

# **City of Springfield, Massachusetts**

## **Fiscal Years 2022 – 2026 Capital Improvement Plan**



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**March 30, 2021**

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

As part of the City of Springfield’s continuing efforts to develop robust long-term strategic planning initiatives, I present to you the FY22-FY26 Capital Improvement Plan (CIP). The CIP includes a list of all capital improvement needs throughout the City, and the estimated costs associated with these projects. The estimated cost for all requested projects totals \$765.1 million. The highest priority, “Grade A” projects, those that are most highly ranked on the eight evaluative criteria used to analyze projects, and which best support the Mayor’s strategic priorities, total \$170.9 million. These projects include investments in public safety, upgrades to our schools, and projects aimed at driving economic development.

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

Now, for just over a year, Springfield and the rest of the nation have been facing an unprecedented public health threat from the emergence of the Covid-19 virus. Once again, the City is faced with economic uncertainty. However, it was Springfield’s commitment to strategic planning and careful analysis of the resources available to meet City needs, which allowed the City to continue to make strategic investments throughout the last decade. These same guiding principals have left Springfield well prepared to weather an economic downturn, and to address its capital needs in a way that is fiscally sustainable. Springfield has been tested before, and succeeded. As we face this latest challenge, we know we have the tools we need to continue to overcome strong headwinds.

A major focus in capital improvement over the past year has been the rebuilding of four elementary schools in the City. The new Brightwood-Lincoln co-located elementary school campus in the North End is expected to open its doors to student for the 2021-2022 school year. In addition, construction is set to begin for the new Homer-DeBerry co-located elementary campus this summer. On the heels of the rebuilding of Brookings elementary school, the investment of these new schools show the City’s commitment to education, neighborhoods, and residents.



Public safety also remains a top priority. One of the major projects this year was the building improvements to our Emergency Communications building, which has allows the Fire and Police dispatchers to be co-located in a single location. This project, over a decade in the making, was made possible by the transfer of unexpended bond proceeds from previous projects having come in under budget. Add to that the ongoing process to select a vendor for our integrated Computer Aided Dispatch (CAD) and Records Management system, and our public safety departments have seen major investments in facilities and technology in recent years.

The City will continue to build on the hundreds of millions of dollars in private and public investment in Springfield’s downtown that occurred over the last decade. One of the long awaited projects in downtown is the renovation to Court Square. The City has invested \$4M in the redevelopment of the Court Square Hotel property adjacent to City Hall. This historic building, once a symbol of Springfield as an early industrial and innovation hub, has been vacant and sliding into disrepair for decades. The restoration of this landmark hotel will be a sign of how far the City has come over the past decade. The building’s return to the tax rolls is also emblematic of how public investment can help spur private development, which in turn allows the City to provide more resources for residents.

Thoughtful financial planning and adherence to our fiscal policies has allowed the City to make these investments, and they will continue to be essential to the City’s capital planning process. During our debt issuance in 2020, Standard and Poor’s (S&P) affirmed the City of Springfield’s AA- rating, with a negative outlook. As a result of the COVID-19 pandemic, the negative outlook reflects a one-in-three chance that S&P could lower the rating as a result of the sudden rapid economic deterioration and heightened budgetary uncertainty. However, the affirmation of our AA- rating demonstrates that Standard & Poor’s strongly believes in the City’s financial management and ability to make difficult decisions to balance the budget. Strategic investment and restructuring the City’s outstanding debt when possible has enabled Springfield to afford more large-scale projects, and Springfield’s strong bond rating continues to allow the City to borrow money at low interest rates.

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

Now, at the start of this new decade, it appears that the City will again be tested, as it deals with the largest infectious disease crisis in the past century. There is much still to be done to meet this current challenge, and while we have come a long way in the past year, with the introduction of a vaccine and cases on the decline, we do not currently know the full scope of the public health and fiscal ramifications of the Covid-19 Pandemic. We do know, however, that Springfield has tried and true methods for managing challenging times, and a record of being able to strategically invest in the future, even during economic downturns.



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

Sincerely,

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

Timothy J. Plante  
Chief Administrative and Financial Officer



## Capital Plan Overview

The City of Springfield’s \$765.1M five-year Capital Improvement Plan (CIP) is updated annually. It acts as the City’s roadmap for the acquisition, renovation or construction, of new or existing facilities and infrastructure. The CIP is implemented purposefully to address the Mayor’s five strategic priorities; public safety, education, economic vitality, healthy neighborhoods, and fiscal and operational excellence. All of these efforts are directed toward achieving the City’s mission: “To provide a high quality of life for residents, businesses, and visitors.”

The CIP document outlines major spending needs for construction and equipment acquisition projects over the next five years. It provides policymakers with a framework for financing future projects, coordinating the disparate needs of the City, and planning for future risks and demands. A capital project, according to Section 4.44.050 (A) of Springfield’s financial ordinances, is “...a facility, object or asset costing more than \$25,000 with an estimated useful life of ten years or more.”

The City develops a Capital Improvement Plan in February or March of each year. Projects are ranked in the CIP based on a quantitative analysis of eight evaluative criteria. The CIP also lists the funding required for the estimated cost of each project. High priority projects represent the City’s most immediate investment priorities. These projects will provide the highest return on investment for Springfield’s taxpayers. The goal of the CIP is to create a logical, data-driven, comprehensive, integrated, and transparent capital investment strategy that addresses infrastructure, road, sidewalk, park, land, building, equipment, technology, fleet, and other capital needs of the City.

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

### Funding Strategies

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

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



and has had an increased ability to address high priority CIP projects, as evidenced by the large number of high priority projects completed over the past five years.

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

This strategy has proven very successful in recent years, and the City continues to leverage alternative funding sources to help reduce overall project costs. The following sources have been used to help the City fund projects listed on this and prior years’ CIPs.

- Federal and State funding – There continues to be an effort to seek federal and state funds for projects such as school rehabilitations, road and dam repairs, emergency mitigation projects, and economic development projects. Springfield has received considerable funding from:
  - Federal Emergency Management Agency (FEMA)
  - Massachusetts School Building Authority (MSBA)
  - Housing and US Department of Urban Development (HUD)
  - Massachusetts Emergency Management Agency (MEMA)
  - Federal Transportation and Highway departments (FHWA)
- Federal, State, and Private Grants –There continues to be an effort to seek grants for projects such as park rehabilitation, first responder equipment, the repair of dams, the rehabilitation of roads, and energy efficiency projects. Gaining access to grant funds will require the City to maximize the use of its grants management capabilities.
- Strategic use of Pay-As-You-Go (Pay-Go) capital funds – The Pay-Go capital account is established by Springfield’s financial ordinances. The purpose of the Pay-Go account is to fund smaller capital projects through the annual operating budget. By financial ordinance, the City is required to fund the Pay-Go account with 1.5% of the local source revenue, which was approximately \$4.5 million for FY20. These funds are used strategically to pay for emergency projects, small capital projects, and for projects that do not fulfill debt issuance requirements. Pay-Go funding also allows the City to efficiently meet required grant matches on capital projects, and has given the City the flexibility to access millions in additional grant funds
- Bond issuances – On an annual basis, the City conducts a Debt Affordability Analysis. This study monitors the factors that rating agencies and other stakeholders use to evaluate the amount of debt the City has, as well as its ability to afford new debt. This study helps City leaders make financially sound decisions about issuing new debt. This is particularly important because the City is legally required to pay for debt service before all other City expenses.
- Use of reserves or other one-time funds for certain one-time capital projects.



- Inventory analysis – By regularly taking an inventory of City assets, the City can determine the need to replace pieces of small equipment. This also ensures that departments are properly storing and maintaining important tools that are essential for their operations.
- Use of unexpended bond proceeds – On a continuing basis, the Office of Management and Budget compiles a list of projects funded by bond proceeds in an effort to determine if there are surplus proceeds after any project has been completed. When projects are completed, meaning that all tasks are finished and all expenses have been paid, any money left in the bond account is considered an unexpended bond proceed. Unexpended bond proceeds are generally the result of changes in the scope of a project, cost savings, or higher than anticipated reimbursements from outside agencies for expenses that were initially deemed “ineligible.”

In recent years, surplus bond proceeds, usually from a project coming in under budget, were used to fund much needed projects: the Cass Street and Carew Street intersection near Mercy Hospital, the purchase of vehicles for the Fire Department, emergency repairs to Dickinson Street following a washout, the consolidated emergency communications project, improvements to the sound and lighting systems at Symphony Hall and deferred maintenance work on the City’s golf courses.

State law places limits on the use of unexpended bond proceeds. Any project funded by unexpended bond proceeds must have a useful life that is greater than or equal to the useful life of the project for which the debt was issued. Since most City debt is issued for building renovation or construction projects, unexpended bond proceeds are often limited for use in other building projects.

## **Debt Issuances**

In most cases, the City can only afford capital projects by spreading their costs over many years. To accomplish this, the City issues long-term bonds, repayable over a term of years related to a project’s useful life. For example, the purchase of vehicles or equipment is repaid over a term of five to ten years, whereas a construction project would be repaid over a term of twenty to thirty years.

Issuing debt to finance projects with a long useful life is also more equitable to taxpayers than paying for the entire cost of a project upfront. Today’s taxpayers should not pay the entire cost of a project that will benefit future residents. Rather, the people who benefit from the project should pay for its costs. As benefits from the investment will accrue over time, the costs should be paid over time as well.

In March 2019, the City issued debt for the East Forest Park Library, Mill River Flood Control, DeBerry-Homer Feasibility Study, Riverfront Park, and Sidewalk projects. The remaining projects are still ongoing and work completed through the end of Fiscal Year 2020 will be funded using bond anticipation notes (BANs). In all, the City’s share for these projects will be just \$114.4M (47.3%), meaning the City has effectively more than doubled its investment in public buildings, infrastructure, and equipment through leveraging outside funding sources.



Generally abiding by a practice to sell long term debt every two years, depending on interest rates, the City issued another round of long term debt in November 2020 for \$39.5 million. The bulk of the issuance, \$31.6 million was for ongoing costs related to the replacement of Brightwood and Lincoln elementary schools. Another \$4 million was issued for the remediation and renovation of Court Square, and the remaining \$3.9 million was issued for MSBA projects for Sci Tech, Milton Bradley and South End Middle schools.

Notably, the City’s four elementary school replacement projects will cost an estimated \$177.2M over the next four years. This represents Springfield’s largest investment in school facilities in many years. Springfield has strategically created a declining debt repayment scheduled, as detailed in our FY20 Debt Affordability Study, which will allow us to layer debt for these new projects into our budget, while still allowing us to make necessary investments in other service areas, such as public safety.

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

According to the financial ordinances section 4.44.050 (K) of the City of Springfield, as part of its capital planning policies, shall, “*maintain net tax-financed capital improvement expenditures (pay-as-you-go) at a level of one and one-half percent of local source revenue.*” In recent years, that has worked out to about \$4.5M set aside in the City’s operating budget for pay-go capital expenses.

Because this funding comes from the operating budget, pay-go capital projects are typically lower in value than projects funded by borrowing. This allows the City to conduct smaller, routine projects for which it would be less-than-optimal to issue debt. Pay-go is also more cost effective than borrowing, because the City does not pay interest or other borrowing expenses to use this funding source.

The City often uses pay-go funding as a source for grant matches, small capital improvements, emergency maintenance needs, or to offset one-time capital costs that are requested by Departments which do not meet the overall cost or useful life for a debt issuance. This can include technology upgrades, office furniture, or vehicle replacements. The City is proud of the financial flexibility this funding source gives the City, and it has allowed the City to take advantage of many outside funding sources.

### **School Department Funding**

The Springfield Public Schools provide considerable funding for the ongoing maintenance of School Department facilities. Although generally smaller in scale than MSBA funded Accelerated Repair Projects, these projects represent the ongoing maintenance required to keep Springfield’s schools safe, clean, and energy efficient. In FY19 these planned investments totaled over \$4.5 million. These projects included the installation of LED lighting in multiple schools, flooring repairs, door replacements, painting, and chiller and boiler replacements.

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

High priority capital projects will continue to be financed using a combination of outside funding sources, debt, and pay-as-you-go capital. Through strategic planning and its ability to leverage outside



funding opportunities, the City will continue to push forward and address its capital needs while maintaining financial sustainability and adhering to its fiscal policies.

### Projects Completed in Fiscal Year 2021

Fiscal Year 2021 capital projects moved forward despite the rising costs of construction materials, the lack of workforce due to the COVID pandemic, and the ongoing need for facility maintenance and protective measures necessary to keep our public buildings safe.

At a cost of \$900k, one of the year’s highlights was the completion of the consolidated (co-located) emergency communications (dispatch) project. Located at Fire Alarm Headquarters on Roosevelt Avenue, the combined operation will improve communication between police and firefighters, and lessen the amount of time it takes to send help when a 911 call is made, keeping residents safer.

Another long awaited project was the rebuilding of Pynchon Plaza. The \$4M project connects Main and Dwight Streets to Chestnut Street, and downtown to the museums and library includes a new elevator, and a renovated staircase, a water feature, seating area and plantings.

Necessary boiler upgrade projects were completed as part of the MSBA’s accelerated repair program. Schools receiving upgrades in FY21 include Sci Tech, and Milton Bradley, Frederick Harris and Forest Park middle schools.

Most importantly, FY21 saw a quick COVID response to the City’s public buildings. This includes the building and teardown of a Homeless Tent Triage Facility in Springfield which allowed the National Guard and health care providers to address the medical needs of the homeless population affected by COVID-19. In addition, safety measures were put in place at all City buildings, including Plexiglas barriers, areas for safe check-in procedures, air filters and purifiers, upgraded software packages for the added ease of doing business remotely, and increased cleaning and disinfecting procedures.

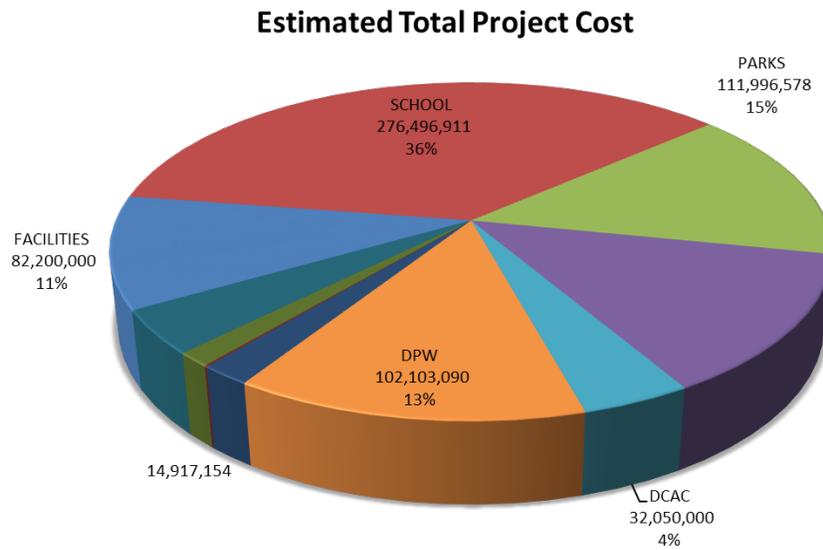
### Breakdown of Fiscal Year 2022 Capital Requests

The capital plan is a fluid document that will be subject to change during the year as priorities change and additional information becomes available. This year the final submissions totaled \$765,147,591. The chart below shows the breakdown of the 455 projects submitted by departments by priority.

Priority	Range	Number of Entries	FY22 Estimated Total Project Cost
A	100-63	27	170,905,000
B	62-49	151	318,756,739
C	48-26	226	226,152,194
D	25-0	51	49,333,658
<b>TOTAL</b>		<b>455</b>	<b>765,147,591</b>



As pointed out in the FY21 Debt Affordability Study, a majority of the City’s debt is dedicated to facilities projects. That is because construction and renovation projects tend to be the most expensive. This is reflected in the CIP with the number of Schools, Facilities, and DCAC entries totaling 253 projects, accounting for \$580.6M in project costs. When a project is added to the CIP, the total estimated project cost is entered, even if the MSBA or another outside source will be contributing to the project.





The complete FY21 Capital Improvement Plan can be found in Appendix A of this document.

## **Major Ongoing and Upcoming Projects**

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

The City is continuing its partnership with the Massachusetts School Building Authority (MSBA), by replacing two existing school buildings in the North End of the City, Brightwood Elementary School and Lincoln Elementary School. Both schools are long due for replacement, having opened in 1898 and 1910 respectively. The project will consolidate the two schools into a single campus on Plainfield Street. The new facility will share some spaces in an effort to maximize efficiency, while the design will continue to maintain individual identities of both schools. This project demonstrates the MSBA's strong commitment to education in Springfield and the City's goal to build high quality schools that foster a state-of-the-art learning environment for students. Construction on this project is slated to begin in the summer of 2019, and it is expected that both schools will be open by August, 2021.

### **Deberry and Homer Street Elementary Schools Project**

Planning for another state of the art elementary school consolidation project is underway. With unwavering support from the MSBA, the City has begun the first steps of this multiyear project by commissioning a feasibility study. This project will be similar in scope to the ongoing Brightwood and Lincoln project. Both new school buildings will utilize shared spaces, in an effort to maximize efficiency, while the design also maintains the individual identities of the schools. These new construction projects ensure that the students of Springfield's Public Schools will have access to the best learning environments possible. The City is currently in the process of selecting a location for the two new schools in the City's Mason Square neighborhood. Closely tied to this project is the MCDI site clean-up and DeBerry Park projects. Together these three projects represent significant public investment in the Mason Square neighborhood.

### **Computer Aided Dispatch (CAD) and Records Management System**

The City is planning a consolidation of the City's two current CAD systems onto one platform. The ability to run both Police and Fire Department dispatch communications through a consolidated system will allow for a coordinated public safety response, decreasing call processing time, the delivery time of incident-related supplemental information, and ultimately reducing emergency response time. Estimated to cost between \$3M-\$4M, the City has been working with a vendor to create an RFP and chose a vendor for the project.

## **Conclusion**

This plan is intended to provide a detailed view of the capital needs within the City of Springfield. The total estimated cost of capital requests for FY22 through FY26 is \$765.1M. The highest priority projects total \$170.9 million. Strategic financial planning is the most important factor in allowing the City to continue to fund much needed capital investments. The City continues to leverage funds from outside



agencies to fund high priority projects identified in the CIP. The City of Springfield has maintained its ‘AA-’ credit rating from Standard and Poor’s (S&P), which was reaffirmed in November 2020.

Due to the City’s high bond rating, the City was able to issue \$27.9 million of debt for a number of high priority capital projects in Fiscal Year 2019, and another \$39.5 million in Fiscal year 2020, while taking advantage of low interest rates. By leveraging funding from a variety of outside sources, the City was only responsible for slightly less than half of the costs associated with these projects, a trend that is set to continue when the City goes out to sell debt for future projects.

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



## Appendices

### Appendix A: Capital Improvement Plan

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
A	ECO DEV	COURT SQUARE REDEVELOPMENT - ADVANCE URBAN RENEWAL ACTIVITIES	4,000,000
A	PARKS	INDIAN ORCHARD WATER BODIES STUDY	50,000
A	DPW	ROAD RESURFACING (AND RELATED REPAIRS I.E. SIDEWALK/DRIVEWAY) - ONGOING	20,000,000
A	DCAC	WATERSHOPS POND - HYDROPOWER	6,050,000
A	ECO DEV	KNOX BUILDING REDEVELOPMENT	5,000,000
A	POLICE	RECONSTRUCTION OF POLICE HEADQUARTERS	90,000,000
A	DPW	FLOOD PREVENTION SYSTEM (FPS) CURTAIN DRAINS NORTHERLY SECTION	8,000,000
A	FIRE	SCBA Air Bottle Replacement	190,000
A	POLICE	UPDATE NARCOTICS RADIO CHANNEL	160,000
A	PARKS	BIKE PARK STUDY	80,000
A	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	2,500,000
A	FACILITIES	GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE	7,000,000
A	FACILITIES	GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS INTERIOR	3,500,000
A	DPW	GERENA/BIRNIE AVE.	2,000,000
A	FIRE	FIRE FLEET REPLACEMENT	170,000
A	PARKS	CITYWIDE - POND DREDGING	11,000,000
A	PARKS	FOREST PARK OUTDOOR FITNESS COURSE	250,000



A	POLICE	UPDATE RADIOS AND CH 1,2,3	500,000
A	SEC	Generator	175,000
A	DPW	FLOOD CONTROL SYSTEM MAINTENANCE	2,500,000
A	DPW	ARMORY ST LANDFILL UPGRADES	200,000
A	FIRE	Bomb Squad Equipment Replacement	250,000
A	PARKS	SOUTH BRANCH PKWY CULVERT IMPROVEMENTS	500,000
A	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	1,500,000
A	FACILITIES	KENNEDY - SPRINKLER (CODE)	1,250,000
A	PARKS	VAN HORN PARK PHASE 2	1,500,000
A	POLICE	Fleet - CRUISER REPLACEMENTS - ONGOING	2,580,000
B	FACILITIES	PARENT AND COMMUNITY ENGAGEMENT (PACE) CENTER RENOVATIONS - 2020 MSBA SOI	850,000
B	LIBRARY	CENTRAL LIBRARY - PHASE II - WIRING	1,131,867
B	PARKS	FOUNTAIN LAKE DAM - REPAIR	1,500,000
B	PARKS	PORTER LAKE DAM - REPAIR	1,500,000
B	PARKS	WESSON PARK	750,000
B	POLICE	RADIO REPAIR - MICROWAVE LINKS KILEY,	50,000
B	POLICE	IT - VIDEO ANALYTICS FOR CRIME SCENE INVESTIGATIONS	25,000
B	DPW	DPW VEHICLE REPLACEMENT - NON-PUBLIC SAFETY (ONGOING)	8,000,000
B	FACILITIES	PUTNAM FOOTBALL FIELD REPLACEMENT	3,500,000
B	LIBRARY	CENTRAL LIBRARY - PHASE II	11,053,009
B	LIBRARY	CENTRAL LIBRARY - PHASE III	440,727



B	PARKS	THOMPSON TRIANGLE - CPA 20	46,000
B	POLICE	EXPAND SHOTSPOTTER	65,000
B	POLICE	BLDG - SEPARATE AIR HANDLER FOR GARAGE	250,000
B	POLICE	UNIFORM - TASER	85,000
B	ECO DEV	UNION STATION	5,000,000
B	ECO DEV	MAIN STREET/CONVENTION DISTRICT	10,000,000
B	DPW	PRIVATE WAYS - RESURFACING	10,000,000
B	FACILITIES	SCI-TECH DOORS AND WINDOWS - 2020 MSBA SOI	17,500,000
B	FACILITIES	KENNEDY - HAZS MAT ABATEMENT & CEILING TILES	4,600,000
B	FIRE	FIRE HQ AND REPAIR AND PARKING LOT REPAVE	175,000
B	LIBRARY	FOREST PARK LIBRARY - MAIN LEVEL 2 NEW HANDICAP BATHROOMS	80,000
B	POLICE	UNIFORM - GUN REPLACEMENTS	264,000
B	POLICE	IT - COMPUTERS	68,000
B	POLICE	IT - HARD DRIVE BACKUP APPLIANCE	35,000
B	SEC	Pave the SEC Parking Lot	100,000
B	DPW	FLOOD PREVENTION SYSTEM (FPS) TRASH RACK	60,000
B	FIRE	SCBA COMPRESSOR REPAIR/UPGRADE	112,000
B	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - BUILDING ACCESSIBILITY	875,000
B	PARKS	FOREST PARK NEIGHBORHOOD EROSION & MAIN GREETING ROAD CULVERT	3,000,000
B	PARKS	OLD FIRST CHURCH FEASIBILITY STUDY (CPA '19)	120,000
B	FACILITIES	CITY HALL - PERIMETER SECURITY	1,500,000



B	POLICE	Supply - BALLISTIC VEST REPLACEMENT	240,000
B	POLICE	RADIO REPAIR - MOTOROLA - RADIOS	105,000
B	POLICE	RADIO REPAIR - MOTOROLA - REPLACEMENT PARTS	70,000
B	SEC	Windows for SEC Building	300,000
B	FACILITIES	GERENA SCHOOL - HVAC REPLACEMENTS & UPGRADES - 2020 MSBA SOI	20,000,000
B	FACILITIES	COMMERCE - ROOF REPLACEMENT - 2020 MSBA SOI	4,500,000
B	FACILITIES	SUMNER AVE ELEMENTARY - ROOF REPLACEMENT - 2020 MSBA SOI	3,000,000
B	FACILITIES	SCI-TECH - CHILLERS & TOWERS	2,500,000
B	FACILITIES	TALMADGE - WINDOWS & DOORS - 2020 MSBA SOI	2,500,000
B	FACILITIES	SYMPHONY HALL - EMERGENCY GENERATOR	220,000
B	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS	600,000
B	LIBRARY	MASON SQUARE - REAR VESTIBULE FAÇADE NEEDS TO BE REPLACED	45,000
B	PARKS	FOREST PARK ROADWAYS	950,000
B	PARKS	UPGRADES TO ALL CITY PARKS FOR UNIVERSAL ACCESSIBILITY	750,000
B	SEC	RECONFIGURATION OF SEC BACKUP SITE	300,000
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FIRE ALARM SYSTEM UPDATES	9,000,000
B	FACILITIES	BALLIET ELEMENTARY - WINDOWS & DOORS - 2020 MSBA SOI	2,500,000
B	FACILITIES	CENTRAL HIGH - CHILLERS & HVAC UPGRADES - 2020 MSBA SOI	2,500,000
B	FACILITIES	BOWLES - ROOF REPLACEMENT - 2020 MSBA SOI	1,500,000
B	PARKS	DISTRICT AND GOLF COURSE MAINTENANCE BUILDINGS	3,500,000
B	PARKS	ZOO IMPROVEMENTS	2,000,000



B	PARKS	ANGELINA PARK (CPA '19)	100,000
B	PARKS	FOREST PARK PICNIC PAVILION	250,000
B	POLICE	IT - INCREASE CAMERAS AROUND CITY	145,000
B	DPW	VARIOUS LOCATIONS - ADA RETROFITS	2,500,000
B	FACILITIES	CENTRAL HIGH - DRAINAGE PARKING LOT	675,000
B	FACILITIES	CENTRAL HIGH - PAVING PARKING LOT	650,000
B	FACILITIES	CENTRAL HIGH - GYM (BLEACHERS) INT	400,000
B	FACILITIES	BALLIET ELEMENTARY - INTERIOR UPGRADES	200,000
B	FIRE	SIXTEEN ACRES FIRE STATION REPLACEMENT	7,000,000
B	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN	7,000,000
B	PARKS	CITYWIDE - LIGHTING AND SECURITY CAMERA	1,500,000
B	POLICE	DB - FORENSICS VAN REPLACEMENT	150,000
B	POLICE	IT - CARD ACCESS READER	35,000
B	FACILITIES	VAN SICKLE - ROOF REPLACEMENT - FUTURE MSBA SOI	10,000,000
B	FACILITIES	GERENA SCHOOL - WINDOWS & DOORS - 2018 MSBA SOI	7,500,000
B	FACILITIES	REBECCA JOHNSON - WINDOWS & DOORS	5,000,000
B	FACILITIES	BOLAND - ROOF REPLACEMENT - 2020 MSBA SOI	3,000,000
B	FACILITIES	WASHINGTON - WINDOWS & DOORS - 2018 MSBA SOI	2,500,000
B	FACILITIES	DORMAN - ROOF REPLACEMENT (MAIN BUILDING) - FUTURE MSBA SOI	1,500,000
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR	1,500,000
B	FACILITIES	INDIAN ORCHARD ELEMENTARY - ROOF REPLACEMENT - 2020 MSBA SOI	1,500,000



B	FACILITIES	HARRIS ELEMENTARY - ROOF REPLACEMENT	1,500,000
B	FACILITIES	BRUNTON - ROOF REPLACEMENT	1,200,000
B	FACILITIES	COMMERCE HIGH CHILLERS - FUTURE MSBA	1,000,000
B	FACILITIES	GLENWOOD SCHOOL - ROOF REPLACEMENT - 2019 MSBA SOI	760,000
B	FACILITIES	CENTRAL HIGH - MOTORS, VFD, STEAM TRAPS	500,000
B	FACILITIES	LIBERTY SCHOOL - REDESIGN ADA ENTRANCES	400,000
B	PARKS	REPLACEMENT OF MAINTENANCE EQUIPMENT	2,000,000
B	PARKS	FOREST PARK - AQUATIC GARDENS AND FERN GROVE RESTORATION	1,200,000
B	PARKS	FOREST PARK - COMFORT SHELTER/DROP-IN CENTER	1,000,000
B	PARKS	GOLF COURSE BUNKER REPAIR	1,000,000
B	POLICE	Academy - AED REPLACEMENTS	80,000
B	POLICE	BLDG - BOARD ROOM UPGRADE FOR CONFERENCING	100,000
B	POLICE	DB - LATENT FINGERPRINT SYSTEM	28,000
B	DPW	CREST STREET OUTFALL OVERHAUL	750,000
B	FACILITIES	GERENA SCHOOL - EJECTION PUMPS	1,500,000
B	FACILITIES	GERENA SCHOOL - SEAL WALLS EXTERIOR	1,500,000
B	FACILITIES	LINCOLN SCHOOL - SPRINKLER (CODE)	75,000
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)	50,000
B	FACILITIES	WHITE SCHOOL - SPRINKLER (CODE)	35,000
B	LIBRARY	FOREST PARK LIBRARY- RENOVATE COMMUNITY ROOM	35,000
B	PARKS	UPDATE STREET TREE INVENTORY AND TREE REPLACEMENT PROGRAM	750,000



B	PARKS	FOREST PARK - TRAIL RENOVATIONS	750,000
B	PARKS	FOREST PARK GAZEBO (AQUATIC GARDEN)	110,000
B	POLICE	CA - ANALYST NOTEBOOK	50,000
B	DCAC	CAMPANILE AND PLAZA RESTORATION	26,000,000
B	DPW	SIDEWALK REPLACEMENT PROGRAM	15,000,000
B	FACILITIES	CITYWIDE - HAZARDOUS WASTE SITE CLEANUPS	3,000,000
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING	600,000
B	PARKS	VETERAN'S GOLF COURSE IMPROVEMENTS	3,500,000
B	PARKS	FRANCONIA GOLF COURSE IMPROVEMENTS	1,200,000
B	PARKS	HABITAT MANAGEMENT	1,000,000
B	PARKS	TREE NURSERY	500,000
B	PARKS	CHICOPEE RIVER WATERFRONT (INDIAN ORCHARD)	500,000
B	PARKS	GREENLEAF PARK	2,500,000
B	POLICE	IT - FIXED LPR SAT 5 ACCESS POINTS AND CAMERAS	120,000
B	POLICE	IT - ANALOG CAMERAS TO DIGITAL & STORAGE	60,858
B	POLICE	IT SANS UPGRADE	250,000
B	POLICE	IT ARCHIVING	75,000
B	ECO DEV	BLAST AREA INFRASTRUCTURE IMPLEMENTATION	6,500,000
B	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT	250,000
B	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT	200,000
B	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT	200,000



B	FACILITIES	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	LIBRARY	CENTRAL LIBRARY - REPLACE WORN CARPETING THROUGHOUT THE BUILDING	164,551
B	PARKS	UPGRADE PARK/ SCHOOL ATHLETIC FIELDS	3,000,000
B	PARKS	CAMP STAR ANGELINA REDEVELOPMENT	1,750,000
B	PARKS	FIVE MILE POND PARK - PHASE 1	1,500,000
B	PARKS	CITYWIDE - SPLASH PAD REPLACEMENT (CITY UPGRADES)	1,000,000
B	PARKS	COURT SQUARE - SIDEWALK UPGRADES/REPAIRS	750,000
B	PARKS	STONE HOUSE	500,000
B	POLICE	RAID VAN	179,000
B	POLICE	BLDG - FEMALE LOCKERS	50,000
B	DPW	NPDES PHASE II PERMIT COMPLIANCE - STORM DRAIN OUTLET TESTING	5,000,000
B	DPW	REPLACEMENT OF VEHICLES/EQUIP. - ENTERPRISE FUND - ONGOING	5,553,727
B	FACILITIES	KENNEDY - POOL REPLACEMENT AND BUILDING REPAIRS	6,000,000
B	FACILITIES	MILTON BRADLEY SCHOOL - REPLACE DECKTRON UNIT (POOL)	150,000
B	PARKS	WALKER GRANDSTAND RENOVATION (CPA)	2,000,000
B	PARKS	BRECKWOOD POND DAM - REPAIR	1,500,000
B	PARKS	FOREST PARK MAGAWISKA RD STABILITY AND DRAINAGE	800,000
B	PARKS	FOREST PARK - LOOP TRAIL	500,000
B	PARKS	SPANISH AMERICAN WAR MONUMENT	25,000



B	PARKS	CITY HALL - MASS HISTORIC GRANT	60,000
B	POLICE	BWC	4,000,000
B	POLICE	IT - NETWORK SWITCHES NEED REPLACEMENT	60,000
B	POLICE	SERVER UPGRADES	130,000
B	FACILITIES	POTTENGER - WINDOWS & DOORS - 2020 MSBA SOI	2,500,000
B	FIRE	FIRE EQUIPMENT STORAGE FACILITY	1,750,000
B	PARKS	BLUNT PARK - PHASE II BIKEWAY/WALKWAY & PARK IMPROVEMENTS	2,000,000
B	PARKS	NORTH RIVERFRONT PARK BOAT HOUSE	2,035,000
B	PARKS	CITYWIDE - REPLACEMENT PLAYGROUND EQUIPMENT	1,200,000
B	PARKS	CITYWIDE - BASKETBALL COURT IMPROVEMENTS	1,200,000
B	PARKS	TRIANGLE/TERRACE RESTORATIONS	750,000
B	PARKS	ALDEN STREET PARK	750,000
B	PARKS	ACQUIRE MARGINAL LOTS VIA TAX TITLE PROCESS	500,000
B	PARKS	CITYWIDE - TENNIS COURTS	200,000
C	DPW	TRAFFIC SIGNAL INSTALLATIONS AT VARIOUS LOCATIONS	1,000,000
C	DPW	TRAFFIC SIGNAL BETTERMENTS AT VARIOUS LOCATIONS	500,000
C	FACILITIES	HARRIS ELEMENTARY - WINDOWS AND DOORS - FUTURE MSBA SOI	3,000,000
C	FACILITIES	REBECCA JOHNSON CONTROLS AND ROOF TOP UNITS - 2020 MSBA SOI	2,000,000
C	FACILITIES	DEBERRY SURING UP	800,000
C	FACILITIES	MILTON BRADLEY ELEMENTARY BOILERS, PUMPS, AND CHILLER - 2020 MSBA SOI	600,000
C	LIBRARY	REPLACE OUTDOOR BOOK DROPS AT BRIGHTWOOD, EXPRESS LIBRARY AT PINE POINT AND EAST SPRINGFIELD BRANCH LIBRARIES	30,000



C	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE	2,000,000
C	PARKS	FOREST PARK - BOWLES FOUNTAIN RESTORATION	400,000
C	POLICE	ESU - TRU BEAR CAT	317,000
C	POLICE	DB - FURNITURE	100,000
C	DPW	STORMWATER OUTFALL IMPROVEMENTS	4,000,000
C	DPW	SIGNAL UPGRADES WITH FLASHING YELLOW ARROWS AT VARIOUS LOCATIONS	1,250,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) -UST REMOVAL	1,350,000
C	FACILITIES	CITY HALL - EMERGENCY GENERATOR	225,000
C	FACILITIES	VARIOUS LOCATIONS (MUNICIPAL) - UST REMOVAL	150,000
C	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS	60,000
C	PARKS	GREENLEAF PARK TRAFFIC SIGNAL / FRONT ENTRANCE	2,500,000
C	PARKS	MEADOW BROOK RAVINE RESTORATION	1,500,000
C	PARKS	SOUTH BRANCH PARKWAY (GUNNERY SERGEANT THOMAS J. SULLIVAN	750,000
C	PARKS	MCKNIGHT GLEN IMPROVEMENTS	500,000
C	PARKS	FORESTRY	500,000
C	PARKS	GODFREY TRIANGLE	300,000
C	PARKS	VACANT LOT IMPROVEMENTS - SIX CORNERS (CPA)	250,000
C	FACILITIES	FIRST MEETING HOUSE PARISH - ROOF REPLACEMENT	300,000
C	PARKS	DUGGAN PARK	4,500,000
C	PARKS	HUBBARD PARK	750,000
C	PARKS	PARK SIGNAGE PROGRAM AND REPLACEMENT PROJECT	600,000



C	PARKS	MYRTLE STREET PARK	500,000
C	PARKS	MARSHALL ROY PARK	501,500
C	PARKS	CYR ARENA - NEW ROOF	200,000
C	POLICE	UPGRADE PEARL ST RANGE	950,000
C	FACILITIES	DUGGAN FULL RENNOVATION	10,000,000
C	PARKS	FOREST PARK MUSEUM AND COMMUNITY SPACE (CPA)	1,200,000
C	PARKS	FOREST PARK - DR. SEUSS TRAIL	1,200,000
C	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS	500,000
C	PARKS	HENNESSEY PARK (CPA)	350,000
C	DPW	NEW INVERTERS FOR THE TRAFFIC TRUCKS	30,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - ROOF	3,500,000
C	FACILITIES	CITY HALL - ESPLANADE RESTORATION	500,000
C	FACILITIES	SCI-TECH - GYM REPAIRS - BLEACHERS, ROOF DRAINS, FLOOR	320,000
C	FACILITIES	FIRE HEADQUARTERS - PARKING LOT REPAIRS	300,000
C	FACILITIES	CITY HALL ANNEX - WINDOWS - PHASE I	180,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- PARKING LOT	150,000
C	FACILITIES	SIXTEEN ACRES FIRE STATION - PARKING LOT	135,000
C	FACILITIES	CITY HALL ANNEX - FLOORING	75,000
C	FACILITIES	DPW OFFICE CENTER - MOTORS ANND VFDS	55,000
C	PARKS	FOREST PARK - AMPHITHEATER	750,000
C	PARKS	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE	250,000



C	PARKS	SURVEY OF PLAYGROUNDS	50,000
C	FACILITIES	CITY HALL ANNEX - RENOVATE	5,000,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SECURITY IMPROVEMENTS	5,000,000
C	FACILITIES	FIRE ALARM BUILDING - COMPLETE RENOVATION	1,500,000
C	FACILITIES	MILTON BRADLEY ELEMENTARY SCHOOL - REPLACE (5) BURNHAM BOILERS, PUMPS AND CHILLER	1,500,000
C	FACILITIES	SPFLD HIGH SCHOOL OF SCIENCE & TECHNOLOGY - REPLACE ADVANCED EMS	1,442,202
C	FACILITIES	REBECCA JOHNSON ELEMENTARY SCHOOL - REPLACE ADVANCED EMS	1,400,000
C	FACILITIES	FIRE REPAIR BUILDING - COMPLETE RENOVATION	1,250,000
C	FACILITIES	GERMAN GERENA COMMUNITY ELEMENTARY SCHOOL - REPLACE 3 CHILLERS	1,189,791
C	FACILITIES	DEBERRY - DROP CEILING INSTALLATION PROGRAM	800,000
C	FACILITIES	SCI-TECH ELEVATOR UPGRADES	750,000
C	FACILITIES	FIRE HEADQUARTERS - NEW ROOF	400,000
C	FACILITIES	DUGGAN MIDDLE SCHOOL ELEVATOR UPGRADE	250,000
C	FACILITIES	WHITE SCHOOL - INSTALL DROP CEILING	200,000
C	FACILITIES	BRUNTON - DROP CEILING INSTALLATION PROGRAM	35,000
C	FACILITIES	WHITE STREET FIRE STATION -	45,000
C	FACILITIES	SCI TECH	1,000,000
C	FACILITIES	INDIAN ORCHARD ELEMENTRY HVAC	1,268,306
C	PARKS	FOREST PARK - DUCK POND OUTLETS IMPROVEMENTS	1,000,000
C	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY (FIVE MILE POND) PURCHASE	750,000
C	POLICE	IT - MICROSOFT EXCHANGE LICENSES	30,000



C	DPW	STORMWATER INFRASTRUCTURE REPAIRS	250,000
C	FACILITIES	CITY HALL - WINDOW REPLACEMENT AND REPAIRS TO LEADED WINDOWS	6,250,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FLOOR VAT MASTIC ABATEMENT	5,000,000
C	FACILITIES	DPW OFFICE CENTER - NEW ROOF	3,500,000
C	FACILITIES	WARNER - REPLACEMENT OF FLOOR TILES	440,000
C	FACILITIES	DPW E-BUILDING - NEW ROOF	150,000
C	FACILITIES	WASHINGTON - CEILING REPLACEMENT	60,000
C	LIBRARY	LIBRARY ON WHEELS	200,000
C	LIBRARY	SIXTEEN ACRES; EAST SPFLD; INDIAN ORCH - REPLACE PHONE SYSTEM	50,000
C	PARKS	FOREST PARK - ZOO DRAINAGE REPAIR	500,000
C	PARKS	CITY CEMETARIES	400,000
C	PARKS	CAMP WILDER PARK AND QUARRY POND	300,000
C	FACILITIES	ESCO PHASE III	7,500,000
C	FACILITIES	BOLAND - HVAC SYSTEM	2,000,000
C	FACILITIES	CHESTNUT - HEATING SYSTEM	1,750,000
C	FACILITIES	SPRINGFIELD CENTRAL HIGH SCHOOL - REPLACE 2 BOILERS	1,000,000
C	FACILITIES	HIGH SCHOOL OF COMMERCE - REPLACE 2 CHILLERS	800,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - NEW PARKING LOT	300,000
C	FACILITIES	MASON SQ. BRANCH - PARKING LOT REPAIRS	250,000
C	FACILITIES	EARLY CHILDHOOD CENTER - REPLACE 3 ROOF TOP UNITS	200,000
C	FACILITIES	PINE POINT LIBRARY - PARKING LOT REPAIRS	175,000



C	FACILITIES	REBECCA JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS	160,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - HVAC UPGRADES	120,000
C	FACILITIES	LINCOLN ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE	120,000
C	FACILITIES	DORMAN ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE	120,000
C	FACILITIES	KENSINGTON ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE	120,000
C	PARKS	NEAL PARK (SOLUTIA)	2,000,000
C	PARKS	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION	750,000
C	PARKS	VETERANS GOLF COURSE ROOF	75,000
C	DPW	VEHICLE AND EQUIPMENT STORAGE	10,000,000
C	FACILITIES	DUGGAN - RE-ENGINEER PARKING LOTS	6,000,000
C	FACILITIES	SYMPHONY HALL - EXTERIOR	2,000,000
C	FACILITIES	CITY WIDE - ENERGY LANDSCAPE EFFICIENT DESIGN	1,500,000
C	FACILITIES	KENNEDY - BATHROOM REPLACEMENT	1,400,000
C	FACILITIES	GLENWOOD - BATHROOM RENOVATIONS	800,000
C	FACILITIES	KENSINGTON - BATHROOM REPLACEMENT	800,000
C	FACILITIES	WARNER - PARKING LOT REDESIGN	700,000
C	FACILITIES	BEAL - BATHROOM RENOVATION	500,000
C	FACILITIES	LIBERTY - BATHROOM REPLACEMENT	500,000
C	FACILITIES	DORMAN - BATHROOM RENOVATIONS	400,000
C	FACILITIES	FREEDMAN - BATHROOM RENOVATION	360,000
C	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - PLAYScape	300,000



C	FACILITIES	CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)	250,000
C	FACILITIES	ELLS - BATHROOM UPGRADE	210,000
C	FACILITIES	GLICKMAN - BATHROOM PARTITIONS	120,000
C	FACILITIES	CITY HALL - RESTORE SCONCES ON CITY HALL AND THE CAMPANILE	100,000
C	FACILITIES	CITY HALL - REMOVE STAINING	30,000
C	LIBRARY	MASON SQUARE - REPAVE PARKING LOT	62,000
C	PARKS	CITYWIDE BASEBALL FIELD REPAIR. REDO INFIELDS	1,500,000
C	PARKS	GORDON BILL PARK	550,000
C	PARKS	ADAMS PARK	500,000
C	PARKS	CALHOUN PARK	500,000
C	PARKS	CYR ARENA - DASHBOARDS AND GLASS	300,000
C	FACILITIES	DEBERRY - CREATE FOUR STUDENT BATHROOMS	1,600,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - HEATING RENOVATIONS	150,000
C	FACILITIES	SCI-TECH REPLACE ROOF UNIT SERVING MAIN OFFICE	100,000
C	FACILITIES	FIRE REPAIR BUILDING - NEW GENERATOR	50,000
C	LIBRARY	FOREST PARK LIBRARY - WINDOW REPLACEMENT	400,000
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - WINDOW REPLACEMENT	65,000
C	PARKS	EMILY BILL PARK/ BUILDING	650,000
C	FACILITIES	GERENA SCHOOL - 'C' TUNNEL AND RAILROAD BRIDGE	5,500,000
C	FACILITIES	GLICKMAN - WINDOWS DESIGN AND REPLACEMENT	1,800,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PROPERTY CONDITION ASSESSMENTS	1,750,000



C	FACILITIES	CITY HALL ANNEX - WINDOWS	1,500,000
C	FACILITIES	CITY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	SYMPHONY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	CARRIAGE HOUSE - MAJOR REPAIRS (CPA)	350,000
C	FACILITIES	BALLIET ELEMENTARY - CREATE OUTDOOR PLAYSCAPE AREA	250,000
C	FACILITIES	CITY HALL ANNEX - EXTERIOR MASONRY	250,000
C	FACILITIES	KILEY - ADVANCED EMS	200,000
C	FACILITIES	CITY HALL - WINDOWS	100,000
C	FACILITIES	FIRE HEADQUARTERS - REPLACE GENERATOR	100,000
C	FACILITIES	GLICKMAN - ADVANCED EMS	90,000
C	FACILITIES	CITY HALL- COUNCIL CHAMBERS	55,000
C	FACILITIES	SCI-TECH - ADVANCED EMS	45,000
C	FACILITIES	CITY HALL- HVAC	35,000
C	FACILITIES	SYMPHONY HALL - INTERIOR WALLS	35,000
C	FACILITIES	SYMPHONY HALL - INTERIOR LIGHTING	30,000
C	FACILITIES	CITY HALL ANNEX - REAR SIDEWALK	25,000
C	FACILITIES	HARRIS SCHOOL	1,268,306
C	FACILITIES	CENTRAL	1,268,306
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	LIBRARY	FOREST PARK LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	POLICE	BLDG - 130 PEARL ST. UPPER PARKING LOT IMPROVEMENTS	80,000



C	POLICE	Radio - NICE LOG RECORDER - PHASE 2	250,000
C	FACILITIES	DPW GARAGE - VEHICLE EXHAUST SYSTEM	500,000
C	FACILITIES	WARNER - DRYWELLS BY FRONT AND BACK	225,000
C	PARKS	DEBERRY PARK	1,500,000
C	PARKS	COTTAGE HILL PARK	1,200,000
C	PARKS	JAIME ULLOA PARK - PHASE 2	1,200,000
C	PARKS	BEAUREGARD & SCHIAVINA MEMORIAL PARK - PHASE 2	850,000
C	PARKS	DONNA BLAKE PARK	750,000
C	PARKS	HARRIET TUBMAN PARK	500,000
C	PARKS	FOREST PARK MAINTENANCE BUILDING	450,000
C	PARKS	GERRISH PARK	200,000
C	POLICE	BWC - REORG RECORDS ROOM FOR BWC STAFF	250,000
C	POLICE	BWC - BUILD OUT REPORT ROOM TO ADD 4 ADD COMPUTERS FOR BWC DOCKING AND REPORT WRITING	250,000
C	FACILITIES	SOUTH END MIDDLE - ASBESTOS PLASTER ABATEMENT	4,250,000
C	FACILITIES	DPW OFFICE CENTER - HVAC UPGRADES	1,500,000
C	FACILITIES	KENSINGTON - ASBESTOS PLASTER ABATEMENT	750,000
C	FACILITIES	WALSH - ASBESTOS PLASTER ABATEMENT	700,000
C	FACILITIES	DPW GARAGE - HVAC UPGRADES	500,000
C	FACILITIES	MASON SQ. FIRE STATION - WINDOWS	125,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- WINDOWS	75,000
C	FACILITIES	SIXTEEN ACRES FIRE STATION - WINDOWS	40,000



C	PARKS	ADVANCED ENTRY SYSTEM	1,500,000
C	DPW	TRASH BARREL REPLACEMENTS (ONGOING)	2,000,000
C	DPW	VAC TRUCK BONDIS ISLAND	250,000
C	FACILITIES	FIRST MEETING HOUSE PARISH - RENOVATE	6,500,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - RENOVATE	3,000,000
C	FACILITIES	KILEY - ELECTRICAL FPE PANEL REPLACEMENT	750,000
C	FACILITIES	DORMAN - ELECTRICAL UPGRADES	400,000
C	FACILITIES	BEAL - ELECTRICAL PANELS	300,000
C	FACILITIES	FACILITIES ADMIN - PARKING LOT REPAVING	250,000
C	FACILITIES	BOWLES - ADVANCED EMS	55,000
C	FACILITIES	FACILITIES ADMIN -PERIMETER SECURITY	45,000
C	LIBRARY	FOREST PARK LIBRARY - REPLACE LIGHTING AND CEILING RENOVATION	85,000
C	LIBRARY	FOREST PARK LIBRARY - CIRCULATION DESK	50,000
C	PARKS	RUTH ELIZABETH PARK CONNECTOR TRAIL	435,420
C	FACILITIES	MILTON BRADLEY - WINDOWS & DOORS	12,500,000
C	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT	650,000
C	FACILITIES	CITY HALL, SYMPHONY HALL - BRONZE DOORS RESTORATION	500,000
C	FACILITIES	BRUNTON - POD AIR HANDLER UNITS & CONDENSORS	400,000
C	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION	250,000
C	POLICE	Radio - VOIP MIGRATION	25,000
C	FACILITIES	HARRIS ELEMENTARY - BATHROOM PARTITIONS	300,000



C	PARKS	CAMEROTA PROPERTY (FIVE MILE POND) PURCHASE	2,000,000
C	FACILITIES	COMMERCE - ADVANCED EMS	1,600,000
C	FACILITIES	FREEDMAN - EXTERIOR GROUNDS UPGRADES	700,000
C	FACILITIES	CHESTNUT - INTERIOR COUNTRYARD REPAIRS	600,000
C	FACILITIES	FACILITIES ADMIN - BOILERS & PUMPS	250,000
C	FACILITIES	FACILITIES ADMIN - ADVANCED EMS	65,000
C	DPW	PORTABLE WIRELESS VEHICLE LIFT SYSTEMS (2 SETS, 4 COLUMNS PER SET)	83,380
C	DPW	LEACHATE REMOVAL IMPROVEMENTS	200,000
C	FACILITIES	SCI-TECH - BATHROOM PARTITIONS	2,400,000
C	FACILITIES	VAN SICKLE - REPLACE BATHROOM PARTITIONS	1,800,000
C	FACILITIES	WARNER - REPLACE BATHROOM PARTITIONS	400,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - GARAGE	300,000
C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS	200,000
C	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION	135,000
C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE	120,000
C	FACILITIES	REBECCA JOHNSON - EXTERIOR DRAINAGE SYSTEM - PLAY AREA	120,000
C	FACILITIES	DPW OFFICE CENTER - RENOVATION OF FIRST FLOOR	4,000,000
C	FACILITIES	FOREST PARK LIBRARY - HVAC	120,000
C	FACILITIES	LINCOLN - PARKING LOT & GROUNDS REPAIRS	600,000
C	DPW	GARAGE FLOOR RECOATING	376,470
C	FACILITIES	GERENA SCHOOL - NEW ROOF AT "A" & "D" BUILDINGS	1,100,000



C	FACILITIES	N.MAIN ST. FIRE STATION - NEW ROOF	175,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- NEW ROOF	100,000
C	FACILITIES	FIRE ALARM BUILDING - NEW ROOF	85,000
C	PARKS	NEW MUSIC SHELL, FOR CONCERTS IN THE PARK.	105,000
C	DPW	BOBCAT FOR BONDI ISLAND	69,513
C	DPW	SAND SHED FOR WINTER OPERATIONS	30,000
C	FACILITIES	FACILITIES ADMIN - BUILDING B RENOVATIONS	1,250,000
C	FACILITIES	MILTON BRADLEY - INTERIOR & BATHROOM UPGRADES	240,000
C	FACILITIES	LYNCH - BATHROOM RENOVATIONS	120,000
D	FACILITIES	GAR HALL - RENOVATE	4,000,000
D	FACILITIES	SIXTEEN ACRES FIRE STATION - INTERIOR RENOVATIONS	750,000
D	FACILITIES	SCI-TECH - EXTERIOR POINTING	500,000
D	FACILITIES	FIRE HEADQUARTERS - WINDOWS	150,000
D	PARKS	FORESTRY DIVISION OFFICE	450,000
D	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - UNION STREET	1,200,000
D	FACILITIES	WHITE SCHOOL - BATHROOM REPLACEMENT	800,000
D	FACILITIES	POTTENGER - REPAVE PARKING LOT/SIDEWALK	500,000
D	FACILITIES	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD	320,000
D	FACILITIES	BRIDGE - REPAVE PARKING LOT	320,000
D	FACILITIES	GLICKMAN - EXTERIOR PARKING LOT REPAIRS	260,000
D	FACILITIES	BALLIET ELEMENTARY - HVAC	250,000



D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	250,000
D	FACILITIES	VARIOUS LOCATIONS (MUNICIPALS) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	200,000
D	FACILITIES	BEAL - CLASSROOM CABINETRY	160,000
D	FACILITIES	BEAL - REPAVE PARKING LOT	150,000
D	FACILITIES	HOMER - REPAVE DRIVEWAY	140,000
D	FACILITIES	FIRST MEETING HOUSE SANCTUARY - EXTERIOR PAINTING	120,000
D	FACILITIES	BRUNTON - PLAY GROUND EQUIPMENT / NEW PLAYScape	85,000
D	FACILITIES	DPW GARAGE - NEW OVERHEAD DOORS	65,000
D	FACILITIES	BEAL - REPLACE PORTABLE CR'S	5,000,000
D	FACILITIES	HARRIS ELEMENTARY - ADD ADDITIONAL PARKING	4,000,000
D	FACILITIES	BOWLES - ADD ADDITIONAL PARKING	400,000
D	FACILITIES	BRUNTON - QUAD PARTITIONS	180,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - UPDATE THEATRES	2,800,000
D	FACILITIES	SCI-TECH - STEAM TRAPS	1,700,000
D	FACILITIES	KENNEDY - FLOOR TILE REPLACEMENT VCT	800,000
D	FACILITIES	VAN SICKLE - REPLACE FLOOR AND CARPET	720,000
D	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM	320,000
D	FACILITIES	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)	180,000
D	FACILITIES	WASHINGTON - FLOOR TILE REPLACEMENT	150,000
D	FACILITIES	BRIDGE - FLOOR TILE REPLACEMENT	120,000
D	FACILITIES	ELLS - REPLACE TILE	85,000



D	FACILITIES	BALLIET ELEMENTARY - STEAM TRAPS	75,000
D	FACILITIES	CITY HALL - STEAM TRAPS, FITTING INSTULATION	35,000
D	FACILITIES	COMMERCE - STEAM TRAPS	35,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) -TSI/SURFACING MATERIALS ABATEMENT	7,500,000
D	PARKS	ATWATER - FOUNTAIN	550,000
D	PARKS	GUNN SQUARE PARK (CPA)	300,000
D	PARKS	COLONY HILLS (CPA)	53,658
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - CLOCK/INTERCOM	2,200,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PAINTING PROJECTS	1,000,000
D	FACILITIES	FOREST PARK LIBRARY - BUILD OUT SHELL SECTION	400,000
D	FACILITIES	BRIDGE - INTERIOR RENOVATIONS	80,000
D	FACILITIES	CHESTNUT - REPLACE STAGE CURTAINS	60,000
D	FACILITIES	DPW OFFICE CENTER - RENOVATION OF SECOND FLOOR	8,000,000
D	FACILITIES	FIRE ALARM BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	FIRE REPAIR BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	FACILITIES ADMIN - BUILDING A RENOVATIONS	900,000
D	FACILITIES	DPW E-BUILDING - INTERIOR RENOVATIONS	500,000
D	FACILITIES	TALMADGE - CONSTRUCTION OF RESTROOM AREAS - FACULTY	400,000
			<b>765,147,591</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 Allen
- Deputy Director of Economic Development – Brian Connors
- Capital Improvement Analyst – Jennifer Whisher

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

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

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



FY22 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