



City of Springfield, Massachusetts

Fiscal Years 2016-2020 Capital Improvement Plan



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March 27, 2015

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

This transmittal letter provides an overview of planning and budgeting for the City's five year Capital Improvement Plan (CIP) for Fiscal Years 2016-2020. The CIP reflects a comprehensive process, builds upon priorities established by the current Administration and provides a detailed view of capital needs within the City of Springfield. The current amount of capital need is \$798.4 million. An increase of \$150 million over last year's plan is attributed to the addition of three major projects, new construction of three City facilities - two new schools and a new police department. The highest priority projects total \$181.4 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 need by restructuring its debt for the purposes of increasing its capacity for future debt issuances. The City is finally reaping these benefits and has the ability to address many of the highest priority projects within the CIP. We have issued \$50.4 million of debt in FY15, for capital improvement projects within the City.

The City has been strategic in leveraging funds from Federal and State agencies. The City worked collaboratively with the Federal Emergency Management Agency (FEMA), the US Department of 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 \$50.4 million of debt issued in FY15 was the City share of projects costs totaling \$340.8 million, or about 15%. The additional 85% of project costs were paid for or reimbursed by the agencies listed above. The City will continue this strategic use of federal, state, private and City funding as we make decisions about capital improvement projects.

Through the Disaster Relief Appropriations Act of 2013 (Sandy Recovery Improvement Act), the City was awarded \$21.8 million from HUD through the Community Development Block Grant – Disaster Recover (CDBG-DR) program for natural disasters that the City endured in 2011. The City was also granted \$25.2 million of reimbursements from FEMA for damages to city owned property, specifically the South End Community Center, and the vacant Zanetti School on Howard Street. MSBA also invited the City to take part in the Accelerated Repairs program which MSBA will reimburse the City up to 80% of eligible costs up to \$11.3 million of repairs.

By leveraging Federal and State revenues through recent years, the City will fund projects that help promote economic development, revitalization, infrastructure improvements, and housing throughout Springfield. Some projects include a new Senior Center at Blunt Park, a new South End Community Center at Emerson Wight Park and renovations to the Environmental Center for Our Schools (ECOS), an environmental education program in which over 100,000 Springfield elementary and middle school students have attended. The City will also renovate 50 East Street, the former Arthur McCarthy Army Reserve Center. This renovation will not only create



additional space for the current Police Headquarters on Pearl Street, but will create an updated Juvenile Assessment Center, a Training Center, and an enhanced evidence storage facility among others. 50 East Street will provide the Police Department the opportunity to support the economic viability of the immediate neighborhood and City as a whole.

In February, Moody's Investor Services affirmed and elevated the City's bond rating as A2 with a positive outlook. This is an improvement from the City's previous rating of A2 with a stable outlook. This is in addition to the double bond upgrade from Standard and Poor's in January 2014. The City received a double upgrade of its credit rating to "AA-" from "A," which continues to be the highest rating in the City's recorded history. Recognitions like these are a testament to how well the City has navigated through the economic downturn and made appropriate decisions to keep the budget balanced. This rating puts the City in line with other communities such as Chicopee "AA-", Hartford CT, "AA-", and East Longmeadow "AA."

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

Sincerely,

Timothy J Plante
Chief Administrative and Financial Officer



CAPITAL PLAN OVERVIEW

The City of Springfield's \$798.4 million five-year Capital Improvement Plan (CIP) is updated annually for the acquisition, renovation or construction of new or existing facilities and infrastructure. The Capital Plan is the City's investment roadmap for the next five years and is strategically implemented to address the Mayor's five essential priorities for sustaining a vibrant community; public safety, education, economic vitality, healthy neighborhoods, and fiscal and operational excellence. All of these efforts are directed toward achieving the City's mission: To provide a high quality of life for residents, businesses and visitors.

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

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

The administration oversees all aspects of the CIP with certain City departments playing an integral role for the City's Capital Improvement Plan. 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 is responsible for management and oversight of construction, major renovation, and repair projects of existing City assets. The Planning and Economic Development Department manages new development or redevelopment projects. The City's Facilities Department also plays an integral role in capital projects by providing routine maintenance, repair and renovations to the City's facilities. Lastly, the Department of Public Works is responsible for the repair and maintenance of city roadways and sidewalks - a key piece to the City's infrastructure.

Projects that are included in the CIP are not guaranteed for funding as the Plan is a reflection of the need within the City. Since the scope of the capital plan is limited to affordability, the City continues to have a significant capital need. While financial shortcomings will always be an issue within city government, the CIP allows the City to better plan for when projects need to be completed or when replacement equipment needs to be purchased. In past years, many buildings and road projects were deferred due to budgetary constraints. The City has made a concerted effort to address its capital need by restructuring its debt for the purposes of increasing its capacity for future debt issuances. The City is finally reaping these benefits and has more ability to address high priority projects within the CIP.



In February, the City issued \$50.5 million of debt, based on the debt affordability analysis conducted in January 2014. 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 \$340.7 million of capital improvement projects. By capitalizing on its decreasing debt schedule, Springfield plans to sell debt again in 2016 alleviating more of its highest priority requests.

The strategic use of outside funding allows for the maximum impact, at a minimum price for the City. As illustrated in the February bond issuance, the City is left responsible for only 15% of the \$340.7 million project costs spent over FY14 and FY15. The City continues to employ this strategy of leveraging alternative funding sources, the following were used to help the City fund a portion of the CIP:

- Increased use of Federal and State funding – There continues to be an effort to seek federal and state funds for projects such as school rehabilitations, road and dam repairs, emergency mitigation plans, and economic development.
 - Federal Emergency Management Agency (FEMA)
 - Massachusetts School Building Authority (MSBA)
 - Housing and US Department of Urban Development (HUD)
 - Massachusetts Emergency Management Agency (MEMA)
 - Federal Transportation and Highway departments (FHWA)
- Increased use of grants – There continues to be an interest in seeking grants for projects such as park rehabilitation, fire engine replacements, repair of dams, the rehabilitation of roads, and energy efficiency. Gaining access to grant funds will require the City to maximize the use of its grants management capabilities.
- Strategic use of Pay-As-You-Go (Pay-Go) capital funds – The Pay-Go capital account was established in the financial ordinances in with a goal to fund smaller capital projects through the annual operating budget.
- Review use of bond funds – On an annual basis the City conducts a Debt Affordability Analysis to monitor factors that rating agencies and other stakeholders use to evaluate the amount of debt the City has and its ability to afford new debt. This will help City leaders make financially sound decisions in issuing new debt since debt service is a legal requirement that must be paid before all other City expenses.
- Use reserves or other one-time funds for certain one-time capital projects.
- Increase the frequency of asset inventory – By regularly taking inventory of City assets, the need for certain pieces of small equipment for replacement is being determined. It also ensures that departments are properly storing and maintaining the important tools that are integral for their operations.
- Use of unexpended bond proceeds – On an annual basis starting in Fiscal Year 2009, the Finance Department compiles a list of projects funded by bond proceeds in an effort to find if there were proceeds that were unexpended.



CAPITAL IMPROVEMENT COMMITTEE

The Capital Improvement Committee is responsible for identifying and prioritizing the City's capital needs. The FY16-20 Capital Improvement Committee is comprised of the following:

Chief Administrative and Financial Officer	Timothy J. Plante
Chief Development Officer	Kevin Kennedy
Director of Department of Public Works	Christopher Cignoli
Director of Parks, Building/Recreation	Patrick Sullivan
Director of Capital Asset and Construction	Peter Garvey
City Council CIP Chair	Councilor Kateri Walsh
Budget Director	Jennifer Winkler
Deputy Director of Economic Development	Brian Connors
Capital Improvement Analyst	Lindsay Hackett

In February, the committee met to evaluate the proposed \$798.4 million Capital Improvement Plan. Representatives from departments attended to discuss their capital needs and to answer any questions put forth by the Committee. After all departmental requests were reviewed, the committee established priorities based on need and a list of priority projects was developed and reviewed by the committee for approval. Some options for funding capital projects include General Obligation Bonds / Bond Anticipation Notes (BANs), Pay-As-You-Go capital, unexpended bond proceeds and federal and state grants. These funding options are looked at strategically to fully maximize available resources.

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

PROPOSED FY16 CAPITAL BUDGET AND PROJECTS

(HUD) CDBG-Disaster Recovery

The City of Springfield continues to rebuild after the devastating tornado in June 2011 and damaging snowstorm in October of 2012. \$21.8 million of CDBG-DR grant funding was awarded to the City that will be used for disaster related relief, long-term recovery, restoration of infrastructure, and housing and economic revitalization activities in the most impacted distressed areas resulting from the Presidentially Declared Disasters

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



CDBG-DR Projects	HUD Share
Infrastructure	10,646,000
Road and Sidewalks	8,670,000
Demolitions	1,226,000
Parks	750,000
Housing	4,700,000
New Construction - Central Street	2,900,000
Housing Rehabilitation	300,000
Replacement Housing	1,500,000
Economic Development	2,000,000
Central Street	1,000,000
Workforce Training	250,000
Job Creation/Business Recovery	750,000
Administration	1,190,000
Administration Costs	1,190,000
Totals	18,536,000

Infrastructure

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

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

The tornado directly impacted seven parks, toppling mature trees, and destroying playground equipment, benches, lighting, fencing, and other park infrastructure. The City’s Parks department coordinated debris removal and continues the repair of affected Parks with the use of CDBG-DR funds.

Housing

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

South End - acquisition and development of 10 single-family homes on Marble Street facing Emerson Wight Park, construction of homes on City-owned lots

Six Corners and Old Hill - construction of homes along the tornado corridor



Central Street Corridor – ten to fifteen single-family homes to be developed on Central Street as part of the realignment project and redevelopment project in the neighborhood, as well as potential of new commercial development

Economic Development

The City, through its Department of Planning and Economic Development, plans to use CDBG-DR funds for three projects. The following are projects that will be considered for this initiative:

Job Training - for a minimum of 100 Springfield residents

Recovery and Business Growth - Make funds available to a minimum of ten small businesses to assist in recovery and business growth

Redevelopment - of effected neighborhoods targeted for acquisition and redevelopment of slum or blight

Alternative and Improved (FEMA) Projects

FEMA granted the City a \$25.3 million settlement for damages to city-owned properties, primarily the destruction of the South End Community Center and the vacant Zanetti School on Howard Street. The City is able to use up to 75% of the settlement costs to fund FEMA approved Alternate and Improved projects Through FEMA’s Alternative and Improved Project Programs, the City can take advantage of eligible FEMA funding to make additional improvements to the facilities while making disaster repairs. The facilities must have the same function and capacity as that of before the disaster. Funding is also available to provide additional services to the community and upgrades to public facilities in a strategic and practical method, when restoration of the original damaged facility is not in the best interest of the public.

This money will be used for major capital improvements, including a new senior center at Blunt Park, a new South End Community Center, the renovation and expansion of the Clifford Phaneuf environmental center at Forest Park and for major renovations to the former Arthur MacArthur Army Reserve Center at 50 East Street, for various Police Department uses.

Alternative/Improved (FEMA) Projects	FEMA Share	City Share	Total Cost
Senior Center	7,608,496	5,198,004	12,806,500
South End Community Center	6,000,000	2,000,000	8,000,000
ECOS	1,875,000	1,869,991	4,019,991
50 East Street	3,515,464	3,984,536	7,500,000
Totals	18,998,960	13,052,531	32,326,491

**The City's share is reduced by \$275,000 by grants and donations for the ECOS project.*

Senior Center

The City wants to build a new senior center to provide a welcoming place for all seniors, their families and caregivers, elder service providers, and the community at large. The new building will include wood and stone elements on the exterior and cupolas that will allow for natural light into the hallways, and vestibules. The schematic design includes rooms designed for activities



which include dancing, billiards, sewing, ceramics, carpentry, music and computers. The focal point is a banquet room that will be used for daily lunches, special events and a teaching kitchen for up to 300 visitors.

South End Community Center

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

ECOS

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

50 East Street

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

Grant Matches

The City continues to actively pursue grant opportunities to offset funding costs for projects that may not otherwise have a chance of getting off the ground. Based on the competitive nature of some grant application processes, the City has worked hard to pursue grant opportunities for its Parks and Recreations divisions, as areas often fall under higher prioritized municipal buildings and infrastructure.

Grant Matches	Source	City's Share	Total Project Cost
Skill and Technical Training Facility	EDA/Donation	1,708,394	3,300,000
Mary Troy Park	PARC/CDBG-DR	100,000	600,000
Balliet Park	PARC/Our Common Backyards	200,000	600,000
North Riverfront Park	Gateway Cities	300,000	1,500,000
Kennedy Middle School	MSBA	525,467	2,627,333
Kensington International School	MSBA	223,707	1,118,534
Totals		3,057,567	9,745,867



Skill Technical Training Facility

The U.S. Economic Development Agency awarded the City of Springfield \$1.3 million for a Skill and Technical Training Facility, an 11,400-square-foot facility that will provide space to conduct work skills training in the precision manufacturing and construction trades industry. This new facility will house storage space for the Bright Nights holiday lighting display, replacing a deteriorating storage barn in Forest Park. Matches to fund the entirety of this project have been provided through a donation from the Spirit of Springfield, and pay-go funds.

City Parks

City Parks are considered a community-wide assets and the preservation and improvements to them are in line with the City's priorities to provide recreational opportunities for all of its residents. Mary Troy Park and Balliet Park have both been newly established, largely funded through competitive PARC grants offered by the State. The Mary Troy Park project will improve infrastructure with enhanced ADA accessibility, path systems, improved drainage, and universal playground equipment. Similarly, the Balliet Park project will include ADA accessibility, path systems, improved drainage, and a splash pad.

Improvements to North Riverfront Park are being made possible by a Gateways Cities grant, along with a match from pay-go funds. Enhancements include the elimination of an unused parking lot, increasing the green space in the park, fencing replacement, pavement repair and the installation of a "Fit Course." The Fit Trail is designed to span a ¼ to 1 mile in distance with 10 fitness stations to target major muscle groups and provide instruction for proper technique. The Fit Course would provide an open air gym in which people can participate by walking or jogging to each element and then performing the illustrated exercise.

MSBA Accelerated Repair Program

Most recently, the Massachusetts School Building Authority approved Kennedy Middle School and Kensington International School as recipients of their school construction grant. MSBA will reimburse costs up to 80% for window and door replacements at each of the schools, extending each school's useful life and preserving assets for the City's education programs.

The complete FY16 Proposed Capital Budget can be found in Appendix A of this document.

FY15 OVERVIEW

In FY15, a total of \$223.2 million from various funding sources was appropriated for capital projects. The majority of funding, \$196.2 million was designated for school projects, including a new Elias Brookings Elementary, the acquisition of a new Early Education Center, and MSBA-funded repairs on five City schools. A distant second was funding for City infrastructure projects, totaling \$16.9 million.

FY15 School Projects

Springfield has worked closely with MSBA over the last few years leveraging reimbursements for school improvements. The City was invited to participate in MSBA's Accelerated Repair



Program initiative, an innovative competitive grant program which represents a unique opportunity for the City.

The Accelerated Repair Program’s main goal is to improve learning environments for children and teachers, reduce energy use while generating cost savings for the City. This program will repair or replace roofs at Springfield High School of Science and Technology, Margaret C. Ells School, South End Middle School, Springfield Public Day High School and Chestnut Accelerated Middle Schools. The roof projects will cost approximately \$11.3 million with MSBA reimbursing up to \$9.0 million (80%) of eligible costs. The City will pay approximately \$2.3 million (20%).

MSBA's Accelerated Roof Repair Program	MSBA's Share	City's Share	Total Project Cost
High School of Science and Technology	2,810,726	702,681	3,513,407
Margaret C. Ells School	1,313,154	328,288	1,641,442
South End Middle School	616,922	154,231	771,153
Springfield Public Day High School	736,426	184,106	920,532
Chestnut Accelerated Middle School	3,575,418	893,855	4,469,273
Total	9,052,646	2,263,161	11,315,807

FY15 City Projects

Union Station

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

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

Boston Road Corridor



Work continues on Boston Road corridor, one of the busiest in the city, aimed at improving the roadway in terms of traffic flow and safety. The project scope covers the section from Pasco Road to the Wilbraham Line, resulting in a better alignment of Boston Road and five key intersections: Pasco Road, Parker Street, the Eastfield Mall, Springdale Mall and Kent Road. In addition, the project is expected to generate a return on investment by attracting national chain stores to the neighborhood. The project cost totals \$7.4 million, made up of \$1.4 million from MassDOT and \$6.0 million from the City's FY15 bond sale.

Chestnut High School Demolition

In September 2013, there was a fire at the former Chestnut Junior High School. The building had been unoccupied for several years and had subsequent interior deterioration. The Building Commissioner deemed the building unstable and had ordered it to be demolished. Clean up of the demolition had to be delayed until funding was established. In February 2015, the City was able to bond for the \$2.1 million costs of razing and clearing the City-owned property.

City Hall Boiler Plant

The existing towers at the Columbus Avenue boiler plant which services City Hall and Symphony Hall were at the end of their expected useful lifecycles. The Department of Capital Asset and Construction recommended the replacement of the two Symphony Hall cooling towers, the condenser water basins in each of these towers, interconnection of piping between the cooling loops for Symphony Hall and City Hall and install new piping and manual valves between the two systems. In February 2015, the City was able to bond for the \$1.7 million costs relating to the project.

Old First Church Renovations

Old First Church, built in 1819, is one of the oldest churches in Western Massachusetts, and an important part of Springfield history. Purchased by the City in 2008, the meeting house often serves as a venue for special events. Work to repair damage caused by the June 2011 tornado was finally completed, totaling almost \$100,000. The City is pursuing FEMA for a partial reimbursement of the repair costs.

Vehicles and Equipment

Each year, the City sets aside funding to cover costs of its vehicle replacement schedule. In past years, funding only allowed for the most critical fleet needs to be considered for replacement, including public safety vehicles. In FY15, through the use of pay-go and the general fund, the City was able to set aside \$975,000 to fund the replacements of public safety, and DPW vehicles, along with much needed upgrades to golf course and Parks equipment.

FISCAL YEARS 2009-2014 OVERVIEW

In FY14, the City completed capital projects totaling \$73.4 million. Twenty new vehicle purchases were made by the DPW in an effort to update the City's aging fleet and realize savings



in maintenance costs purchased, while the Police Department purchased sixteen new vehicles as part of an initiative to improve its aging fleet with more energy efficient cruisers with all-wheel drive capabilities. The City's IT department has implemented a carrier grade metropolitan area fiber optic network (Metro Ethernet). This network has allowed the IT department to deliver services to remote sites for a decreased cost at a much higher bandwidth.

Also in FY14, the Library Commission commissioned a study that supported a system wide re-organization that would increase branch hours and close and re-use of two branch libraries, Liberty Street and Pine Point. The Pine Point branch has been renovated to now serve a dual role as an express library and as an adult education hub. The Liberty branch library will close as a library but remain open as a community building and be used to enhance services to area seniors as well as increase recreational space for neighborhood use.

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

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

In FY12, the renovated and expanded Forest Park Middle School reopened in September 2013. The overall \$43.4 million project qualified for 90% reimbursement from the MSBA. The total MSBA grant for the project was up to \$39 million (90%) with a City contribution of \$4.3 million for an efficient, sustainable, affordable and much improved Forest Park Middle School.

In FY11, through the Capital Asset and Construction Department the new Putnam Vocational high school opened in Sept 2012. The \$114 million project provided a state-of-the-art vocational school for Springfield students. MSBA granted 90% reimbursement of costs to build this state of the art vocational school.

In FY10 the City took advantage of the Qualified School Construction Bonds (QSCB) program which was part of the Federal Government's economic recovery program. QSCB's allows local educational agencies or school systems to issue taxable bonds and use 100% of the proceeds for specified purposes which include renovations or construction of a school building. Through this method the investor receives 100% of the tax credit associated with this issuance.

In FY09 the City produced its first comprehensive Capital Improvement Plan. City Departments were asked for a comprehensive list of capital needs, those needs were organized in a database managed by the Finance Department and a panel of City departments evaluated the submissions



based upon a set of criteria. The major benefit of the capital process is to evaluate all department requests and analyze projects based on the benefit to the City rather than funding projects on an ad-hoc basis. The projects funded during the first year of implementing this process included large equipment and vehicle purchases, park projects, road and sidewalk projects, and ensured locations within the City are compliant with the Americans with Disabilities Act.

CONCLUSION

This plan is intended to provide a detailed view of the capital needs within the City of Springfield. The total amount of capital requests for FY16 through FY20 is \$798.4 million. The highest priority projects total \$192.9 million. The City continues to leverage funds from outside agencies to fund high priority projects that were identified within the CIP. Subsequently, Springfield's recent double upgrade of its credit rating to 'AA-' from 'A', and increased debt capacity will offer available funding for these projects at a much lower interest rate than in previous years.

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

APPENDIX A: FY16 PROPOSED CAPITAL PROJECTS

Capital Improvement Plan: Fiscal Years 2016 - 2020											
Priority	Department	Project Summary	Partial/ Funded	Total Rating	Total Cost FY16-FY20	Funding Sources	2016	2017	2018	2019	2020
Priority A											
A	ECO DEV	UNION STATION	P	81	76,370,463	GRANTS, BONDS	76,370,463				
A	DCAC	SKYWALK	P	80	150,000	PAY-GO FY13	150,000				
A	ECO DEV	COURT SQUARE REDEVELOPMENT -SHEAN BLOCK AQUISITION	P	76	23,859,417	STATE GRANT	1,559,417	22,300,000			
A	LIBRARY	CENTRAL LIBRARY - ADA HANDICAP RAMP TEMPORARY SUPPORTS		75	26,852			26,852			
A	LIBRARY	CENTRAL LIBRARY - ADA HANDICAP RAMP PERMANENT SUPPORT		75	500,000			500,000			
A	FACILITIES	ESCO PHASE 3		75	7,500,000			7,500,000			
A	DPW	VEHICLE AND EQUIPMENT STORAGE		75	5,500,000		5,500,000				
A	DCAC	BUSINESS CONTINUITY PLAN - PHASE 1- DPW GEN UPGRAD	P	74	1,400,000	SNOW AND ICE FUND	1,400,000				
A	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	P	74	13,500,000	UNEXPENDED BONDS	3,500,000	3,000,000	3,000,000	2,000,000	2,000,000
A	DPW	ROAD RESURFACING AND SIDEWALK CONSTRUCTION	P	74	12,000,000	PAY-GO FY13/Ch90	4,500,000	4,000,000	3,500,000		
A	DPW	BOND'S ISLAND LANDFILL CLOSURE	P	73	2,500,000	FY15 BOND	500,000	500,000	500,000	500,000	500,000
A	DPW	PRIVATE WAYS - RESURFACING	P	73	1,346,811	PAY-GO FY14	300,000	446,811	300,000	300,000	
A	ECO DEV	ROOFS FOR SOLAR PANELS		73	1,200,000		1,200,000				
A	FACILITIES	SCHOOLS - SAFETY CAMERAS	P	73	1,100,000	SCHOOL BUDGET	1,100,000				
A	DCAC	SENIOR CENTER	P	72	8,000,000	FEMA, FY16 BOND	8,000,000				
A	DPW	FLOOD CONTROL SYSTEM - ANNUAL INSPECTIONS	P	72	330,000	DPW GF	160,000	170,000			
A	DPW	CITYWIDE VEHICLES REPLACEMENT PROJECT - NON-PUBLIC SAFETY (ONGOING)	P	72	525,000	PAY-GO FY15	525,000				
A	DCAC	50 EAST STREET	P	70	7,500,000	FEMA, FY16 BOND	7,500,000				
A	DCAC	SOUTH END COMMUNITY CENTER (SECC)	P	70	8,000,000	FEMA, FY16 BOND	8000000				
A	FACILITIES	KILEY - ELECTRICAL FPE PANEL REPLACEMENT		70	600,000		600,000				
A	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT		70	150,000		150,000				
A	FACILITIES	KENNEDY - HAZS MAT ABATEMENT & CEILING TILES		70	2,700,000		900,000	600,000	600,000	600,000	
A	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT		70	120,000		120,000				
A	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT		70	650,000		650,000				
A	PARKS	LOWER VAN HORN RESERVOIR DAM		70	2,000,000		375,000	1,625,000			
A	FIRE	SCBA (SELF CONTAINED BREATHING APPARATUS) ENSEMBLE REPLACEMENT		70	350,000		350,000				
A	DCAC	ENVIRONMENTAL CENTER FOR OUR SCHOOLS (ECOS)	P	70	4,019,991	FEMA, GRANTS, FY16 BOND	4,019,991				
A	FACILITIES	SCHOOLS - OIL TANK REMOVAL	P	70	1,486,554	MSBA 80%	684,552	802,002			
A	FACILITIES	BRIGHTWOOD - BASEMENT VENTILATION		70	250,000		250,000				
A	SCHOOL	DENSE WIRELESS NETWORK - TECHNOLOGY UPGRADE		70	2,300,000		2,000,000	300,000			

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Priority	Department	Project Summary	Partial/ Funded	Total Estimate	Total Cost FY16-FY20	Funding Sources	2016	2017	2018	2019	2020
A	FIRE	DIGITAL FIRE GROUND COMMUNICATIONS		70	205,000		205,000		-		
A	SCHOOL	FOOD SERVICE - WAREHOUSE PURCHASE		70	4,000,000		1,500,000	2,500,000			
A	FACILITIES	CELL BLOCK RENOVATIONS		70	500,000		500,000		-		
A	FACILITIES	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT		70	120,000		70,000	50,000	-	-	
A	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT		70	125,000		70,000	55,000	-	-	
A	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT		70	125,000		30,000	95,000	-	-	
A	DISPATCH	CONSOLIDATED DISPATCH BUILDING, BUILDING USE STUDY		70	80,000		80,000		-		
A	FACILITIES	CENTRAL HIGH - INTERIOR CLASSROOM DOORS		70	200,000		66,000	134,000	-	-	
A	FACILITIES	BOOKING AREA RENOVATIONS		70	600,000		600,000				
A	PARKS	COURT SQUARE - SIDEWALK UPGRADES/REPAIRS		70	1,000,000		1,000,000				
Total Priority A					192,890,088		134,485,423	44,604,665	7,900,000	3,400,000	2,500,000
Priority B											
B	PARKS	BRECKWOOD POND DAM - REPAIR		68	350,000		350,000				
B	PARKS	FOUNTAIN LAKE DAM - REPAIR		68	1,000,000	POTENTIAL CDBG-DR	500,000	500,000			
B	PARKS	PORTER LAKE DAM - REPAIR		68	1,000,000	POTENTIAL CDBG-DR	380,000	620,000			
B	DPW	FLOOD CONTROL PLAN		67	785,515		85,515	300,000	400,000	-	
B	FACILITIES	GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE		67	3,000,000	POTENTIAL STATE FUNDING	250,000	1,250,000	1,500,000		
B	FACILITIES	SCHOOLS - ELECTRICAL WORK TO SUPPORT ERATE	P	67	1,375,000	MSBA 80%	1,375,000	-	-	-	
B	FACILITIES	SCHOOL-WIDE MATERIAL REPLACEMENT POST-ABATEMENT	P	67	4,100,000	SCHOOL DEPT	1,500,000	2,600,000			
B	FACILITIES	CITY HALL COMPLEX - EMERGENCY GENERATOR		66	500,000		500,000		-		
B	FACILITIES	SYMPHONY HALL - EMERGENCY GENERATOR		66	500,000		500,000		-		
B	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS		66	800,000		200,000	200,000	200,000	200,000	
B	PARKS	FOREST PARK NEIGHBORHOOD EROSION		66	1,200,000		1,200,000				
B	DPW	NPDES PHASE II PERMIT COMPLIANCE - STORM DRAIN OUTLET TESTING		66	6,000,000		2,000,000	1,000,000	1,000,000	1,000,000	1,000,000
B	FACILITIES	SCHOOL-WIDE ABATEMENT OF HAZARDOUS MATERIALS		66	5,000,000		5,000,000				
B	FACILITIES	HOMER - BATHROOM REPLACEMENT		65	650,000		650,000	-	-	-	
B	FACILITIES	SCHOOL FIRE ALARM SYSTEM UPDATES		65	3,150,000		3,150,000				
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR		64	80,000		80,000	-	-	-	
B	SCHOOL	DUGGAN SCIENCE LABS		64	2,000,000	SCHOOL PAYGO	2,000,000				
B	FACILITIES	REPLACE POOL FILTER SYSTEM - MILTON BRADLEY SCHOOL	P	64	130,000	FACILITIES GF	130,000				
B	IT	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	P	64	1,200,000	PAY-GO FY13, PROD BANK	240,000	240,000	240,000	240,000	240,000

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Priority	Department	Project Summary	Partial/ Funded	Total Bidding	Total Cost FY16-FY20	Funding Sources	2016	2017	2018	2019	2020
B	PARKS	FOREST PARK DUCK POND OUTLETS IMPROVEMENTS		63	650,000		650,000		-		
B	PARKS	FOREST PARK MAGAWISKA RD STABILITY AND DRAINAGE		63	750,000		750,000		-		
B	FACILITIES	BALLIET ELEMENTARY - ROOF REPLACEMENT		62	840,000	MSBA SOI FY15	840,000				
B	FACILITIES	BALLIET MIDDLE - WINDOW & DOORS		62	800,000	MSBA SOI FY16	800,000				
B	FACILITIES	BRIGHTWOOD - RESTROOM REPLACEMENT		62	350,000		350,000	-	-	-	
B	FACILITIES	BRUNTON ELEMENTARY - ROOF		62	1,200,000	MSBA SOI FY15	1,200,000				
B	FACILITIES	CHESTNUT ACCELERATED - HEATING SYSTEM		62	TBD						
B	FACILITIES	DORMAN - ROOF REPLACEMENT		62	840,000	MSBA SOI FY15	840,000				
B	DPW	DRAIN REPAIRS IDENTIFIED WITH THE FLOOD CONTROL SYSTEM		62	5,000,000		2,500,000	2,500,000			
B	PARKS	FOREST PARK - ZOO DRAINAGE REPAIR		62	450,000		450,000	-	-	-	
B	PARKS	FOREST PARK - SWAN POND DAM		62	400,000		400,000	-	-	-	
B	PARKS	FOREST PARK MAIN GREETING ROAD CULVERT IMPROVEMENT		62	1,200,000		1,200,000				
B	FACILITIES	GLENWOOD - HEATING SYSTEM (HVAC)	P	62	130,000	STATE GRANT	130,000				
B	FACILITIES	GLENWOOD - ROOF REPLACEMENT		62	840,000	MSBA SOI FY16	-	525,000	315,000		
B	FACILITIES	GLICKMAN - EXTERIOR PARKING LOT REPAIRS		62	225,000		-	225,000	-		
B	FACILITIES	GLICKMAN - WINDOWS DESIGN AND REPLACEMENT		62	950,000		-	950,000	-	-	
B	FACILITIES	HOMER - ELECTRICAL PANEL		62	100,000		100,000	-	-	-	
B	FACILITIES	HOMER - SPRINKLER (CODE)		62	25,000		25,000	-	-	-	
B	CLERK	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS		62	130,550		65,275	65,275	-	-	
B	FACILITIES	KENNEDY - SPRINKLER (CODE)		62	30,000		30,000	-	-	-	
B	FACILITIES	KENNEDY - WINDOWS & DOORS	P	62	3,595,703	MSBA, PAY-GO	3,595,703				
B	FACILITIES	KENSINGTON - BATHROOM REPLACEMENT		62	145,000		145,000	-	-	-	
B	FACILITIES	KENSINGTON - WINDOW, DOORS	P	62	1,222,828	MSBA, PAY-GO	1,222,828				
B	FACILITIES	KENSINGTON - ROOF		62	800,000		800,000				
B	FACILITIES	LIBERTY - BATHROOM REPLACEMENT		62	240,000		240,000	-	-	-	
B	FACILITIES	LINCOLN - ROOF REPLACEMENT		62	750,000	MSBA SOI FY16	750,000				
B	FACILITIES	LINCOLN - SPRINKLER (CODE)		62	30,000		30,000	-	-	-	
B	FACILITIES	LYNCH - ROOF REPLACEMENT		62	1,200,000	MSBA SOI FY15	1,200,000				
B	FACILITIES	SCHOOL BUILDINGS-FIRE DEPARTMENT CODE COMPLIANCE		62	250,000		250,000				
B	PARKS	SOUTH BRANCH PKWY CULVERT IMPROVEMENTS		62	200,000	CITY MATCH, GRANT	200,000				
B	FACILITIES	STEM - ROOF REPLACEMENT		62	650,000	MSBA SOI FY15	650,000				

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Priority	Department	Project Summary	Partial/ Funded	Total Estimate	Total Cost FY16-FY20	Funding Sources	2016	2017	2018	2019	2020
B	FACILITIES	TALMADGE - REPLACE EXTERIOR DOORS	P	62	70,000	SCHOOL GF	70,000	-	-	-	-
B	FACILITIES	VAN SICKLE - ROOF REPLACEMENT		62	3,200,000	MSBA SOI FY17	3,200,000	-	-	-	-
B	FACILITIES	WALSH - WINDOWS AND DOORS		62	2,200,000	MSBA SOI FY15	2,200,000	-	-	-	-
B	FACILITIES	WARNER - REPLACE BATHROOM PARTITIONS		62	35,000		35,000	-	-	-	-
B	FACILITIES	WHITE - BATHROOM REPLACEMENT		62	600,000		600,000	-	-	-	-
B	FACILITIES	WHITE - SPRINKLER (CODE)		62	25,000		25,000	-	-	-	-
B	FACILITIES	ZANETTI - WINDOWS & DOORS		62	1,500,000	MSBA SOI FY16	1,500,000	-	-	-	-
B	IT	BUSINESS CONTINUITY PLAN - PHASE 2- CITY HALL/TAPLEY ST UPGRADE	P	61	2,500,000	IT GF	2,500,000	-	-	-	-
B	FACILITIES	DORMAN - BATHROOM RENOVATIONS		61	600,000		-	600,000	-	-	-
B	FACILITIES	HOMER - BASEMENT VENTILATION		61	35,000		35,000	-	-	-	-
B	FACILITIES	KENNEDY - POOL REPLACEMENT AND BUILDING REPAIRS		61	2,500,000		2,500,000	-	-	-	-
B	FACILITIES	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)		61	30,000		30,000	-	-	-	-
B	FACILITIES	LIBERTY - REDESIGN ADA ENTRANCES		61	150,000		150,000	-	-	-	-
B	PARKS	SPLASH PAD REPLACEMENT (CITY UPGRADES)		61	750,000		750,000	-	-	-	-
B	FACILITIES	BRIDGE - INTERIOR RENOVATIONS		60	700,000		-	700,000	-	-	-
B	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT		60	650,000		650,000	-	-	-	-
B	DCAC	CAMPANILE AND PLAZA RESTORATION		*	20,000,000		850,000	8,150,000	7,000,000	4,000,000	-
B	FACILITIES	DEBERRY - REBUILDING FLOOR		60	5,000,000		5,000,000	-	-	-	-
B	FACILITIES	DUGGAN - INTERIOR RENOVATION		60	2,300,000		2,300,000	-	-	-	-
B	PARKS	FOREST PARK AMPHITHEATER		60	300,000		-	300,000	-	-	-
B	FACILITIES	LINCOLN - PARKING LOT & GROUNDS REPAIRS		60	275,000		-	275,000	-	-	-
B	FACILITIES	MILTON BRADLEY - INTERIOR & BATHROOM UPGRADES	P	60	200,000		200,000	-	-	-	-
B	FACILITIES	GLICKMAN - BATHROOM PARTITIONS		59	25,000		25,000	-	-	-	-
B	FACILITIES	HARRIS - BATHROOM PARTITIONS		59	20,000		20,000	-	-	-	-
B	FACILITIES	HOMER ST SCHOOL - "NEW" BUILDING REPLACEMENT		59	30,000,000		30,000,000	-	-	-	-
B	FACILITIES	KENNEDY - BATHROOM REPLACEMENT		59	600,000		600,000	-	-	-	-
B	FACILITIES	MILTON BRADLEY - WINDOWS & DOORS		59	2,700,000	FUTURE MSBA COI	-	2,700,000	-	-	-
B	PARKS	NORTH RIVERFRONT PARK BOAT HOUSE		59	1,000,000		1,000,000	-	-	-	-
B	FACILITIES	SCI-TECH - BATHROOM PARTITIONS		59	25,000		25,000	-	-	-	-
B	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION		59	90,000		90,000	-	-	-	-
B	FACILITIES	VAN SICKLE - REPLACE BATHROOM PARTITIONS		59	35,000		35,000	-	-	-	-

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Priority	Department	Project Summary	Partial/ Funded	Total Bidding	Total Cost FY16-FY20	Funding Sources	2016	2017	2018	2019	2020
B	FACILITIES	BEAL - REPLACE PORTABLE CR'S		58	1,500,000		1,500,000	-	-	-	-
B	FACILITIES	BRIGHTWOOD - ELECTRICAL SERVICE		58	120,000		-	120,000	-	-	-
B	FACILITIES	BRIGHTWOOD SCHOOL REPLACEMENT		58	35,000,000		20,000,000	15,000,000	-	-	-
B	FACILITIES	CHESTNUT - UPGRADE FIRE DOORS		58	50,000		-	50,000	-	-	-
B	DCAC	CITY HALL - WINDOW RESTORATION		58	1,500,000		1,500,000	-	-	-	-
B	DPW	MILL RIVER CONDUIT REPAIRS		58	310,500		310,500	-	-	-	-
B	FACILITIES	MILTON BRADLEY - PIPING REPAIRS	P	58	100,000		-	100,000	-	-	-
B	DPW	PURCHASE OF VEHICLES	P	58	4,483,972	PAY-GO FY14	1,940,982	1,509,330	1,033,660	-	-
B	DPW	STORMWATER IMPROVEMENTS		58	200,000		50,000	50,000	100,000	-	-
B	PARKS	TECHNICAL TRAINING FACILITY & BN STORAGE AT FOREST PARK	P	58	3,298,250	GRANT, PAYGO	3,298,250	-	-	-	-
B	PARKS	TORNADO TREE REPLACEMENT	P	58	850,000		250,000	200,000	200,000	200,000	-
B	PARKS	ALDEN STREET PARK		57	500,000		275,000	125,000	100,000	-	-
B	LIBRARY	CENTRAL LIBRARY EXTERIOR DOORS		57	50,000		-	50,000	-	-	-
B	LIBRARY	CENTRAL LIBRARY FRONT STEPS		57	500,000		-	500,000	-	-	-
B	PARKS	CITY-WIDE LIGHTING AND SECURITY CAMERA		57	2,500,000		1,000,000	1,000,000	500,000	-	-
B	LIBRARY	DECORATIVE MASONRY TRIM REPAIR/REPLACEMENT		57	4,000,000		-	4,000,000	-	-	-
B	IT	DESKTOP/LAPTOP REPLACEMENT (ONGOING)	P	57	100,000	PAY-GO FY15	20,000	20,000	20,000	20,000	20,000
B	PARKS	FOREST PARK COMFORT SHELTER/DROP-IN CENTER		57	1,200,000		1,200,000	-	-	-	-
B	FACILITIES	GERENA SCHOOL - 'C' TUNNEL AND RAILROAD BRIDGE		57	2,500,000		1,000,000	1,500,000	-	-	-
B	PARKS	GREENLEAF PARK TRAFFIC SIGNAL		57	120,000		120,000	-	-	-	-
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)		57	10,000		10,000	-	-	-	-
B	PARKS	LOON POND BEACH		57	500,000		300,000	100,000	100,000	-	-
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING		57	125,000		125,000	-	-	-	-
B	DPW	REPLACEMENT OF VEHICLES/EQUIP. - ENTERPRISE FUND		57	2,730,911		944,440	770,996	1,015,475	-	-
B	LIBRARY	TERRACOTTA ROOF AND GUTTER SYSTEM REPLACEMENT		57	1,500,000		1,500,000	-	-	-	-
B	DISPATCH	CONSOLIDATED DISPATCH BUILDING W/EQUIPMENT		56	10,000,000		10,000,000	-	-	-	-
B	FACILITIES	DORMAN - ELECTRICAL UPGRADES		56	225,000		-	225,000	-	-	-
B	DCAC	FOREST PARK - AQUATIC GARDENS AND FERN GROVE RESTORATION		56	1,200,000		1,000,000	200,000	-	-	-
B	DCAC	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION		56	750,000		100,000	650,000	-	-	-
B	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA		56	1,000,000		-	1,000,000	-	-	-
B	FACILITIES	MAGAWISKA GROVE		56	1,000,000		250,000	750,000	-	-	-

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Priority	Department	Project Summary	Partial/ Funded	Total Estimate	Total Cost FY16-FY20	Funding Sources	2016	2017	2018	2019	2020
B	FACILITIES	MUNICIPAL GROUP BRICK REGROUT		55	1,000,000		-	1,000,000	-		
B	FACILITIES	SCHOOL-WIDE PROPERTY CONDITION ASSESSMENTS		55	150,000		50,000	100,000			
B	FACILITIES	SPS BERKSHIRE - WINDOWS AND DOORS REPLACEMENT		55	750,000	MSBA SOI FY15	650,000	100,000	-	-	
B	PARKS	TENNIS COURTS - CITYWIDE		55	1,500,000		1,500,000				
B	FACILITIES	WASHINGTON - FLOOR TILE REPLACEMENT		55	500,000		500,000	-	-	-	
B	PARKS	SOUTH BRANCH PARK		55	750,000	POTENTIAL PARC GRANT	-		750,000		
B	PARKS	WATERSHOPS POND		55	1,500,000		1,500,000	-	-	-	
B	LIBRARY	CENTRAL LIBRARY - WINDOW REPLACEMENT		55	1,500,000		1,500,000	-	-	-	
B	POLICE	POLICE CRUISERS		55	525,000		525,000		-		
B	LIBRARY	FOREST PARK - EXTERIOR SECURITY SYSTEM WITH CAMERAS		55	13,000		13,000	-	-	-	
B	PARKS	RUTH ELIZABETH PARK		55	1,200,000	FUNDING FROM FEMA	1,200,000				
B	PARKS	GREENLEAF PARK		55	1,500,000		1,500,000				
B	PARKS	EMERSON WIGHT PARK - SITEWORK FOR SECC		55	500,000		500,000				
B	PARKS	CAMP STAR ANGELINA LODGE		55	1,500,000		1,500,000				
B	PARKS	CITY CEMETARIES		55	500,000		500,000				
B	PARKS	POND DREDGING - CITYWIDE		55	5,000,000		5,000,000				
Total Priority B					231,241,229		157,026,493	52,820,601	14,474,135	5,660,000	1,260,000
Priority C											
C	FACILITIES	BEAL - ELECTRICAL PANELS		54	125,000		125,000	-	-	-	
C	FACILITIES	BRUNTON - WINDOW AND DOOR REPLACEMENT		54	1,200,000	MSBA SOI FY15	1,200,000	-	-	-	
C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS		54	300,000		150,000	150,000	-	-	
C	DISPATCH	COMP AIDED DISPATCH SOFTWARE MIGRATION		54	250,000		250,000		-		
C	PARKS	CYR ARENA EQUIPMENT AND REPAIRS		54	500,000		100,000	100,000	100,000	100,000	100,000
C	FACILITIES	DEBERRY - DROP CEILING INSTALLATION PROGRAM		54	60,000		60,000	-	-	-	
C	FACILITIES	ELLS - REPLACE TILE		54	100,000		100,000	-	-	-	
C	FACILITIES	FREEDMAN - FLOOR TILE REPLACEMENT		54	125,000		125,000	-	-	-	
C	FACILITIES	GERENA SCHOOL - NEW HVAC, WATER PUMPS & SEAL WALLS		54	15,000,000	MSBA SOI FY15	15,000,000				
C	FACILITIES	GLENWOOD - BATHROOM RENOVATIONS		54	600,000		300,000	300,000	-	-	
C	FACILITIES	UPDATE SCHOOL THEATRES		54	750,000		750,000				
C	PARKS	CARRIAGE HOUSE - MAJOR REPAIRS		53	500,000		500,000		-		
C	PARKS	FRANCONIA PAVILLION	P	53	500,000		500,000		-		

Capital Improvement Plan: Fiscal Years 2016 - 2020

Priority	Department	Project Summary	Partial/ Funded	Total Bidding	Total Cost FY16-FY20	Funding Sources	2016	2017	2018	2019	2020
C	FACILITIES	KENNEDY - FLOOR TILE REPLACEMENT VCT		53	650,000		650,000	-	-	-	
C	FACILITIES	ADDITIONAL POLICE HEADQUARTERS RENOVATIONS		53	45,000,000		45,000,000				
C	PARKS	FRANCONIA EQUIPMENT STORAGE BARN		53	700,000		350,000	350,000	-		
C	PARKS	VETERANS EQUIPMENT STORAGE BARN		53	700,000		700,000				
C	ELECTIONS	NEW VOTING MACHINES		52	384,000		384,000	-	-	-	
C	FACILITIES	RELOCATE DEPT. OF HEALTH AND HUMAN SERVICES TO 1600 MAIN ST		52	1,430,000		180,000	1,250,000			
C	FIRE	RIVER RESCUE BOAT PURCHASE		52	125,000		125,000				
C	SCHOOL	TECHNOLOGY UPGRADE - DUGGAN BANDWIDTH INCREASE	P	52	877,900	SCHOOL BUDGET	583,800	294,100			
C	SCHOOL	TECHNOLOGY UPGRADE - SECOND DATA CENTER		52	TBD						
C	DPW	UPGRADING BONDI ISLAND LEACHATE SYSTEM		52	50,000		50,000				
C	PARKS	ADVANCED ENTRY SYSTEM		51	1,000,000		1,000,000				
C	FACILITIES	BEAL - BATHROOM RENOVATION		51	120,000		120,000	-	-	-	
C	FACILITIES	ELLS - BATHROOM UPGRADE		51	30,000		30,000	-	-	-	
C	PARKS	FIVE MILE POND BATH HOUSE		51	250,000		250,000				
C	FACILITIES	FREEDMAN - BATHROOM RENOVATION		51	20,000		20,000	-	-	-	
C	PARKS	KENEFICK PARK		51	2,500,000		700,000	650,000	650,000	500,000	
C	PARKS	WESSON PARK		51	350,000		175,000	175,000	-		
C	PARKS	CAMEROTA PROPERTY (FIVE MILE POND) PURCHASE		50	750,000		750,000	-	-	-	
C	ECO DEV	CHAPMAN VALVE INDUSTRIAL PROJECT	P	50	4,500,000	BOND	1,500,000	1,500,000	1,500,000	-	
C	PARKS	FORESTRY - UPDATE STREET TREE INVENTORY		50	300,000		300,000				
C	FACILITIES	BRUNTON - DROP CEILING INSTALLATION PROGRAM		49	45,000		45,000	-	-	-	
C	SCHOOL	APPLIANCES		48	25,000			25,000			
C	FACILITIES	CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)		48	2,000,000		2,000,000	-	-	-	
C	DCAC	CITY HALL - REMOVE STAINING		48	30,000		30,000	-	-	-	
C	DCAC	CITY HALL - RESTORE SCONCES ON CITY HALL AND THE CAMPANILE		48	100,000		100,000	-	-	-	
C	FACILITIES	CITY-WIDE HAZARDOUS WASTE SITE CLEANUPS		48	275,000			150,000	125,000		
C	SCHOOL	CONSERVATORY OF THE ARTS SCHOOL		48	40,000,000	SCHOOL	40,000,000				
C	POLICE	EVIDENCE RELOCATION		48	1,000,000		1,000,000				
C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE		48	15,000		15,000	-	-	-	
C	FACILITIES	SCHOOLS - PAINTING PROJECTS		48	1,386,000		462,000	462,000	462,000	-	
C	SCHOOL	WALSH BUILDING REPAIRS - REMOVE OIL TANK FROM PARKING LOT		48	15,850		15,850	-	-	-	

Capital Improvement Plan: Fiscal Years 2016 - 2020

Priority	Department	Project Summary	Partial/ Funded	Total Bidding	Total Cost FY16-FY20	Funding Sources	2016	2017	2018	2019	2020
C	PARKS	BLUNT PARK MAINTENANCE BUILDING		47	750,000		750,000		-		
C	PARKS	BLUNT PARK ROADWAY IMPROVEMENTS		47	1,500,000			1,500,000			
C	FACILITIES	SCHOOLS - CLOCKS		47	120,000		120,000	-	-	-	
C	FIRE	16 ACRES FIRE STATION REPLACEMENT		46	5,000,000		5,000,000	-	-	-	
C	PARKS	EMILY BILL BUILDING		46	150,000		-	150,000	-		
C	PARKS	GREENLEAF MAINTENANCE BARN		46	200,000		50,000	150,000	-		
C	FACILITIES	JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS		46	300,000		300,000	-	-	-	
C	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM		46	120,000		120,000	-	-	-	
C	FACILITIES	VAN SICKLE - REPLACE FLOOR AND CARPET		46	90,000		-	90,000	-	-	
C	DCAC	WALSH - PLAYGROUND		46	130,000		130,000	-	-	-	
C	PARKS	BLUNT PARK BIKEWAY/WALKWAY		45	1,500,000		-	1,500,000	-	-	
C	PARKS	MCKNIGHT TRAIL		45	5,000,000		2,000,000	1,500,000	750,000	750,000	
C	ECD DEV	PYCHON PARK RESTORATION		45	2,000,000		1,500,000	500,000	-	-	
C	PARKS	REPLACEMENT OF CITY-WIDE PLAYGROUND EQUIPMENT		45	1,200,000		1,200,000	-	-	-	
C	FACILITIES	KILEY - FLOOR TILE REPLACEMENT		44	200,000		200,000	-	-	-	
C	IT	CORE COMMUNICATION - NETWORK SWITCH AND ROUTER REPLACEMENT		45	162,000		162,000	-	-	-	
C	DISPATCH	REPLACEMENT COMPUTER WORKSTATIONS		44	25,000		-	25,000	-	-	
C	DPW	TRASH BARREL REPLACEMENTS (ONGOING)	P	44	1,200,000	DPW GF	300,000	300,000	300,000	300,000	
C	PARKS	UPGRADE SCHOOL ATHLETIC FIELDS		44	1,860,000		620,000	620,000	620,000	-	
C	FACILITIES	WHITE - INSTALL DROP CEILING		44	60,000		60,000	-	-	-	
C	PARKS	ZOO IMPROVEMENTS		43	2,000,000	MATCH FOR FUTURE GRANTS	1,400,000	600,000	-	-	
C	FIRE	ENGINE REPLACEMENT, ENGINE 1		42	670,000		670,000	-	-	-	
C	FIRE	ENGINE REPLACEMENT, ENGINE 8		42	650,000		650,000	-	-	-	
C	FACILITIES	GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS		42	2,250,000		250,000	1,500,000	500,000		
C	FACILITIES	POLICE HEADQUARTERS		42	157,000,000		157,000,000	-	-	-	
C	PARKS	TREE NURSERY		42	750,000		-	-	-	750,000	
C	PARKS	MILL POND		41	2,000,000		2,000,000	-	-	-	
C	PARKS	OPEN SPACE - CHICPEE/SPRINGFIELD LINE		41	600,000		600,000	-	-	-	
C	PARKS	VETERAN'S GOLF COURSE IMPROVEMENTS		41	3,600,000		3,600,000	-	-	-	
C	PARKS	FRANCONIA GOLF COURSE IMPROVEMENTS		41	750,000		750,000	-	-	-	
C	LIBRARY	CENTRAL LIBRARY - OUTDOOR LIFT		40	25,000		25,000	-	-	-	

Capital Improvement Plan: Fiscal Years 2016 - 2020

Priority	Department	Project Summary	Partial/ Funded	Total Bidding	Total Cost FY16-FY20	Funding Sources	2016	2017	2018	2019	2020
C	FIRE	ENGINE REPLACEMENT, ENGINE 3		40	610,000		-	610,000	-	-	
C	SCHOOL	WAREHOUSE - NEW EQUIPMENT		40	66,572		66,572				
C	FACILITIES	BRIDGE - FLOOR TILE REPLACEMENT		39	50,000		50,000	-	-	-	
C	IT	BUSINESS CONTINUITY PLAN - PHASE 3 - REGIONALIZATION		39	1,000,000		1,000,000	-	-	-	
C	PARKS	JAIME ULLOA PARK IMPROVEMENTS		39	300,000		300,000	-	-	-	
C	FACILITIES	JOHNSON - WINDOW HARDWARE		39	25,000		25,000	-	-	-	
C	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS		39	275,000		275,000	-	-	-	
C	POLICE	PLANNED OBSOLESCENCE EQUIPMENT		39	185,000		185,000		-		
C	PARKS	PYNCHON PARK RENOVATIONS		39	5,000,000		3,000,000	2,000,000			
C	PARKS	WALSH PARK		39	1,300,000		1,300,000				
C	PARKS	BASKETBALL COURT IMPROVEMENTS - CITYWIDE		38	1,500,000		300,000	300,000	300,000	300,000	300,000
C	PARKS	RIVERFRONT PARK MASTER PLAN	P	38	3,000,000	PAYGO, MGM	3,000,000	-	-	-	
C	FACILITIES	WARNER - DRYWELLS BY FRONT AND BACK		38	50,000		50,000	-	-	-	
C	FACILITIES	CITY HALL - WINDOW REPLACEMENT AND CC REPAIRS TO LEADED WINDOWS		38	1,500,000		1,500,000	-	-	-	
C	PARKS	CAMP WILDER		38	300,000		300,000				
C	PARKS	HUBBARD PARK		38	500,000		500,000				
C	PARKS	FOREST PARK MUSEUM AND COMMUNITY SPACE		38	1,500,000		1,500,000				
C	PARKS	FOREST PARK TROLLEY PAVILION		38	500,000		500,000				
C	PARKS	STONE HOUSE		38	250,000		250,000				
C	PARKS	BLUNT PARK PAVILION		38	250,000		250,000				
Total Priority C					334,662,322		309,504,222	16,751,100	5,307,000	2,700,000	400,000
Priority D											
D	LIBRARY	CENTRAL LIBRARY - REPLACE LIGHTING IN ROTUNDA		37	50,000		50,000	-	-	-	
D	PARKS	COTTAGE HILL PARK		37	1,500,000		1,500,000	-	-	-	
D	LIBRARY	EAST SPFLD - EXTERIOR SECURITY SYSTEM WITH CAMERAS		37	13,000		13,000	-	-	-	
D	IT	FIBER NETWORK EXPANSION		37	1,000,000		1,000,000				
D	PARKS	FIVE MILE POND PARK COVE DREDGING		37	1,500,000		1,500,000	-	-	-	
D	LIBRARY	LIBERTY- EXTERIOR SECURITY SYSTEM WITH CAMERAS		37	13,000		13,000	-	-	-	
D	LIBRARY	PINE POINT - EXTERIOR SECURITY SYSTEM WITH CAMERAS		37	13,000		13,000	-	-	-	
D	LIBRARY	CENTRAL LIBRARY - AIR CONDITIONING		36	1,200,000		1,200,000	-	-	-	
D	LIBRARY	CENTRAL LIBRARY - PAVE ADJACENT PARKING LOT		36	150,000		150,000	-	-	-	

Capital Improvement Plan: Fiscal Years 2016 - 2020

Priority	Department	Project Summary	Partial/ Funded	Total Bidding	Total Cost FY16-FY20	Funding Sources	2016	2017	2018	2019	2020
D	FACILITIES	DUGGAN - REPAVE PARKING LOT		36	200,000		200,000	-	-	-	-
D	LIBRARY	EAST SPFLD - WINDOW REPLACEMENT		36	65,000		65,000	-	-	-	-
D	LIBRARY	FOREST PARK - WINDOW REPLACEMENT		36	150,000		150,000	-	-	-	-
D	LIBRARY	LIBERTY - NEW PARKING LOT		36	50,000		50,000	-	-	-	-
D	LIBRARY	LIBERTY - WINDOW REPLACEMENT		36	45,000		45,000	-	-	-	-
D	POLICE	MAJOR CRIMES TRANSPORTATION (CRIME SCENE VAN)		36	100,000		100,000	-	-	-	-
D	FACILITIES	POTTENGER - REPAVE PARKING LOT/SIDEWALK		36	150,000		150,000	-	-	-	-
D	IT	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE		36	475,000		225,000	250,000	-	-	-
D	POLICE	POLICE - SHOT SPOTTER EXPANSION		35	1,092,000		764,000	164,000	164,000	-	-
D	PARKS	NEAL PARK (SOLUTIA)		35	1,200,000		-	1,200,000	-	-	-
D	FACILITIES	TALMADGE - REPAVE PARKING LOT		35	80,000		80,000	-	-	-	-
D	PARKS	VAN HORN PARK		35	3,000,000		-	-	3,000,000	-	-
D	LIBRARY	EAST SPFLD - REPLACE PHONE SYSTEM		34	5,000		5,000	-	-	-	-
D	LIBRARY	FOREST PARK - REPLACE PHONE SYSTEM		34	5,000		5,000	-	-	-	-
D	PARKS	FOREST PARK BIKE PATH		34	500,000		-	500,000	-	-	-
D	FACILITIES	HARRIS - ADD ADDITIONAL PARKING		34	100,000		-	-	100,000	-	-
D	LIBRARY	INDIAN ORCHARD - REPLACE PHONE SYSTEM		34	5,000		5,000	-	-	-	-
D	LIBRARY	LIBERTY - REPLACE PHONE SYSTEM		34	5,000		5,000	-	-	-	-
D	LIBRARY	PINE POINT - REPLACE PHONE SYSTEM		34	5,000		5,000	-	-	-	-
D	LIBRARY	SIXTEEN ACRES - REPLACE PHONE SYSTEM		34	5,000		5,000	-	-	-	-
D	FACILITIES	BOLAND - HVAC SYSTEM	P	33	18,000		18,000	-	-	-	-
D	FACILITIES	BOWLES - ADD ADDITIONAL PARKING		33	85,000		85,000	-	-	-	-
D	POLICE	COMM 1		33	300,000		300,000	-	-	-	-
D	FACILITIES	DORMAN - REPAVE PARKING LOT		33	TBD		-	-	-	-	-
D	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION		33	85,000		-	85,000	-	-	-
D	FACILITIES	PERIMETER SECURITY		33	300,000		300,000	-	-	-	-
D	LIBRARY	ALL BRANCHES - MEDIA MANAGER MACHINES		32	195,000		45,000	150,000	-	-	-
D	LIBRARY	ALL BRANCHES - RFID		32	801,000		65,110	735,890	-	-	-
D	FACILITIES	BALLUET MIDDLE - ROOF REPLACEMENT		32	TBD		-	-	-	-	-
D	LIBRARY	EAST SPFLD - BUILDING ACCESSIBILITY		32	875,000		-	875,000	-	-	-
D	FACILITIES	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD		31	100,000		100,000	-	-	-	-

Capital Improvement Plan: Fiscal Years 2016 - 2020

Priority	Department	Project Summary	Partial/ Funded	Total Estimate	Total Cost FY16-FY20	Funding Sources	2016	2017	2018	2019	2020
D	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN		31	2,000,000		-	2,000,000	-	-	-
D	LIBRARY	ALL BRANCHES - COMPUTER UPGRADES	P	30	80,000	FY15 GF	-	40,000	40,000	-	-
D	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS		30	60,000		60,000	-	-	-	-
D	LIBRARY	CENTRAL LIBRARY - 3M INTELLIGENT RETURN/SORTER SYSTEM		30	232,000		232,000	-	-	-	-
D	LIBRARY	EAST SPFLD - CENTRAL AIR CONDITIONING		30	75,000		75,000	-	-	-	-
D	LIBRARY	FOREST PARK - CENTRAL AIR CONDITIONING		30	120,000		120,000	-	-	-	-
D	LIBRARY	LIBERTY - CENTRAL AIR CONDITIONING		30	30,000		30,000	-	-	-	-
D	FACILITIES	BEAL - REPAVE PARKING LOT		28	100,000		100,000	-	-	-	-
D	FACILITIES	HOMER - REPAVE DRIVEWAY		28	80,000		80,000	-	-	-	-
D	PARKS	STEARNS SQUARE RENOVATION		28	1,200,000		1,200,000	-	-	-	-
D	PARKS	TRAIL RENOVATIONS		28	300,000		100,000	100,000	100,000	-	-
D	PARKS	WALKER GRANDSTAND RENOVATION		28	1,000,000		1,000,000	-	-	-	-
D	FACILITIES	BRIDGE - REPAVE PARKING LOT		27	180,000		180,000	-	-	-	-
D	LIBRARY	MASON SQUARE - REPAVE PARKING LOT		27	62,000		-	62,000	-	-	-
D	LIBRARY	PINE POINT - REPAVE PARKING LOT		27	35,000		-	35,000	-	-	-
D	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS		27	230,000		-	230,000	-	-	-
D	PARKS	MEADOW BROOK RAVINE RESTORATION		26	1,500,000		-	1,500,000	-	-	-
D	PARKS	FOREST PARK SIGN REPLACEMENT PROJECT		25	100,000		50,000	50,000	-	-	-
D	FACILITIES	BEAL - CLASSROOM CABINETS		23	25,000		25,000	-	-	-	-
D	FACILITIES	CHESTNUT - INTERIOR COURTYARD REPAIRS		23	45,000		45,000	-	-	-	-
D	LIBRARY	EAST FOREST PARK - NEW LIBRARY	P	23	5,000,000	PAY-GO FY14	-	5,000,000	-	-	-
D	LIBRARY	FOREST PARK - CIRCULATION DESK		23	45,000		45,000	-	-	-	-
D	PARKS	MCKNIGHT GLEN IMPROVEMENTS		23	500,000		500,000	-	-	-	-
D	PARKS	CLODO CONCEPCION COMMUNITY CENTER WATER SPRAY PARK		22	1,200,000		1,200,000	-	-	-	-
D	LIBRARY	INDIAN ORCHARD - RENOVATE BASEMENT AREA		20	75,000		-	75,000	-	-	-
D	PARKS	TREE REPLACEMENT PROGRAM		20	1,800,000		600,000	600,000	600,000	-	-
D	PARKS	TRIANGLE/TERRACE RESTORATIONS		20	1,500,000		1,500,000	-	-	-	-
D	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE		18	3,000,000		-	-	3,000,000	-	-
D	FACILITIES	CITY HALL, SYMPHONY HALL BRONZE DOORS RESTORATION		18	500,000		-	500,000	-	-	-
D	FACILITIES	PUTNAM FOOTFIELD FIELD REPLACEMENT		18	800,000		800,000	-	-	-	-
D	FACILITIES	SMALL EQUIPMENT REPLACEMENT SCHEDULE		18	500,000		100,000	100,000	100,000	100,000	100,000

Capital Improvement Plan: Fiscal Years 2016 - 2020

Priority	Department	Project Summary	Partial/ Funded	Total Estimate	Total Cost FY16-FY20	Funding Sources	2016	2017	2018	2019	2020
D	FACILITIES	SYMPHONY HALL HVAC		18	1,000,000		1,000,000				
D	FIRE	FIRE EQUIPMENT STORAGE FACILITY		18	TBD						
D	PARKS	CRAFTSMEN CORNER AND IQE JONES REALTY (FIVE MILE POND) PURCHASE		18	750,000		-	750,000	-	-	
Total Priority D					39,559,000		17,253,110	15,001,890	7,104,000	100,000	100,000
Total Cost of FY16 CAPITAL IMPROVEMENT NEEDS					798,352,639		618,269,248	129,178,256	34,785,135	11,860,000	4,260,000

APPENDIX B: CAPITAL IMPROVEMENT PROCESS

Capital Improvement Process

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

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

- Project Category
- Project Type
- 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 seven categories:

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

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

- New – The purchase, acquisition or construction of new capital, as distinct from the purchase of new capital items to replace existing capital.
- Reconstruction/Replacement – The substantial reconstruction or replacement of a capital asset, such as a street, building or a piece of capital equipment. This may entail the demolition of an existing asset or the abandonment of an asset and the construction or acquisition of a new asset to replace it.

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

Capital Improvement Committee - The Capital Improvement Committee is responsible for identifying and prioritizing the City’s needs and coordinating them with the operating budget. The Committee is comprised of the Chief Administrative and Finance Officer, the Director of Finance, the Director of Public Works, the Director of Parks, Buildings and Recreation, the Director of the City’s Capital Asset Construction Department and the Director of Economic Development and Planning for the City and a representative of the City Council. Any member who has an interest in any item before the committee must recuse him or herself from deliberations on that item. For the FY16 planning process the Committee members included:

- Chief Administrative and Financial Officer – Timothy J Plante
- Budget Director – Jennifer Winkler
- 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 – Kateri Walsh
- Deputy Director of Economic Development – Brian Connors
- Capital Improvement Analyst – Lindsay Hackett

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

Criteria - Each project is ranked on six criteria:

- Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are their funding sources other than the general fund for this project?
- Legal obligations – Does the project improve compliance with federal law, state law, or local ordinance?
- Impacts on service to the public - Will residents receive better service if the project is conducted? Will it address a public health, safety, accreditation or maintenance need?
- Urgency of maintenance needs - Is the asset currently broken and in need of immediate replacement?
- Prior phases - If the project is a multiyear project, have prior phases been previously conducted?
- Department priority – What priority does the department place on the projects based on the departmental mission, goals and objectives.

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

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

APPENDIX C: RATING CRITERIA

CRITERIA A- OVERALL FISCAL IMPACT

Weight: 4

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

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

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

Illustrative Ratings:

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

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

CRITERIA B- LEGAL OBLIGATIONS AND COMPLIANCE

Weight: 4

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

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

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

Illustrative Ratings:

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

CRITERIA C-IMPACT ON SERVICE TO THE PUBLIC

Weight: 3

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

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

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

Illustrative Ratings:

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

CRITERIA D- URGENCY OF MAINTENANCE NEEDS

Weight: 3

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

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

- A. Whether a service is currently interrupted.
- B. Whether the project as requested will result in full restoration of an interrupted service.

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

Illustrative Ratings:

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

CRITERIA E - PRIOR PHASES

Weight: 2

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

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

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

Illustrative Ratings:

- 5 - All but the final phase has been fully funded.
- 4 - Multiple phases have been fully funded.
- 3 - Multiple phases have been partially funded.
- 2 - The first phase has been fully funded.
- 1 - The first phase has been partially funded.
- 0 - No prior phases have been funded or partially funded.

CRITERIA F – DEPARTMENTAL PRIORITY

Weight: 2

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

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

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

Illustrative Ratings:

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