PARK SIGNAGE PROGRAM AND REPLACEMENT PROJECT		51	600,000		600,000				
B	ELECTIONS	NEW VOTING MACHINES		51	500,000		500,000				
B	FACILITIES	FIRST MEETING HOUSE PARISH - ROOF REPLACEMENT		51	300,000		300,000				
B	POLICE	IT - TELESTAFF UPGRADE	F	50	35,000		35,000				

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PRIORITY	DEPT	PROJECT NAME	PARTIAL/FULL FUNDING	TOTAL RATING	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
B	FACILITIES	MILTON BRADLEY SCHOOL - REPLACE POOL FILTER SYSTEM		50	150,000		150,000				
B	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS		50	500,000		500,000				
B	ECO DEV	DOWNTOWN WAYFINDER		50	600,000		600,000				
B	DPW	NIPES PHASE II PERMIT COMPLIANCE - STORM DRAIN OUTLET		50	5,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
B	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT		49	650,000		650,000				
B	FACILITIES	SCI-TECH - GYM REPAIRS - BLEACHERS, ROOF DRAINS, FLOOR		49	320,000		320,000				
B	FIRE	PUBLIC SAFETY VEHICLE REPLACEMENT		49	170,000	CITY BOND	170,000				
B	LIBRARY	CENTRAL LIBRARY - 3M INTELLIGENT RETURN/SORTER SYSTEM		49	250,000				250,000		
B	POLICE	IT - DASH CAMS		49	2,125,000		2,125,000				
B	POLICE	IT - DASH CAM STORAGE		49	152,640		152,640				
B	PARKS	FOREST PARK - AMPHITHEATER		49	750,000		750,000				
B	FACILITIES	MILTON BRADLEY - WINDOWS & DOORS		49	1,500,000		1,500,000				
B	FACILITIES	CHESTNUT - COOLING TOWER		48	150,000		150,000				
B	FACILITIES	CITY HALL ANNEX - RENOVATE		48	5,000,000		5,000,000				
B	FACILITIES	COMMERCE - CHILLER WATER & CONDENSOR PUMPS		48	45,000		45,000				
B	FACILITIES	COMMERCE - COOLING TOWER		48	190,000		190,000				
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)		48	50,000		50,000				
B	FACILITIES	LINCOLN SCHOOL - SPRINKLER (CODE)		48	75,000		75,000				
B	FACILITIES	WHITE SCHOOL - SPRINKLER (CODE)		48	35,000		35,000				
B	PARKS	KENEFICK PARK		48	1,200,000		1,200,000				
B	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY (FIVE MILE POND)		48	750,000		750,000				
B	POLICE	IT - MICROSOFT LICENSES		48	30,000		30,000				
B	FACILITIES	CITYWIDE - HAZARDOUS WASTE SITE CLEANUPS		47	12,000,000		12,000,000				
B	PARKS	WALSH PARK		47	1,500,000	APPLIED FOR DR GRANT	1,500,000				
B	DCAC	CAMPANILE AND PLAZA RESTORATION		47	18,000,000		18,000,000				
B	DPW	STORMWATER OUTFALL IMPROVEMENTS		47	4,000,000		500,000	500,000	1,000,000	1,000,000	1,000,000
B	FACILITIES	CITY HALL - WINDOW REPLACEMENT AND CC REPAIRS TO		47	6,250,000		6,250,000				
B	FACILITIES	EARLY CHILDHOOD CENTER - NEW BOILERS & PUMPS		47	400,000		400,000				
B	FACILITIES	VARIOUS LOCATIONS (MUNICIPAL) - UST REMOVAL		47	900,000		900,000				
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - UST REMOVAL		47	1,350,000		1,350,000				
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING		47	600,000		600,000				
B	FIRE	SIXTEEN ACRES FIRE STATION REPLACEMENT		47	3,500,000				3,500,000		
B	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS		47	125,000			125,000			
B	FIRE	DIGITAL FIRE GROUND COMMUNICATIONS		47	205,127					205,127	
B	LIBRARY	SIXTEEN ACRES; EAST SPFLD; INDIAN ORCH - REPLACE PHONE		47	-						
B	PARKS	FOREST PARK - ZOO DRAINAGE REPAIR		47	500,000		500,000				
B	FACILITIES	MILTON BRADLEY - PIPING REPAIRS		46	45,000		45,000				
B	FACILITIES	BOLAND - HVAC SYSTEM		46	2,000,000		2,000,000				
B	FACILITIES	CHESTNUT - HEATING SYSTEM		46	1,750,000		1,750,000				
B	FACILITIES	ESCO PHASE 2B		46	7,500,000		7,500,000				
B	FACILITIES	GLENWOOD - HEATING SYSTEM (HVAC)		46	200,000		200,000				
B	FACILITIES	GLICKMAN - BATHROOM PARTITIONS		45	120,000		120,000				
B	FACILITIES	CENTRAL HIGH - MASONRY REPAIRS (EARTHQUAKE)		45	250,000		250,000				
B	DPW	VEHICLE AND EQUIPMENT STORAGE		45	10,000,000	CITY BOND	3,110,950	6,889,950			
B	FACILITIES	BEAL - BATHROOM RENOVATION		45	500,000		500,000				
B	FACILITIES	DORMAN - BATHROOM RENOVATIONS		45	400,000		400,000				
B	FACILITIES	ELLS - BATHROOM UPGRADE		45	210,000		210,000				
B	FACILITIES	FREEDMAN - BATHROOM RENOVATION		45	360,000		360,000				
B	FACILITIES	GLENWOOD - BATHROOM RENOVATIONS		45	800,000		800,000				
B	FACILITIES	KENNEDY - BATHROOM REPLACEMENT		45	1,400,000		1,400,000				
B	FACILITIES	KENSINGTON - BATHROOM REPLACEMENT		45	800,000		800,000				
B	FACILITIES	LIBERTY - BATHROOM REPLACEMENT		45	500,000		500,000				
B	FACILITIES	DUGGAN - AUDITORIUM RENOVATIONS		45	1,100,000		1,100,000				
B	FACILITIES	KENNEDY - POOL REPLACEMENT AND BUILDING REPAIRS		45	6,000,000		6,000,000				

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C	DPW	NEW INVERTERS FOR THE TRAFFIC TRUCKS		44	30,000		30,000				
C	FACILITIES	DPW OFFICE CENTER - MOTORS ANND VFDS		44	55,000		55,000				
C	FACILITIES	CITY HALL - ESPLANADE RESTORATION		44	500,000		500,000				
C	FACILITIES	FIRE HEADQUARTERS - PARKING LOT REPAIRS		44	300,000		300,000				
C	FACILITIES	INDIAN ORCHARD FIRE STATION- PARKING LOT		44	150,000		150,000				
C	FACILITIES	SIXTEEN ACRES FIRE STATION - PARKING LOT		44	135,000		135,000				
C	LIBRARY	ALL BRANCHES - REID		44	800,000		800,000				
C	PARKS	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE		44	250,000		250,000				
C	POLICE	130 PEARL ST. EMPLOYEE PARKING LOT	F	43	80,000		80,000				
C	FACILITIES	BRUNTON - DROP CEILING INSTALLATION PROGRAM		43	35,000		35,000				
C	FACILITIES	DEBERRY - DROP CEILING INSTALLATION PROGRAM		43	800,000		800,000				
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SECURITY IMPROVEMENTS		43	5,000,000		5,000,000				
C	POLICE	130 PEARL ST. UPPER PARKING LOT IMPROVEMENTS		43	80,000		80,000				
C	FACILITIES	COMMERCE - CHIMNEY RE-POINTING		43	140,000		140,000				
C	FACILITIES	FIRE HEADQUARTERS - NEW ROOF		43	400,000		400,000				
C	FACILITIES	WHITE SCHOOL - INSTALL DROP CEILING		43	200,000		200,000				
C	FACILITIES	FIRE ALARM BUILDING - COMPLETE RENOVATION		43	1,500,000		1,500,000				
C	FACILITIES	FIRE REPAIR BUILDING - COMPLETE RENOVATION		43	1,250,000		1,250,000				
C	PARKS	CITY CEMETARIES		42	400,000		400,000				
C	FACILITIES	EARLY CHILDHOOD CENTER - ROOF & BUILDING ENVL		42	500,000		500,000				
C	FACILITIES	DPW E-BUILDING - NEW ROOF		42	150,000		150,000				
C	FACILITIES	DPW OFFICE CENTER - NEW ROOF		42	3,500,000		3,500,000				
C	FACILITIES	WARNER - REPLACEMENT OF FLOOR TILES		42	440,000		440,000				
C	FACILITIES	WASHINGTON - CEILING REPLACEMENT		42	60,000		60,000				
C	FACILITIES	DUGGAN - INTERIOR RENOVATION BATHROOMS		42	2,400,000		2,400,000				
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FLOOR VAT MASTIC		42	5,000,000		5,000,000				
C	FACILITIES	DUGGAN - INTERIOR RENOVATION CREATE SCIENCE HIGH		41	5,000,000		5,000,000				
C	PARKS	FRANCONIA PAVILLION		41	700,000		700,000				
C	DISPATCH	REPLACEMENT COMPUTER WORKSTATIONS		41	25,000		25,000				
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - NEW PARKING LOT		41	300,000		300,000				
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - HVAC UPGRADES		41	120,000		120,000				
C	FACILITIES	REBECCA JOHNSON - SINK HOLES, PARK LOT AND GROUND		41	160,000		160,000				
C	FACILITIES	MASON SQ. BRANCH - PARKING LOT REPAIRS		41	250,000		250,000				
C	FACILITIES	PINE POINT LIBRARY - PARKING LOT REPAIRS		41	175,000		175,000				
C	PARKS	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION		41	750,000		100,000	650,000			
C	PARKS	RUTH ELIZABETH PARK	P	40	500,000	FEMA, PAY-GO	500,000				
C	FACILITIES	CITY HALL - REMOVE STAINING		40	30,000		30,000				
C	FACILITIES	CITY HALL - RESTORE SCNCES ON CITY HALL AND THE		40	100,000		100,000				
C	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - PLAYSCAPE		40	300,000		300,000				
C	FACILITIES	DUGGAN - RE-ENGINEER PARKING LOTS		40	6,000,000		6,000,000				
C	FACILITIES	WARNER - PARKING LOT REDESIGN		40	700,000		700,000				
C	LIBRARY	MASON SQUARE - REPAVE PARKING LOT		40	62,000		-	62,000			
C	PARKS	ADAMS PARK		40	500,000		500,000				
C	PARKS	CALHOUN PARK		40	500,000		500,000				
C	PARKS	GURDON BILL PARK		40	350,000		350,000				
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - HEATING RENOVATIONS		39	150,000		150,000				
C	FACILITIES	FIRE REPAIR BUILDING - NEW GENERATOR		39	50,000		50,000				
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - WINDOW REPLACEMENT		39	65,000		-	-	65,000		
C	LIBRARY	FOREST PARK LIBRARY - WINDOW REPLACEMENT		39	85,000		-	-	85,000		
C	PARKS	EMILY BILL BUILDING		39	750,000		750,000				
C	FACILITIES	GERENA SCHOOL - REPLACEMENT OF LINES - PLUMBING		38	200,000		200,000				
C	PARKS	WALSH - PLAYGROUND		38	130,000		130,000				
C	ELECTIONS	POLL BOOKS		38	90,000		90,000				
C	FACILITIES	BALLET ELEMENTARY - ADVANCED EMS		38	35,000		35,000				

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C	FACILITIES	CITY HALL ANNEX - EXTERIOR MASONRY		38	250,000		250,000				
C	FACILITIES	CITY HALL ANNEX - HVAC UPGRADES		38	500,000		500,000				
C	FACILITIES	CITY HALL ANNEX - WINDOWS		38	1,500,000		1,500,000				
C	FACILITIES	GLICKMAN - ADVANCED EMS		38	90,000		90,000				
C	FACILITIES	REBECCA JOHNSON - WINDOW HARDWARE		38	320,000		320,000				
C	FACILITIES	KILEY - ADVANCED EMS		38	200,000		200,000				
C	FACILITIES	SCI-TECH - ADVANCED EMS		38	45,000		45,000				
C	FACILITIES	FIRE HEADQUARTERS - REPLACE GENERATOR		38	100,000		100,000				
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - CENTRAL AIR		38	45,000		-	45,000			
C	LIBRARY	FOREST PARK LIBRARY - CENTRAL AIR CONDITIONING		38	45,000		-	-	45,000		
C	LIBRARY	FOREST PARK LIBRARY - REPLACE LIGHTING AND CEILING		38	85,000	GRANTS	-	-	-	85,000	
C	FACILITIES	PUTNAM FOOTBALL FIELD REPLACEMENT		37	3,500,000		3,500,000				
C	FACILITIES	WARNER - DRY WELLS BY FRONT AND BACK		37	225,000		225,000				
C	FIRE	FIRE EQUIPMENT STORAGE FACILITY		37	1,200,000		-	-	1,200,000		-
C	LIBRARY	FOREST PARK LIBRARY - CIRCULATION DESK		37	30,000		-	-	-	30,000	
C	PARKS	GERRISH PARK		37	200,000		200,000				
C	PARKS	LEONARDO DA VINCI PARK		37	500,000		500,000				
C	PARKS	HARRIET TUBMAN PARK		37	500,000		500,000				
C	PARKS	FOREST PARK MAINTENANCE BUILDING		37	450,000		450,000				
C	PARKS	DEBERRY PARK		37	500,000		500,000				
C	PARKS	DONNA BLAKE PARK		37	750,000		750,000				
C	PARKS	COTTAGE HILL PARK		37	1,200,000		1,200,000				
C	CLERK	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS		36	130,550		65,275	65,275			
C	FACILITIES	DPW GARAGE - HVAC UPGRADES		36	500,000		500,000				
C	FACILITIES	DPW OFFICE CENTER - HVAC UPGRADES		36	1,500,000		1,500,000				
C	FACILITIES	KENSINGTON - ASBESTOS PLASTER ABATEMENT		36	750,000		750,000				
C	FACILITIES	SOUTH END MIDDLE - ASBESTOS PLASTER ABATEMENT		36	4,250,000		4,250,000				
C	FACILITIES	WALSH - ASBESTOS PLASTER ABATEMENT		36	700,000		700,000				
C	PARKS	ADVANCED ENTRY SYSTEM		36	1,500,000		1,500,000				
C	FACILITIES	INDIAN ORCHARD FIRE STATION - WINDOWS		36	75,000		75,000				
C	FACILITIES	MASON SQ. FIRE STATION - WINDOWS		36	125,000		125,000				
C	FACILITIES	SIXTEEN ACRES FIRE STATION - WINDOWS		36	40,000		40,000				
C	DPW	TRASH BARREL REPLACEMENTS (ONGOING)		35	2,000,000	PAY-GO	2,000,000				
C	FACILITIES	BEAL - ELECTRICAL PANELS		35	300,000		300,000				
C	FACILITIES	BOWLES - ADVANCED EMS		35	55,000		55,000				
C	FACILITIES	DORMAN - ELECTRICAL UPGRADES		35	400,000		400,000				
C	FACILITIES	FACILITIES ADMIN - PARKING LOT REPAVING		35	250,000		250,000				
C	FACILITIES	FACILITIES ADMIN - PERIMETER SECURITY		35	45,000		45,000				
C	FACILITIES	KILEY - ELECTRICAL PPE PANEL REPLACEMENT		35	750,000		750,000				
C	FACILITIES	BRUNTON - POD AIR HANDLER UNITS & CONDENSORS		34	400,000		400,000				
C	FACILITIES	CITY HALL, SYMPHONY HALL - BRONZE DOORS RESTORATION		34	500,000		500,000				
C	FACILITIES	HARRIS ELEMENTARY - BATHROOM PARTITIONS		33	300,000		300,000				
C	PARKS	CAMEROTA PROPERTY (FIVE MILE POND) PURCHASE		32	2,000,000		2,000,000				
C	FACILITIES	COMMERCE - ADVANCED EMS		32	1,600,000		1,600,000				
C	FACILITIES	DPW GARAGE - VEHICLE EXHAUST SYSTEM		32	500,000		500,000				
C	FACILITIES	CHESTNUT - INTERIOR COURTYARD REPAIRS		31	600,000		600,000				
C	FACILITIES	FACILITIES ADMIN - ADVANCED EMS		31	65,000		65,000				
C	FACILITIES	FACILITIES ADMIN - BOILERS & PUMPS		31	250,000		250,000				
C	FACILITIES	FREEDMAN - EXTERIOR GROUNDS UPGRADES		31	700,000		700,000				
C	DPW	PORTABLE WIRELESS VEHICLE LIFT SYSTEMS (2 SETS, 4 COLUMNS)		30	83,380		83,380				
C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS		30	60,000		60,000				
C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE		30	120,000		120,000				
C	FACILITIES	REBECCA JOHNSON - EXTERIOR DRAINAGE SYSTEM - PLAY AREA		30	120,000		120,000				
C	FACILITIES	SCI-TECH - BATHROOM PARTITIONS		30	2,400,000		2,400,000				

## Appendix A: Proposed Capital Projects Capital Improvement Plan: Fiscal Years 2018 - 2022

PRIORITY	DEPT	PROJECT NAME	PARTIAL/FULL FUNDING	TOTAL RATING	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
C	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION		30	135,000		135,000				
C	FACILITIES	VAN SICKLE - REPLACE BATHROOM PARTITIONS		30	1,800,000		1,800,000				
C	FACILITIES	WARNER - REPLACE BATHROOM PARTITIONS		30	400,000		400,000				
C	FACILITIES	TALMADGE - REPLACE EXTERIOR DOORS		30	120,000		120,000				
C	FACILITIES	FIRST MEETING HOUSE PARISH - RENOVATE		30	6,500,000		6,500,000				
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - RENOVATE		30	3,000,000		3,000,000				
C	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION		29	250,000		250,000				
C	FACILITIES	DPW OFFICE CENTER - RENOVATION OF FIRST FLOOR		29	4,000,000		4,000,000				
C	FACILITIES	FOREST PARK LIBRARY - HVAC		29	120,000		120,000				
C	FACILITIES	FOREST PARK LIBRARY - WINDOWS		29	400,000		400,000				
C	FACILITIES	LINCOLN - PARKING LOT & GROUNDS REPAIRS		28	600,000		600,000				
C	IT	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE		28	475,000		225,000	250,000			
C	FACILITIES	GERENA SCHOOL - NEW ROOF AT "A" & "D" BUILDINGS		27	1,100,000		1,100,000				
C	FACILITIES	FIRE ALARM BUILDING - NEW ROOF		27	85,000		85,000				
C	FACILITIES	INDIAN ORCHARD FIRE STATION - NEW ROOF		27	100,000		100,000				
C	FACILITIES	N MAIN ST. FIRE STATION - NEW ROOF		27	175,000		175,000				
C	FACILITIES	LYNCH - PARKING LOT REPAIRS		27	500,000		500,000				
C	FACILITIES	MILTON BRADLEY - INTERIOR & BATHROOM UPGRADES		26	240,000		240,000				
C	FACILITIES	FACILITIES ADMIN - BUILDING B RENOVATIONS		26	1,250,000		1,250,000				
C	FACILITIES	LYNCH - BATHROOM RENOVATIONS		26	120,000		120,000				
D	FACILITIES	FIRE HEADQUARTERS - WINDOWS		25	150,000		150,000				
D	FACILITIES	GAR HALL - RENOVATE		25	4,000,000		4,000,000				
D	FACILITIES	SCI-TECH - EXTERIOR POINTING		25	500,000		500,000				
D	FACILITIES	SIXTEEN ACRES FIRE STATION - INTERIOR RENOVATIONS		25	750,000		750,000				
D	FACILITIES	WHITE SCHOOL - BATHROOM REPLACEMENT		23	800,000		800,000				
D	FACILITIES	DPW GARAGE - NEW OVERHEAD DOORS		23	65,000		65,000				
D	FACILITIES	BALLIET ELEMENTARY - HVAC		23	250,000		250,000				
D	FACILITIES	BEAL - CLASSROOM CABINETRY		23	160,000		160,000				
D	FACILITIES	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD		23	320,000		320,000				
D	FACILITIES	BEAL - REPAVE PARKING LOT		23	150,000		150,000				
D	FACILITIES	BRIDGE - REPAVE PARKING LOT		23	320,000		320,000				
D	FACILITIES	DORMAN - REPAVE PARKING LOT		23	200,000		200,000				
D	FACILITIES	FIRST MEETING HOUSE SANCTUARY - EXTERIOR PAINTING		23	120,000		120,000				
D	FACILITIES	GLICKMAN - EXTERIOR PARKING LOT REPAIRS		23	260,000		260,000				
D	FACILITIES	HOMER - REPAVE DRIVEWAY		23	140,000		140,000				
D	FACILITIES	POTTENGER - REPAVE PARKING LOT/SIDEWALK		23	500,000		500,000				
D	FACILITIES	VARIOUS LOCATIONS (MUNICIPALS) - SMALL EQUIPMENT		23	200,000		200,000				
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SMALL EQUIPMENT		22	250,000		250,000				
D	FACILITIES	BEAL - REPLACE PORTABLE CR'S		22	5,000,000		5,000,000				
D	FACILITIES	FREEDMAN - FLOOR TILE REPLACEMENT		21	340,000		340,000				
D	FACILITIES	BALLIET ELEMENTARY - STEAM TRAPS		21	75,000		75,000				
D	FACILITIES	BRIDGE - FLOOR TILE REPLACEMENT		21	120,000		120,000				
D	FACILITIES	CITY HALL - STEAM TRAPS, FITTING INSTALATION		21	35,000		35,000				
D	FACILITIES	COMMERCE - STEAM TRAPS		21	35,000		35,000				
D	FACILITIES	ELLS - REPLACE TILE		21	85,000		85,000				
D	FACILITIES	REBECCA JOHNSON - COMPUTER LAB FM200		21	150,000		150,000				
D	FACILITIES	KENNEDY - FLOOR TILE REPLACEMENT VCT		21	800,000		800,000				
D	FACILITIES	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)		21	180,000		180,000				
D	FACILITIES	KILEY - FLOOR TILE REPLACEMENT		21	600,000		600,000				
D	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM		21	320,000		320,000				
D	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT		21	1,700,000		1,700,000				
D	FACILITIES	VAN SICKLE - REPLACE FLOOR AND CARPET		21	720,000		720,000				
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - UPDATE THEATRES		21	2,800,000		2,800,000				
D	FACILITIES	WASHINGTON - FLOOR TILE REPLACEMENT		21	150,000		150,000				
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - TSI/SURFACING MATERIALS		20	7,500,000		7,500,000				

## Appendix A: Proposed Capital Projects Capital Improvement Plan: Fiscal Years 2018 - 2022

PRIORITY	DEPT	PROJECT NAME	PARTIAL/FULL FUNDING	TOTAL RATING	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
D	FACILITIES	BRUNTON - PLAY GROUND EQUIPMENT / NEW PLAYScape		18	85,000		85,000				
D	FACILITIES	CHESTNUT - REPLACE STAGE CURTAINS		18	60,000		60,000				
D	FACILITIES	HARRIS ELEMENTARY - INTERIOR RENOVATIONS - OFFICE		18	250,000		250,000				
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - CLOCK/INTERCOM		18	2,200,000		2,200,000				
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PAINTING PROJECTS		18	1,000,000		1,000,000				
D	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - UNION STREET		18	1,200,000		1,200,000				
D	FACILITIES	BOWLES - ADD ADDITIONAL PARKING		17	400,000		400,000				
D	FACILITIES	BRUNTON - QUAD PARTITIONS		17	180,000		180,000				
D	FACILITIES	HARRIS ELEMENTARY - ADD ADDITIONAL PARKING		17	4,000,000		4,000,000				
D	FACILITIES	FIRE ALARM BUILDING - EXTERIOR REPAIRS		16	60,000		60,000				
D	FACILITIES	FIRE REPAIR BUILDING - EXTERIOR REPAIRS		16	60,000		60,000				
D	FACILITIES	DPW E-BUILDING - INTERIOR RENOVATIONS		15	500,000		500,000				
D	FACILITIES	FACILITIES ADMIN - BUILDING A RENOVATIONS		15	900,000		900,000				
D	FACILITIES	BRIDGE - INTERIOR RENOVATIONS		13	80,000		80,000				
D	FACILITIES	FOREST PARK LIBRARY - BUILD OUT SHELL SECTION		13	400,000		400,000				
D	FACILITIES	DPW OFFICE CENTER - RENOVATION OF SECOND FLOOR		11	8,000,000		8,000,000				
D	FACILITIES	TALMADGE - CONSTRUCTION OF RESTROOM AREAS - FACULTY		10	400,000		400,000				
<b>TOTAL COST OF CAPITAL IMPROVEMENT NEEDS</b>							<b>770,655,212</b>	<b>45,600,772</b>	<b>14,851,000</b>	<b>9,826,127</b>	<b>9,206,000</b>
							<b>850,139,111</b>				



## Appendix B: Capital Improvement Process

### Capital Improvement Process

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

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

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

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

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

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

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



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

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

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

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

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

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



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

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

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



## Appendix C: Rating Criteria

### **CRITERIA 1 – OVERALL FISCAL IMPACT**

**Weight: 5**

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

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

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

Illustrative Ratings:

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

### **CRITERIA 2 – IMPACT ON SERVICE TO THE PUBLIC**

**Weight: 3**

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

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

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

Illustrative Ratings:

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



**CRITERIA 3 – PROMOTES ECONOMIC DEVELOPMENT**

**Weight: 3**

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

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

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

Illustrative Rating:

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

**CRITERIA 4 - LEGAL OBLIGATIONS AND COMPLIANCE**

**Weight: 3**

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

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

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

Illustrative Ratings:

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



**CRITERIA 5 – URGENCY OF MAINTENANCE NEEDS**

**Weight: 2**

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

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

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

Illustrative Ratings:

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

**CRITERIA 6 – PRIOR PHASES**

**Weight: 2**

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

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

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

Illustrative Ratings:

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



**CRITERIA 7 – RESILIENCY**

**Weight: 1**

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

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

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

Illustrative Ratings:

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

**CRITERIA 8 – PERCEPTION**

**Weight: 1**

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

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

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

Illustrative Ratings:

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