



Fiscal Years 2012-2016 Capital Improvement Plan

City of Springfield, Massachusetts



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INTRODUCTION

March 30, 2011

Mayor Domenic Sarno and Members of the City Council:

As the City's Chief Administrative and Financial Officer, I am pleased to present the City's five year Capital Improvement Plan for Fiscal Years 2012-2016. As dictated by Chapter 468 of the Acts of 2008, the CAFO is required to submit a five year capital plan to the Mayor and City Council no later than March 30th of each fiscal year. This document will be updated annually and will continue to be an evolving look at the City of Springfield.

This plan provides a detailed view of the capital needs within the City of Springfield. The total amount for the capital plan is \$351.7 million from Fiscal Year 2012-2016. One of the City's top priorities with this plan is to address projects that have been deferred due to lack of funding. These projects include City and School facilities projects, vehicle replacements, and infrastructure improvement. The Capital Improvement Plan also offers capital policy decisions to be implemented in the future.

The City's projected Fiscal Year 2012 capital budget is still to be determined and will be evaluated based on the coming year's overall budgetary needs. This document should be viewed as a planning tool for the City's leadership and will be subject to change based upon the availability of funds.

I look forward to your feedback and to working with the City Departments on these important projects.

Sincerely,

Lee C. Erdmann
Chief Administrative and Financial Officer



CAPITAL PLAN OVERVIEW

The City of Springfield's \$351.7 million five-year Capital Improvement Plan is an investment program for the City's future. 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. The Capital 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.

The CIP documents detail major spending for equipment and construction 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." Projects and assets that do not meet both of these requirements shall be considered operating expenses and shall be included in the operating budget."

Annually, 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 are the projects with the highest return on investment for the taxpayers of Springfield.

The Finance Department oversees the financial aspects of each capital project, maintains a record of the expenses for each project and reports the information in periodic financial reports. The City's Capital Asset Construction Department is responsible for the management oversight of most maintenance, construction, major renovation, and repair projects. The City's Facilities Management Department also plays an integral role in capital projects by providing routine maintenance, repair and renovations to the City's facilities.

In order to understand specific projects within the plan it is important to understand the context of the City's capital improvement review process. In prior years, the City did not have a system in place to capture all capital project requests and needs from each department or a process for evaluating requested projects for approval. There was also no rating or prioritization system in place to evaluate all requests and make decisions based on a set of criteria. As a result the City may not have been aware of the true capital need or deferred maintenance of the City's assets.

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 be able to evaluate all department requests and to 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.

Since the scope of the capital plan is limited to affordability, the City continues to have a significant capital need. Over the years many projects on buildings and roads were deferred due to budgetary issues. While financial shortcomings will always be an issue within City government, the CIP allows the City to better plan for when projects need to be completed or when replacement equipment needs to be purchased. The following are ideas and policy decisions that can be used to help the City fund some of the CIP:

- 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 projects (such as the ESCO project). 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 capital funds – The pay-as-you-go capital account was established in the financial ordinances in order to fund smaller capital projects through the annual operating budget. The City must fund those projects that move the City's strategic goals forward (the strategic goals of the City can be found in the Multi-Year Financial Plan).
- 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.
- Complete more master plans for potential building projects – By funding property condition assessments for school buildings, the City can be strategic in the way which projects need to be funded. Because of this, funds would not be put toward a school for a normal renovation or repair when the entire building should be renovated or even replaced.
- Enter in to a lease program for vehicles and computer equipment – Develop a program that cost effectively allows the City to update vehicle and computer equipment on a scheduled basis.
- Use reserves for certain one-time capital projects.
- Increase the amount of pay-as-you-go capital – Determine how much can be afforded through the operating budget for pay go projects in order to fund small projects and routine maintenance on City assets
- Increase the frequency of asset inventory – By regularly taking inventory of City assets, the need for certain pieces of small equipment for replacement can be determined. It also ensures that departments are properly storing and maintaining the important tools that are integral for their operations.
- Use of unexpended capital funds – Starting in Fiscal Year 2009, the Finance Department began compiling a list of projects funded by bond proceeds since 1980 in an effort to find if there were proceeds that were unexpended. Due to this exercise, the City was able to certify the existence of unexpended funds and the Finance Control Board voted to use



those funds for other projects while following bond proceed laws. The City should not only continue to monitor bonded projects, but should also be vigilant in capturing the funds from projects that used non-borrowed funds.

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



CAPITAL IMPROVEMENT PROCESS

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

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

- Project Category
- Project Type
- Priority placed by Requesting Department
- Estimated Project Cost
- Proposed Funding Sources
- Project Description
- Project Urgency
- Project Benefits
- Fiscal Impact
- Legal Obligations
- Public Service Impact
- Description of the Project's Prior Phases Completed

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

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

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

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



- Reconstruction/Replacement – The substantial reconstruction or replacement of a capital asset, such as a street, building or a piece of capital equipment. This may entail the demolition of an existing asset or the abandonment of an asset and the construction or acquisition of a new asset to replace it.
- Demolition – This includes commercial and residential building demolition.
- Major Repair/Renovation – Large-scale renovations and repairs to capital assets, such as building system replacements, equipment overhauls and other items intended to extend the useful life of an existing capital asset.
- Repair – Smaller scale capital repairs that extend the useful life of a capital asset.

Capital Improvement Committee - The Capital Improvement Committee is responsible for identifying and prioritizing the City's needs and coordinating them with the operating budget. The Committee is comprised of the Chief Administrative and Finance Officer, Finance 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 FY12 planning process the Committee members included:

- CAFO – Lee C. Erdmann
- Finance Director – TJ Plante
- Public Works Director – Al Chwalek
- PBRM Director – Pat Sullivan
- Capital Asset Construction Director – Rita Coppola
- Planning and Economic Development Director – John Judge
- City Council Representative – Michael Fenton

The Capital Improvement Committee reviews each submission and conducts project hearings with departments. 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?
- Impact 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 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.



REVIEW: FY11 CAPITAL BUDGET

During FY11, no new debt was issued however existing debt has been used to complete projects as well as Pay-As-You-Go capital funds appropriated in the operating budget were used to complete some priority needs.

The Department of Public Works (DPW) continues to make investments to make the City's trash collection more efficient. In FY11, the full roll-out of the single stream recycling program was completed with the purchase of 90 gallon blue recycling barrels for all City households. Used for all recycling needs, the large blue barrels encourage more recycling which reduces and regular trash and in turn the costs associated with regular trash disposal. In addition, the City invested in the 5 year lease of 4 Semi-Automated trash trucks to maintain an updated fleet of trash vehicles.

DPW is also working with the Department of Capital Asset Construction (DCAC) on specific road projects that are emergency needs. The first is the entrance to the Greenleaf Center on Parker Street which requires certain changes to make entering and exiting the facility safer to residents. The project includes removing the entrance island, cutting back trees for better visibility, eliminating the entrance ramp and eliminating left turn access to the facility. In addition, DPW and DCAC are working to address an emergency need in the area of Tiffany and Dickinson Streets where a wash out has occurred near the Dingle Brook. This project will study the area, model potential drainage options, study the success of those options and prepare recommendations for a more permanent solution to the drainage issue.

DCAC has been working on other capital projects including stabilizing the handicap entrance to Symphony Hall where there is a large vault that has served as an air intake for the HVAC system to the Hall. The vault area is no longer used as an air intake because the HVAC system has since been updated. The sidewalk in that area is supported by steel I-Beams. Over the years those I-Beams have deteriorated to the point where they have been declared structurally deficient by an engineer. This project will ensure that the sidewalk does not collapse. In addition, DCAC will be conducting property condition assessments of 5 under performing schools to understand the future capital need of these facilities from the roof to the basement.

DCAC is also working with Baystate Medical Center to renovate an existing space on the 1st floor of the Neighborhood Health Center to create an Adolescent Clinic and install necessary medical and equipment specific to the needs of adolescents. Investments from the City and Baystate will support this project needed to provide services to adolescents in the area.

The City's Information Technology Department along with its Payroll Department completed a project to transition from the ADP time and attendance system to the Kronos time and attendance system which will save the City over \$200K annually in professional services costs. The project is complete and transition to the new system had little effect on the day to day operations of employees utilizing it.



The City has remaining Pay-As-You-Go capital funds that will be used to complete capital planning work later this fiscal year and into next year based on priority need.

Department	FY11 Funded Projects	Amount	Source
DPW	Purchase of Semi-Automated Trucks	439,172	Pay-Go
DPW	Purchase of Recycling Barrels	1,275,316	Pay-Go
ITD	Kronos	126,000	Pay-Go
DPW/DCAC	Tiffany/Dickinson Streets Study	26,000	Pay-Go
DPW/DCAC	Greenleaf Entrance	30,000	Pay-Go
DCAC	Symphony Hall Vault	40,000	Pay-Go
HHS	Adolescent Clinic	200,000	Pay-Go
DCAC	5 School Property Condition Assessments	75,000	Pay-Go
Total Funded		2,211,487	



PROPOSED FY12 CAPITAL BUDGET

In September of 2010, the Capital Improvement Committee convened its first planning meeting to evaluate project submissions, meet with departments on requests and to validate the scores given to projects that drives the prioritization of the requests. Based on this meeting a list of priority projects was developed that will be reviewed by the Committee when funding is available to address some of the needs. Below is a list of the “Priority A” projects or those projects with the highest scores based on the Committee’s evaluation. Options for funding these priorities will include:

- Use of FY11 Pay-As-You-Go Capital funds
- Use of FY12 Pay-As-You-Go Capital funds
- FY12 bond issuance / Bond Anticipation Notes Issuance
- Grants funds

At the present time, the City is not expecting to issue additional debt for FY11 based on the debt affordability analysis conducted in October of 2010 and included in Appendix D of this document. However, the City will aggressively pursue other sources and continues to examine the feasibility of selling Bond Anticipation Notes (BANs) or internally financing critical projects for the next year or two until the City is in a better position to sell bonds.

Springfield Capital Improvement Plan - Priority A							
Department	Project	FY12	FY13	FY14	FY15	FY16	Total
Facilities	CITY HALL - BOILER PLANT	750,000	625,000	625,000	-	-	2,000,000
DCAC	CITY DAMS	600,000	600,000	1,100,000	450,000	250,000	3,000,000
DCAC	CAMPANILE RESTORATION	850,000	8,000,000	5,000,000	2,000,000	-	15,850,000
Housing	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Facilities	SCHOOLS - SAFETYCAMERAS	-	3,500,000	-	-	-	3,500,000
DCAC	FOREST PARK ZOO DRAINAGE REPAIR	350,000	-	-	-	-	350,000
DCAC	SWAN POND DAM	300,000	-	-	-	-	300,000
DCAC	EMERSON WIGHT PARK	300,000	-	-	-	-	300,000
DPW	ARTERIAL ROAD CONSTRUCTION	3,000,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000
DPW	SIDEWALK CONSTRUCTION	1,000,000	500,000	500,000	500,000	500,000	3,000,000
DPW	PRIVATE WAYS CONSTRUCTION	1,000,000	500,000	500,000	500,000	500,000	3,000,000
DPW	PUBLIC RESIDENTIAL STREETS	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Police	50 EAST STREET	350,000	2,500,000	-	-	-	2,850,000
DCAC	GREENLEAF ROAD RECONSTRUCTION FOREST PARK	400,000	-	-	-	-	400,000
Parks	VAN HORN DAM	1,100,000	-	-	-	-	1,100,000
Schools	SCHOOL TECHNOLOGY	-	7,000,000	6,000,000	-	-	13,000,000
DCAC	POLICE STATION ELECTRICAL UPGRADES PHASE III	-	400,000	-	-	-	400,000
DCAC	REPAIRS TO LEADED WINDOWS IN CITY HALL	-	60,000	-	-	-	60,000
Facilities	PROPERTY CONDITION ASSESSMENT - SCHOOLS	750,000	570,000	-	-	-	1,320,000
Facilities	SCHOOLS - OIL TANK REMOVAL	3,500,000	8,000,000	-	-	-	11,500,000
DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	200,000	200,000	200,000	200,000	200,000	1,000,000
Economic Development	COURT SQUARE REDEVELOPMENT	150,000	5,000,000	-	-	-	5,150,000
Schools	SECURITY CAMERAS AND EQUIPMENT	-	-	-	-	-	-
DCAC	RESTORE SCONCES ON CITY HALL AND THE CAMPANILE	-	60,000	-	-	-	60,000
DCAC	REMOVE STAINING ON MUNICIPAL COMPLEX	20,000	-	-	-	-	20,000
Facilities	SPRINGFIELD MUNICIPAL GROUP - CITY HALL	-	2,600,000	-	-	-	2,600,000
DCAC	DESIGN FOR RESTORATION OF CITY HALL WINDOWS	130,000	-	-	-	-	130,000
DPW	REPLACEMENT EQUIPMENT - VARIOUS DEPARTMENTS	1,000,000	990,000	600,000	600,000	-	3,190,000
City Clerk	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS	-	65,275	-	-	-	65,275
Facilities	ESCO PHASE 2	15,000,000	-	-	-	-	15,000,000
DCAC	AQUATIC GARDENS AND FERN GROVE RESTORATION	-	500,000	200,000	-	-	700,000
DCAC	PECOUSIC BROOK RESTORATION	-	250,000	-	-	-	250,000
Police	911 Center Upgrade	150,000	-	-	-	-	150,000
Facilities	SENIOR CENTER DESIGN PHASE	90,000	-	-	-	-	90,000
ITD	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE	250,000	250,000	-	-	-	500,000
Police	RADIO UPGRADES	130,000	-	-	-	-	130,000
DPW	VEHICLE AND EQUIPMENT STORAGE	2,500,000	-	-	-	-	2,500,000
ITD	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	1,200,000	-	-	-	-	1,200,000
Fire	ROOF, WINDOWS AND DOORS (IO, MASON SQUARE, N MAIN)	-	180,000	-	-	-	180,000
Parks	PORTER LAKE SKATE HOUSE	2,200,000	-	-	-	-	2,200,000
DPW	DICKINSON/TIFFANY STREETS WASH OUT	450,000	-	-	-	-	450,000
Priority A Total		40,720,000	45,850,275	18,225,000	7,750,000	4,950,000	117,495,275

A brief description of each project is included below.



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Department of Public Works	PROJECT	Description
Facilities Management	CITY HALL - BOILER PLANT	THIS PROJECT INCLUDES FUNDS TO REPAIR THE ROOF IN THE FIRST YEAR, WITH THE REMAINDER OF THE REPAIR AND REPLACEMENT OF THE BOILER SYSTEM WILL TAKE PLACE IN THE OUT YEARS OF THIS PROJECT.
DCAC	CITY DAMS	THIS PROJECT INCLUDES PHASE I ANALYSIS AND REPORTS FOR ALL CITY OWNED DAMS AS WELL AS PHASE II ENGINEERING EVALUATIONS, PERMITTING, DESIGN AND REHABILITATION. INVENTORY IS AS FOLLOWS; LOWER VAN HORN RESERVOIR DAM, UPPER VAN HORN RESERVOIR DAM, MILL POND
DCAC	CAMPANILE RESTORATION	THIS PROJECT WILL REPAIR EXTERIOR FAILURES, REPLACE CLOCK WORKINGS AND POSITION CLOCK MECHANISM ON GROUND FLOOR FOR VIEWING.
Housing and Neighborhood Services	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	THIS PROJECT IS AN ANNUAL REQUEST THAT FUNDS DEMOLITIONS OF ABANDONED/BLIGHTED AND HAZARDOUS BUILDINGS THROUGHOUT THE CITY, THAT ARE BOTH PUBLICLY AND PRIVATELY OWNED.
Facilities Management	SCHOOLS - SAFETYCAMERAS	THIS PROJEC FUNDS SECURITY CAMERAS AT THE SCHOOLS.
DCAC	FOREST PARK ZOO DRAINAGE REPAIR	THIS SYSTEM WILL ALSO ALLOW THE WATER FROM THE ZOO DUCK POND TO BE DRAINED INTO THE SEPTIC TANK AS IT ALSO CONTAINS FECAL MATTER. IN ADDITION, THE CURRENT DETENTION BASIN WILL BE ELIMINATED AND A NEW STRUCTURE INSTALLED TO COLLECT ALL THE RUNOFF CURRENTL
DCAC	SWAN POND DAM	THIS PROJECT, ON THE WEST SIDE OF MAIN GREETING ROAD (THE MAIN ENTRANCE ROAD TO FOREST PARK) WILL ADDRESS SOME SLOPE EROSION HAS BEEN NOTICED. IN THE PAST YEAR A MARKED INCREASE IN THE EROSION HAS LED TO THE EROSION MOVING TOWARDS AND CLOSER TO MAIN GREETING ROAD.
DCAC	EMERSON WIGHT PARK	THIS PROJECT IS A PART OF THE SOUTH END URBAN RENEWAL. THIS PROJECT WILL ENLARGE THE NEIGHBORHOOD PARK THROUGH ACQUISITIONS OF RESIDENTIAL AREAS. THE ARTICLE 97 PROCESS MUST BE ADHERED TO WITH REGARD TO POTENTIAL LAND SWAPPING.
Department of Public Works	ARTERIAL ROAD CONSTRUCTION	THIS FUNDING IS FOR ARTERIAL ROAD CONSTRUCTION.
Department of Public Works	SIDEWALK CONSTRUCTION	THIS FUNDING IS FOR SIDEWALK CONSTRUCTION.
Department of Public Works	PRIVATE WAYS CONSTRUCTION	THIS FUNDING IS FOR PRIVATE WAYS CONSTRUCTION.
Department of Public Works	PUBLIC RESIDENTIAL STREETS	THIS FUNDING IS FOR PUBLIC RESIDENTIAL STREETS.
Police Department	50 EAST STREET	THIS PROJECT IS WILL ALLOW THE SPD TO OCCUPY AND UTILIZED THE SPACE KNOW AS 50 EAST STREET, THAT IS CURRENTLY BE VACATED BY THE ARMY RESERVE.
DCAC	GREENLEAF ROAD RECONSTRUCTION FOREST PARK	GREENLEAF ROAD WILL BE FULLY RECONSTRUCTED DUE TO SEVERE EROSION THAT HAS DESTROYED MUCH OF THE CURRENT ROADWAY. THIS PROJECT'S SCOPE INCLUDES NARROWING THE ROAD TO ONLY ALLOW MAINTENANCE AND EMERGENCY VEHICLE ACCESS, INSTALLING EROSION CONTROL AND DRAINAGE.



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Department of Public Works	PROJECT	Description
Park Department	VAN HORN PARK LOWER DAM	THIS PROJECT WILL CORRECT THE DEFICIENCIES OF VAN HORN DAM, WHICH CONSIST OF VEGETATION REMOVAL, GRUBBING OF DAM, FILL AND REGRADE DAM SURVACES, REPAIR LOW LEVEL OUTLET FROM UPPER POND, REPLACE CONCRETE CHANNEL, REPLACE CHAIN LINK FENCING, AND REMOVE DEBRIS.
Schools	SCHOOL TECHNOLOGY	THIS PROJECT INCLUDES VARIOUS TECHNOLOGY UPGRADES INCLUDING TEACHER LAPTOPS, DESKTOP COMPUTERS, STUDENT RESPONSE SYSTEM CLICKERS, BLADE SERVERS WITH VM WARE, AND SERVER 2008 UPGRADE.
DCAC	POLICE STATION ELECTRICAL UPGRADES PHASE III	THIS PROJECT REPLACES EXISTING GENERATOR WITH A LARGER LOAD CAPACITY GENERATOR. INSTALLS DISTRIBUTION PANELS THROUGHOUT THE POLICE STATION. CORRECTS CURRENT CODE ISSUES.
Facilities Management	PROPERTY CONDITION ASSESSMENT - SCHOOLS	THIS PROJECT IS FOR PROPERTY CONDITION ASSESSMENTS PREPARED WITH A FOCUS ON BOTH THE IMMEDIATE AND LONG TERM NEEDS OF A PROPERTY, INCLUDING ESTIMATED COSTS FOR REPAIR, REPLACEMENT OR SIGNIFICANT RENOVATIONS.
DCAC	REPAIRS TO LEADED WINDOWS IN CITY HALL	THIS PROJECT WOULD REPAIR THE DECORATIVE LEADED GLASS WINDOWS LOCATED IN THE MAIN STAIRCASE IN CITY HALL. THESE WINDOWS ARE CURRENTLY INOPERABLE AND IN NEED OF RESTORATION.
Facilities Management	SCHOOLS - OIL TANK REMOVAL	THESE FUNDS ARE FOR OIL TANK REMOVAL FOR DIFFERENT SCHOOLS INCLUDING BALLIET, BEAL, BOWLES, BRIGHTWOOD, BROOKINGS, BRUNTON, COMMERCE HS, DEBERRY, DORMAN, DRYDEN, DUGGAN.
Department of Public Works	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	THIS PROJECT INCLUDES INSPECTION, MAINTENANCE AND REPAIRS TO CITY OWNED BRIDGES.
Office of Planning and Economic Development	COURT SQUARE REDEVELOPMENT	THE COURT SQUARE REDEVELOPMENT PROJECT ENCOMPASSES THE REDEVELOPMENT OF 13-31 ELM STREET AND 3-7 ELM STREET. THESE PROPERTIES ARE AT THE CORE OF DOWNTOWN ON COURT SQUARE PARK, JUST ACROSS FROM THE MUNICIPAL GROUP AND OLD FIRST CHURCH.
DCAC	RESTORE SCONCES ON CITY HALL AND THE CAMPANILE	THIS PROJECT WOULD ENTAIL REMOVING THE SCONCES FROM THE CAMPANILE AND CITY HALL, RESTORING THEM AND PLACING A PATINA ON THE METAL. THE LIGHTING SYSTEM IN THE SCONCES WOULD BE REPLACED AND REWIRED TO IMPROVE EFFICIENCY.
DCAC	REMOVE STAINING ON MUNICIPAL COMPLEX	THIS PROJECT WOULD RESULT IN THE REMOVAL OF ANY STAINING ON THE MUNICIPAL COMPLEX BUILDINGS DUE TO OXIDIZATION CAUSED BY THE WALL SCONCES. THE LIMESTONE FACADE IS BADLY DAMAGED FROM THIS STAINING.
Facilities Management	SPRINGFIELD MUNICIPAL GROUP - CITY HALL	THIS PROJECT INCLUDES WORK ON CITY HALL. A SEPERATE ENTRY HAS BEEN DONE FOR SYMPHONY HALL.
DCAC	DESIGN FOR RESTORATION OF CITY HALL WINDOWS	THIS PROJECT'S SCOPE WOULD ADDRESS THE CURRENT PAINT FAILURE ON THE SASHES AND FRAMES OF THE WINDOWS OF CITY HALL. AN ARCHITECT WOULD PRODUCE A SET OF CONSTRUCTION DOCUMENTS THAT WOULD ALLOW FOR A CONTRACTOR TO RESTORE THE WINDOWS.
Department of Public Works	REPLACEMENT EQUIPMENT - VARIOUS DEPARTMENTS	THIS PROJECT REPLACEMES VEHICLES FOR VARIOUS CITY DEPARTMENTS. THIS CITY IS ALSO CONSIDERING A SEPARATE VEHICLE FUND TO ADDRESS VEHICLE REPLACEMENT NEEDS.
City Clerk's Office	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS	THIS PROJECT INCREASES THE CITY CLERK'S VAULT STORGAE CAPACITY AND REDUCE THE STORAGE FOOTPRINT FOR BIRTH, MARRIAGES, DEATHS AND OTHER RECORDS REQUIRED TO BE KEPT AS ORIGINALS BY CITY CLERK'S OFFICE.



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Department of Public Works	PROJECT	Description
Facilities Management	ESCO PHASE 2	THIS IS PART 2 OF THE THREE PHASE ESCO PROJECT. THE THIRD PHASE WILL IS ALSO PROJECTED TO COST AN ADDITIONAL 15 MILLION.
DCAC	AQUATIC GARDENS AND FERN GROVE RESTORATION	THIS PROJECT RESTORES AQUATIC GARDEN AND FERN GROVE, FOREST PARK, INCLUDING NEW POND EDGING TO STABILIZE BANKS, INSTALLATION OF NEW PICNIC TABLES, PEDESTRIAN BENCHES, TRASH RECEPTACLES AND LANDSCAPING.
DCAC	PECOUSIC BROOK RESTORATION	THIS PROJECT COMPLETES BANK STABILIZATION OF PECOUSIC BROOK, FOREST PARK. THIS AREA OF THE PARK IS IN SORE NEED OF IMPROVEMENT, AS THE BANKS OF THE BROOK ARE BADLY DETERIORATING THEREBY CAUSING SERIOUS SAFETY SITUATIONS FOR PARK PATRONS.
Police Department	911 CENTER UPGRADE	THIS PROJECT IS WILL UPGRADE THE CITY'S 911 CENTER.
Facilities Management	NEW SENIOR CENTER	THIS FUNDING IS FOR THE DESIGN PHASE OF THE NEW SENIOR CENTER IN BLUNT PARK. THE BUILDING WILL HAVE THE CAPACITY FOR AND NOT LIMITED TO THE FOLLOWING PROGRAMS; SERVE DAILY MEAL PROGRAM, EXERCISE PROGRAMS, COMPUTER, CRAFT/WOODWORKING/CERAMICS, MUSIC, CULINARY, CONFERENCE/WELLNESS ROOM.
Information Technology	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE	THIS PROJECT TO PROVIDE FOR SCANNING OF PAPER RECORDS IN DEPARTMENTS ACROSS THE CITY (CLERKS, ASSESSORS, AUDITORS, LAW ETC).
Police Department	RADIO UPGRADES	THIS PROJECT IS A RADIO UPGRADE AND UPDATE OF THE CURRENT CH1 AND CH2 "VOTING SYSTEM. THE PRESENT SYSTEM IS 22 YEARS OLD AND IS BREAKING DOWN WITH MORE FREQUENCY, IT IS ALSO BECOMING HARDER TO GET REPLACEMENT PARTS.
Department of Public Works	VEHICLE AND EQUIPMENT STORAGE	THIS PROJECT IS FOR INSIDE STORAGE OF DPW EQUIPMENT/VEHICLES AND VARIOUS CITY DEPARTMENT VEHICLES.
Information Technology	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	THIS PROJECT IS AN EFFORT TO REDUCE THE CIYT'S MONTHLY TELECOMMUNICATIONS COSTS.
Fire Department	ROOF, WINDOWS AND DOORS (IO, MASON SQUARE, HQ BLD)	THIS PROJECT FOR FIRE STATIONS REPLACES WINDOWS AND DOORS- INDIAN ORCHARD (ODESSA STATION), WINDOWS- MASON SQUARE FIRE STATION AND HQ-WINDOWS, DOORS.
Department of Public Works	DICKINSON / TIFFANY STREETS WASH OUT	THIS PROJECT ADDRESSES AN EMERGENCY REPAIR NEED ON DICKINSON STREET RELATED TO A WASH OUT THAT OCCURREDEARLIER THIS YEAR.
Park Department	PORTER LAKE SKATE HOUSE	THIS PROJECT UPDATES THE ENTIRE BUILDING TO COMPLY WITH HANDICAP ACCESSIBILITY REQUIREMENTS; ENLARGE RESTROOMS; INSTALL GRINDER PUMP, IMPROVE PEDESTRIAN WALKWAYS, SITTING AREAS, LANDSCAPING, LIGHTING, AND PERFORM BANK STABILIZATION.

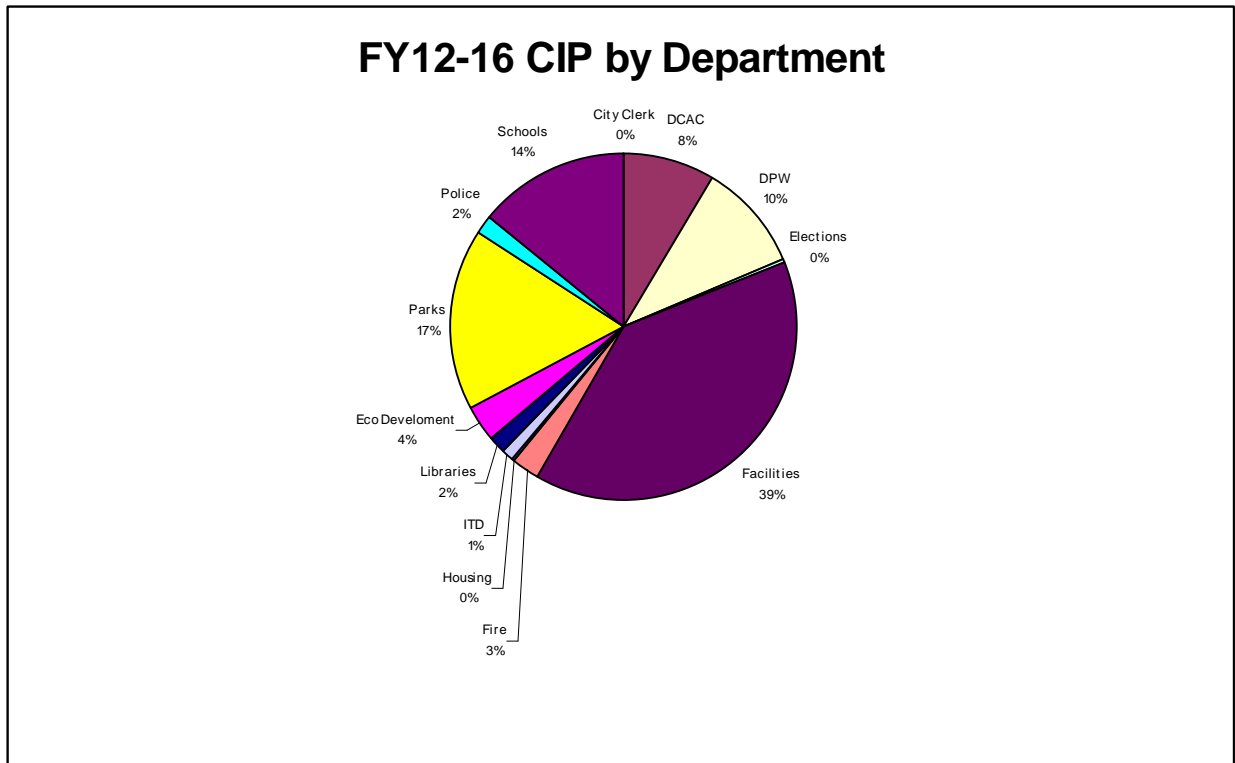
Based on the funds available through a future decision to bond, issue BANs or utilize Pay-Go Capital funds or grants, projects will be selected from this list to complete.



FY12 THROUGH FY16 CAPITAL IMPROVEMENT PLAN

The City currently has a \$351.7 million capital liability from FY12 through FY16. This can be seen as a direct result of years of deferred maintenance to facilities, infrastructure, and equipment.

CIP Requests by Department – The following chart illustrates the CIP requests by the requesting Department. Also included below is a brief description of the major departmental needs and a chart including the dollar total of the requests.

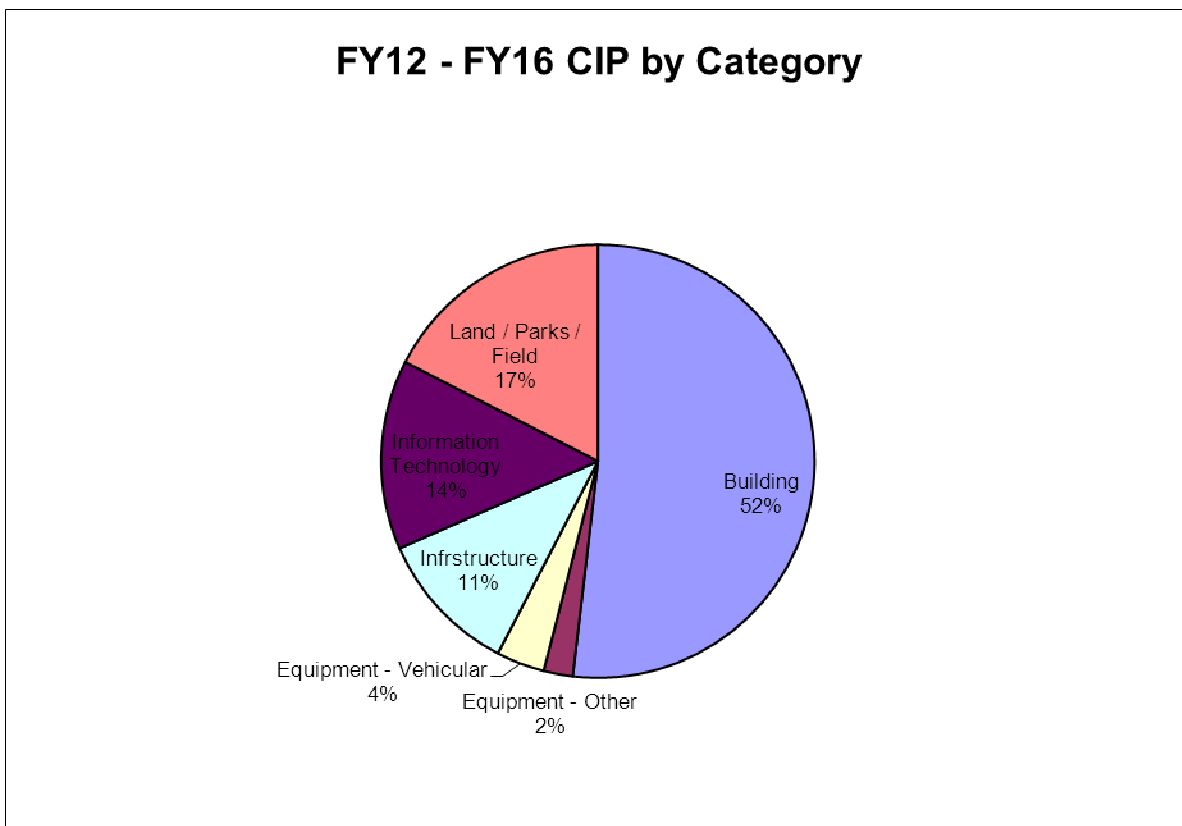


The Facilities Department represents 38.6% of the total projects consisting mainly of School Statement of Interest projects. Because of this, the property condition assessments being competed this fiscal year will aid in prioritizing the needs of school projects. The Parks Department represents 17% of the submitted projects which includes the rehabilitation of parks, golf courses, dams and other quality of life needs. The School Department represents 14.4% of the submitted needs mainly related to technology including cameras and other IT equipment. DPW represents 10.4% of the need in the areas of solid waste needs, vehicle storage and road resurfacing and side walk repair. These 4 departments represent 80% of the City’s total capital need.



Department	% of Total	Total - FY12-FY16
City Clerk	0.0%	65,275
DCAC	8.6%	30,187,000
DPW	10.5%	36,956,000
Elections	0.1%	384,000
Facilities	38.6%	135,601,313
Fire	2.5%	8,952,000
Housing	0.4%	1,500,000
ITD	1.1%	3,814,600
Libraries	1.6%	5,513,000
Eco Develoment	3.6%	12,689,000
Parks	17.0%	59,680,000
Police	1.7%	5,900,000
Schools	14.4%	50,497,004
TOTAL	100.0%	351,739,192

CIP Requests by Category – The following chart illustrates the CIP requests by category. The categories used to distinguish projects include Building, Infrastructure, Equipment, Land, and Technology and are defined in the “Capital Improvement Process” section of this document.

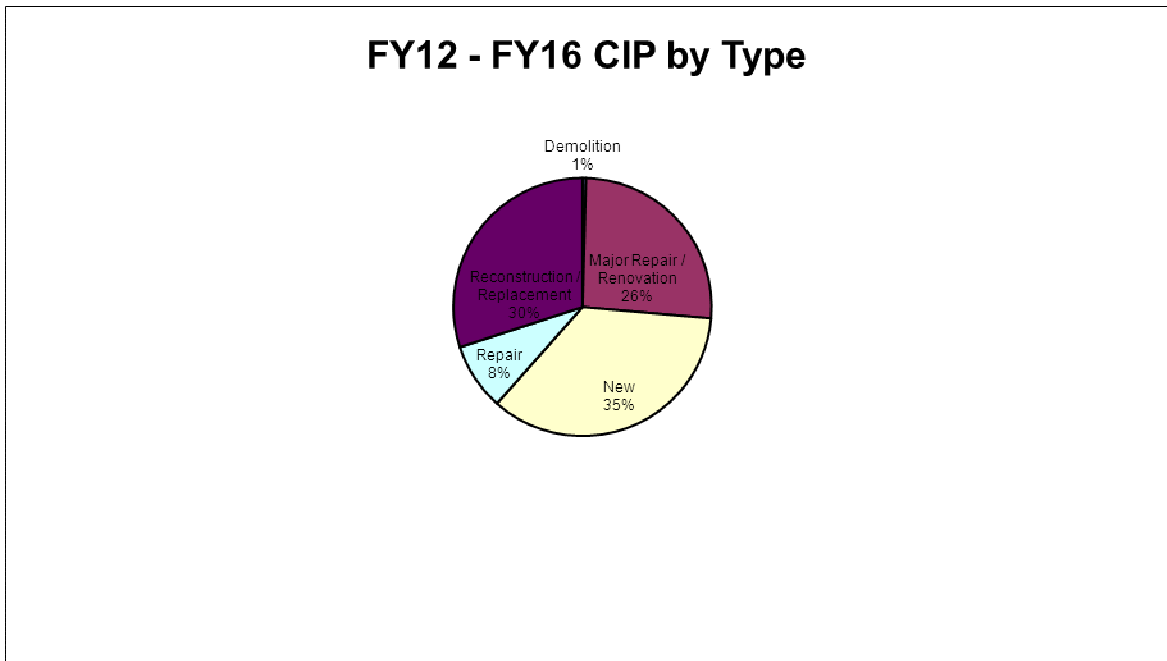




The requests submitted for this planning period are related 51.9% to building needs. The majority are specific school related projects that will be further qualified through the property condition assessments being conducted during this fiscal year. Land projects including redevelopment of the Riverfront and upgrades to the City’s golf courses, athletic fields and parks represent 18% of the requested need. Categorizing such projects will help us to search for alternative funding sources such as grants from the State and Federal governments.

Category	% of Total	Total - FY12-FY16
Building	51.8%	182,175,313
Equipment - Other	2.2%	7,663,275
Equipment - Vehicular	3.6%	12,638,000
Infrastructure	10.9%	38,292,000
Information Technology	14.1%	49,740,604
Land / Parks / Field	17.4%	61,230,000
TOTAL	100.0%	351,739,192

CIP Requests by Type – The following chart illustrates the CIP requests by type. The types are new, reconstruction / replacement, major repair / renovation and repair and are defined in the “Capital Improvement Process” section of this document.



Many of the New projects representing 35.1% consists of purchasing new equipment, vehicles and land as well as building new facilities. The Major Repair / Renovation type representing 26% contains many park and City building renovation projects.



City of Springfield
Capital Improvement Plan FY12 – FY16
March 30, 2011

Category	% of Total	Total - FY12-FY16
Demolition	0.4%	1,500,000
Major Repair / Renovation	26.0%	91,282,000
New	35.1%	123,416,279
Repair	8.5%	30,003,144
Reconstruction / Replacement	30.0%	105,537,769
TOTAL	100.0%	351,739,192



DEBT AFFORDABILITY ANALYSIS

The City published a Debt Affordability Analysis in October of 2010 to illustrate the factors used to evaluate our ability to afford new debt. In recent years, the City has made a concerted effort to restructure its debt for the purposes of increasing the capacity for future debt issuances and preventing dramatic increases in future debt payments. This has also helped reduce the risk of back-loading future debt and to reduce the total cost of interest payments.

Currently, the City has a gross debt liability of \$416.7 million including principal and interest. This does not include, however, the City's reimbursement from the Massachusetts School Building Authority and rebates from the water and sewer bond issuances. When these funds are added to the total debt liability, the net debt equals \$288.3 million. Net debt is the City's true debt liability after reimbursements and rebates from debt issuances.

Based on the analysis included in the Debt Affordability report (full report in Appendix D), the City should concentrate on lowering the debt capacity before issuing more debt. By doing this, the City can lower the debt per capita as well as increase the amount of debt that is amortized in ten years. These metrics are important when comparing Springfield's debt to other municipalities. The City should also look to strategically use pay as you go capital, capital reserve fund, and the stabilization reserve fund in order to address some of the City's infrastructure, building, and vehicle needs without adding debt and the associated debt service payments.

Since the completion of this analysis, staff continues to examine the feasibility of selling Bond Anticipation Notes (BANs) or internally financing critical projects for the next year or two until the City is in a better position to sell bonds.



APPENDIX A: PROPOSED FY12 CAPITAL BUDGET PROJECTS

Once this City completes its review of the operating budget, it will determine what next steps should be taken to address the capital needs discussed in this report. Consideration of new bonds, Bond Anticipation Notes, Grants and Pay-Go capital funds will all be reviewed.



APPENDIX B: RATING CRITERIA

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

CRITERIA A- OVERALL FISCAL IMPACT

Weight: 4

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

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

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

Illustrative Ratings:

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

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



CRITERIA B- LEGAL OBLIGATIONS AND COMPLIANCE

Weight: 4

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

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

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

Illustrative Ratings:

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

CRITERIA C-IMPACT ON SERVICE TO THE PUBLIC

Weight: 3

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

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

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

Illustrative Ratings:

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



0- Service is minimally improved.

CRITERIA D- URGENCY OF MAINTENANCE NEEDS

Weight: 3

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

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

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

Illustrative Ratings:

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

CRITERIA E - PRIOR PHASES

Weight: 2

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

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

- A. Whether the project has received prior funds.



B. Whether the project requires additional funding to be operational.

Illustrative Ratings:

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

CRITERIA F – DEPARTMENTAL PRIORITY

Weight: 2

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

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

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

Illustrative Ratings:

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



APPENDIX C: FY12 THROUGH FY16 CAPITAL IMPROVEMENT PLAN

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
VEHICLE AND EQUIPMENT STORAGE	2,500,000	-	-	-	-	2,500,000
REPLACEMENT EQUIPMENT - VARIOUS DEPARTMENTS	1,003,000	990,000	555,000	1,065,000	998,000	4,611,000
FLOOD CONTROL SYSTEM - ANNUAL INSPECTIONS	130,000	160,000	170,000	180,000	190,000	830,000
TAIL GATE EXTENDER FOR RECYCLING TRUCK	-	-	-	-	-	-
PURCHASE OF RECYCLING TRUCK	-	-	-	-	-	-
BOSTON ROAD CORRIDOR	-	-	-	-	-	-
FLOOD CONTROL PLAN	-	-	-	-	-	-
PURCHASE OF RECYCLING BARRELS	-	-	-	-	-	-
PURCHASE OF VEHICLES	-	-	-	-	-	-
STORMWATER IMPROVEMENTS	50,000	50,000	50,000	50,000	50,000	250,000
BOSTON ROAD CORRIDOR PHASE 2	-	400,000	-	-	-	400,000
SOLID WASTE - REPLACEMENT EQUIPMENT	900,000	350,000	900,000	700,000	470,000	3,320,000
SOLID WASTE - REPLACEMENT EQUIPMENT	255,000	-	-	1,500,000	-	1,755,000
VEHICLE AND EQUIPMENT STORAGE	2,500,000	-	-	-	-	2,500,000
ROAD RESURFACING AND SIDEWALK CONSTRUCTION	7,000,000	3,000,000	3,000,000	3,000,000	3,000,000	19,000,000
MEMORIAL INDUSTRIAL PARK II ROADWAY EXTENSION	260,000	-	-	-	-	260,000
REPLACEMENT EQUIPMENT - PUBLIC WORKS	-	80,000	-	-	-	80,000
Total: DPW	15,248,000	5,230,000	4,875,000	6,695,000	4,908,000	36,956,000

Elections

NEW VOTING MACHINES	384,000	-	-	-	-	384,000
Total: Elections	384,000	-	-	-	-	384,000

Facilities Management

EXPANSION AND RENOVATION OF STEM SCHOOL	-	-	-	-	-	-
BALLIET - RENOVATION FOR PROGRAMMING SPACE	-	-	-	-	-	-
NEW SENIOR CENTER	10,500,000	-	-	-	-	10,500,000
OIL TANK REMOVAL	150,000	100,000	100,000	100,000	-	450,000
GERENA - GYM FLOOR	-	-	-	-	-	-
WALSH - ELECTRICAL FPE PANEL REPLACEMENT	-	-	100,000	-	-	100,000
GERENA - PUMP HOUSE/FLOOD	-	-	-	-	-	-
FREEDMAN - FLOOR TILE REPLACEMENT	-	125,000	-	-	-	125,000
FOREST PARK - NEW SCHOOL	-	-	-	-	-	-
ELLS - REPLACE TILE	40,000	-	-	-	-	40,000
WHITE - SPRINKLER (CODE)	25,000	-	-	-	-	25,000
WHITE - BASEMENT VENTILATION	850,000	-	-	-	-	850,000
ZANETTI - SPRINKLER (CODE)	30,000	-	-	-	-	30,000
GLENWOOD - CLASSROOM EXPANSION/BASEMENT	-	250,000	-	-	-	250,000
DUGGAN - EMERGENCY LIGHTING	-	30,000	-	-	-	30,000
GLICKMAN - ROOF	-	500,000	-	-	-	500,000
ESCO PHASE 3	-	15,000,000	-	-	-	15,000,000
DUGGAN - INTERIOR RENOVATION	-	3,000,000	3,000,000	-	-	6,000,000
DUGGAN - UNIVENT REPAIRS	-	100,000	-	-	-	100,000
DUGGAN - REPAIR EXTERIOR STAIRCASE (SAFETY)	-	-	30,000	-	-	30,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
WASHINGTON - BASEMENT VENTILATION	850,000	-	-	-	-	850,000
PUTNAM - EMERGENCY LIGHTING	25,000	-	-	-	-	25,000
LIBERTY - REDESIGN ADA ENTRANCES	25,000	-	-	-	-	25,000
LINCOLN - SPRINKLER (CODE)	30,000	-	-	-	-	30,000
LYNCH - REPLACE PORTABLE CLASS ROOMS	250,000	-	-	-	-	250,000
KILEY - ELECTRICAL FPE PANEL REPLACEMENT	-	200,000	-	-	-	200,000
KENSINGTON - REPLACE STAIRCASE TREADS (CODE)	30,000	-	-	-	-	30,000
KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT	-	120,000	-	-	-	120,000
KENSINGTON - BASEMENT VENTILATION	850,000	-	-	-	-	850,000
GLICKMAN - FLOOR TILE REPLACEMENT	25,000	-	-	-	-	25,000
POTTENGER - BASEMENT VENTILATION	35,000	-	-	-	-	35,000
GLENWOOD - ELECTRICAL FPE PANEL REPLACEMENT	-	250,000	-	-	-	250,000
KENNEDY - REPLACE GYM FLOOR	-	90,000	-	-	-	90,000
TALMADGE - REPLACE EXTERIOR DOORS	-	40,000	-	-	-	40,000
HOMER - SPRINKLER (CODE)	25,000	-	-	-	-	25,000
BEAL - ROOF REPLACEMENT	-	-	-	-	-	-
HOMER - BASEMENT VENTILATION	35,000	-	-	-	-	35,000
DRYDEN - BASEMENT VENTILATION	-	35,000	-	-	-	35,000
GLICKMAN - WINDOWS DESIGN AND REPLACEMENT	808,750	-	-	-	-	808,750
LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT	650,000	-	-	-	-	650,000
KENNEDY - SPRINKLER (CODE)	-	30,000	-	-	-	30,000
WALSH - ROOF REPLACEMENT	518,018	-	-	-	-	518,018
CITYWIDE - FIRE ALARM SYSTEMS	-	-	-	-	-	-
WASHINGTON - BATHROOM REPLACEMENT	250,000	-	-	-	-	250,000
ZANETTI - BATHROOM REPLACEMENT	450,000	-	-	-	-	450,000
KENNEDY - POOL REPLACEMENT	2,500,000	-	-	-	-	2,500,000
HOMER - BATHROOM REPLACEMENT	240,000	-	-	-	-	240,000
BRIGHTWOOD - RESTROOM REPLACEMENT	350,000	-	-	-	-	350,000
ZANETTI - DOOR REPLACEMENT PROJECT	-	-	200,000	-	-	200,000
LIBERTY - BATHROOM REPLACEMENT	240,000	-	-	-	-	240,000
BALLIET - WINDOW REPLACEMENT	300,000	-	-	-	-	300,000
WHITE - BATHROOM REPLACEMENT	600,000	-	-	-	-	600,000
FREEDMAN - ROOF REPLACEMENT	518,018	-	-	-	-	518,018
LIBERTY - ROOF REPLACEMENT	-	-	-	-	-	-
KILEY - ROOF REPLACEMENT	-	-	-	-	-	-
POTTENGER - ROOF REPLACEMENT	-	-	-	-	-	-
CENTRAL- ROOF REPLACEMENT	-	-	-	-	-	-
DUGGAN - ROOF REPLACEMENT	-	-	-	-	-	-
DRYDEN - ROOF REPLACEMENT	-	-	-	-	-	-
WARNER - WINDOW AND DOOR REPLACEMENT	-	-	-	-	-	-
SCHOOLS - FLOOR REPLACEMENT	250,000	250,000	250,000	250,000	-	1,000,000
DORMAN - BASEMENT VENTILATION	35,000	-	-	-	-	35,000
DEBERRY - REBUILDING FLOOR	1,200,000	-	-	-	-	1,200,000
DEBERRY - OUTDOOR CLASSROOM	-	-	-	-	-	-

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
BRUNTON - REPLACE PORTABLE CR'S	250,000	-	-	-	-	250,000
BROOKINGS - BASEMENT VENTILATION	850,000	-	-	-	-	850,000
BRIGHTWOOD - BASEMENT VENTILATION	850,000	-	-	-	-	850,000
BRIDGE - INTERIOR RENOVATIONS	-	-	-	700,000	-	700,000
BRIDGE - ADA REQUIREMENTS	-	-	80,000	-	-	80,000
KENSINGTON - BATHROOM REPLACEMENT	145,000	-	-	-	-	145,000
BEAL - REPLACE PORTABLE CR'S	250,000	-	-	-	-	250,000
DRYDEN - FLOOR TILE REPLACEMENT PROGRAM	-	-	-	60,000	-	60,000
SCHOOLS - INTERCOM	-	-	-	-	-	-
SCHOOLS - OIL TANK REMOVAL	6,845,522	8,020,022	-	-	-	14,865,544
SCHOOLS - E-RATE	1,375,000	1,375,000	-	-	-	2,750,000
CITY HALL - BOILER PLANT	750,000	625,000	625,000	-	-	2,000,000
SCHOOLS - SAFETYCAMERAS	3,925,000	-	-	-	-	3,925,000
HOMER - ELECTRICAL PANEL	100,000	-	-	-	-	100,000
SCHOOLS - MS ARCHITECT/ENGINEERING STUDIES	1,200,000	-	-	-	-	1,200,000
ESCO PHASE 2	15,000,000	-	-	-	-	15,000,000
BRIDGE - WINDOWS AND DOORS REPLACEMENT	650,000	-	-	-	-	650,000
RELOCATION OF NEW LEADERSHIP CHARTER SCHOOL	-	-	-	-	-	-
HOMER - SCHOOL ROOF	518,018	-	-	-	-	518,018
STATEMENT OF INTEREST DESIGNS	800,000	950,000	-	-	-	1,750,000
PROPERTY CONDITION ASSESSMENT - SCHOOLS	1,250,000	-	-	-	-	1,250,000
RELOCATION OF THE SCHOOL DEPARTMENT OFFICES	-	-	-	-	-	-
WARNER - ROOF REPLACEMENT	518,018	-	-	-	-	518,018
TALMADGE - NORTH WALL	-	-	-	-	-	-
SPRINGFIELD MUNICIPAL GROUP - CITY HALL	-	2,594,000	-	-	-	2,594,000
PUTNAM - NEW SCHOOL	-	-	-	-	-	-
KENNEDY - SCHOOL ROOF	-	-	-	-	-	-
FUEL PUMPS AT TAPLEY ST.	-	-	-	-	-	-
JOHNSON - SCHOOL ROOF	-	-	-	-	-	-
RENOVATION OF PAROCHIAL SCHOOLS	-	-	-	-	-	-
PURCHASE OF OUR LADY OF HOPE	-	-	-	-	-	-
PURCHASE OF OUR LADY OF SACRED HEART	-	-	-	-	-	-
ECOS STUDY	-	-	-	-	-	-
SENIOR CENTER STUDY	-	-	-	-	-	-
SYMPHONY HALL - LIGHTING AND WINDOWS	-	-	-	-	-	-
LIBERTY - FLOOR TILE REPLACEMENT PROGRAM	-	45,000	-	-	-	45,000
KENNEDY - FLOOR TILE REPLACEMENT	-	-	100,000	-	-	100,000
BOWLES - ELECTRICAL FPE PANEL REPLACEMENT	-	-	70,000	-	-	70,000
KENSINGTON - FLOOR TILE REPLACEMENT PROGRAM	-	-	30,000	-	-	30,000
BALLIET - ELECTRICAL FPE PANEL REPLACEMENT	-	70,000	-	-	-	70,000
SCHOOLS - CLOCKS	120,000	-	-	-	-	120,000
INDIAN ORCHARD - BATHROOM TILE	15,000	-	-	-	-	15,000
BEAL - ELECTRICAL PANELS	-	200,000	-	-	-	200,000
GLICKMAN - BATHROOM PARTITIONS	25,000	-	-	-	-	25,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
GLENWOOD - BATHROOM RENOVATIONS	-	300,000	300,000	-	-	600,000
BRIGHTWOOD - DROP CEILING INSTALLATION PROGRAM	-	30,000	-	-	-	30,000
BRIGHTWOOD - DRYWELL/ROOF DRAINS	86,000	-	-	-	-	86,000
BROOKINGS - ELECTRICAL FPE PANEL REPLACEMENT	-	-	100,000	-	-	100,000
BROOKINGS - RENOVATE 3 BATHROOMS	450,000	-	-	-	-	450,000
BROOKINGS - WINDOWS AND DOORS REPLACEMENT	-	650,000	-	-	-	650,000
BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT	-	30,000	-	-	-	30,000
DORMAN - FLOOR TILE REPLACEMENT	30,000	-	-	-	-	30,000
DEBERRY - DROP CEILING INSTALLATION PROGRAM	-	-	-	60,000	-	60,000
COMMERCE - BATHROOM/WATER-FOUNTAINS	-	150,000	150,000	-	-	300,000
HARRIS - BATHROOM PARTITIONS	20,000	-	-	-	-	20,000
SPS BERKSHIRE - BATHROOM PARTITION	90,000	-	-	-	-	90,000
WARNER - REPLACE BATHROOM PARTITIONS	-	35,000	-	-	-	35,000
BALLIET - CAFETERIA IMPROVEMENT/DESIGN STUDY	-	900,000	3,000,000	3,000,000	-	6,900,000
PROPERTY CONDITION ASSESSMENT - MUNICIPAL	60,000	-	-	-	-	60,000
WASHINGTON - FLOOR TILE REPLACEMENT	-	60,000	-	-	-	60,000
VAN SICKLE - REPLACE CERAMIC TILES IN BATHROOM	145,000	-	-	-	-	145,000
DUGGAN - WINDOW AND DOOR REPLACEMENT	-	-	2,500,000	-	-	2,500,000
BRUNTON - WINDOW AND DOOR REPLACEMENT	-	-	1,000,000	-	-	1,000,000
VAN SICKLE - REPLACE BATHROOM PARTITIONS	35,000	-	-	-	-	35,000
BALLIET - BATHROOM AND PARTITION REPLACEMENT	600,000	-	-	-	-	600,000
LYNCH - WINDOW AND DOOR REPLACEMENT	-	-	900,000	-	-	900,000
SUMNER - BATHROOM PARTITIONS	-	15,000	-	-	-	15,000
KENNEDY - BATHROOM REPLACEMENT	30,000	-	-	-	-	30,000
POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING	-	32,000	-	-	-	32,000
SPS BERKSHIRE - REPLACE EXTERIOR DOORS	-	-	40,000	-	-	40,000
SCI-TECH - BATHROOM PARTITIONS	25,000	-	-	-	-	25,000
SCI-TECH - ROOF REPLACEMENT AND HEATING PLANT	108,250	-	-	-	-	108,250
SCHOOLS - EXTERIOR STORAGE BUILDING (CODE)	288,000	-	-	-	-	288,000
KENNEDY - WINDOW AND DOOR REPLACEMENT	-	2,500,000	-	-	-	2,500,000
SPS BERKSHIRE - WINDOWS AND DOORS REPLACEMENT	650,000	-	-	-	-	650,000
DRYDEN - CLASSROOM EXPANSION (BASEMENT CLASSROOM)	150,000	-	-	-	-	150,000
BRIDGE - FLOOR TILE REPLACEMENT	-	50,000	-	-	-	50,000
FREEDMAN - BATHROOM RENOVATION	20,000	-	-	-	-	20,000
FREEDMAN - GROUNDS CAPITAL IMPROVEMENT	-	500,000	-	-	-	500,000
CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)	-	75,000	-	-	-	75,000
ELLS - WINDOW AND DOOR REPLACEMENT	850,000	-	-	-	-	850,000
BRUNTON - DROP CEILING INSTALLATION PROGRAM	-	-	65,000	-	-	65,000
CENTRAL HIGH - FIELD HOUSE ROOF	42,500	-	-	-	-	42,500
WHITE - INSTALL DROP CEILING	-	60,000	-	-	-	60,000
KILEY - WINDOW AND DOOR REPLACEMENT	-	2,500,000	-	-	-	2,500,000
BRUNTON - LIBRARY HEATING SYSTEM UPGRADE	35,000	-	-	-	-	35,000
ZANETTI - INSTALL DROP CEILING	-	-	45,000	-	-	45,000
BRUNTON - FLOOR TILE REPLACEMENT PROGRAM	-	80,000	-	-	-	80,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
ELLS - BATHROOM UPGRADE	30,000	-	-	-	-	30,000
VAN SICKLE - REPLACE FLOOR AND CARPET	-	-	90,000	-	-	90,000
GLENWOOD - FLOOR TILE REPLACEMENT	-	-	30,000	-	-	30,000
SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM	25,000	-	-	-	-	25,000
KENSINGTON - WINDOWS AND DOORS REPLACEMENT	350,000	-	-	-	-	350,000
JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS	-	300,000	-	-	-	300,000
CHESTNUT - SEAL BRICK TOWERS	35,000	-	-	-	-	35,000
KILEY - FLOOR TILE REPLACEMENT	-	200,000	-	-	-	200,000
TAPLEY RENOVATION (2ND FLOOR)	-	8,000,000	-	-	-	8,000,000
BEAL - BATHROOM RENOVATION	120,000	-	-	-	-	120,000
SCHOOLS - PAINTING PROJECTS	462,000	462,000	462,000	462,000	-	1,848,000
INDIAN ORCHARD - PARAPET REPAIR	-	60,000	-	-	-	60,000
WALSH - TRAFFIC ROUTE REPAV BUS DROPOFF	150,000	-	-	-	-	150,000
BEAL - CLASSROOM CABINETS	-	25,000	-	-	-	25,000
CHESTNUT - INTERIOR COUNTRYARD REPAIRS	45,000	-	-	-	-	45,000
RENOVATION OF MULBERRY BUILDING	-	-	-	-	-	-
CENTRAL HIGH - INTERIOR CLASSROOM DOORS	66,000	-	-	-	-	66,000
BALLIET - ROOF REPLACEMENT	300,000	-	-	-	-	300,000
BOWLES - FLOOR TILE REPLACEMENT	-	-	-	60,000	-	60,000
BRUNTON - CARPET	-	40,197	-	-	-	40,197
BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD	-	100,000	-	-	-	100,000
BROOKINGS - SIDEWALK REPAIRS	30,000	-	-	-	-	30,000
BEAL - PLAYGROUND REPLACEMENT	60,000	-	-	-	-	60,000
BEAL - REPAVE PARKING LOT	-	100,000	-	-	-	100,000
BOLAND - HVAC SYSTEM	-	-	60,000	-	-	60,000
BRIDGE - REPAVE PARKING LOT	180,000	-	-	-	-	180,000
BALLIET - PLAYGROUND REPLACEMENT	-	-	60,000	-	-	60,000
TALMADGE - REPAVE PARKING LOT	-	80,000	-	-	-	80,000
CITY HALL, SYMPHONY HALL BRONZE DOORS RESTORATION	175,000	-	-	-	-	175,000
LIBERTY - ADD ADDITIONAL PARKING	-	35,000	-	-	-	35,000
WARNER - DRYWELLS BY FRONT AND BACK	30,000	-	-	-	-	30,000
WASHINGTON - ROOF REPLACEMENT	-	260,000	-	-	-	260,000
KENSINGTON - SPRINKLER (CODE)	-	-	-	-	-	-
KENSINGTON - PLAYGROUND UNIT	-	80,000	-	-	-	80,000
BOWLES - ADD ADDITIONAL PARKING	-	85,000	-	-	-	85,000
HOMER - REPAVE DRIVEWAY	-	800,000	-	-	-	800,000
HARRIS - ADD ADDITIONAL PARKING	-	-	-	-	100,000	100,000
GLICKMAN - PLAYGROUND REPLACEMENT	-	45,000	-	-	-	45,000
KENSINGTON - ADD ADDITIONAL PARKING	100,000	-	-	-	-	100,000
JOHNSON - WINDOW HARDWARE	25,000	-	-	-	-	25,000
RELOCATION OF RENAISSANCE SCHOOL	-	-	-	-	-	-
POTTENGER - REPAVE PARKING LOT/SIDEWALK	-	150,000	-	-	-	150,000
DUGGAN - REPAVE PARKING LOT	-	-	200,000	-	-	200,000
ELLS - REDESIGN PARKING LOT ISLAND	25,000	-	-	-	-	25,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
E-MAIL ARCHIVING	100,000	-	-	-	-	100,000
LAPTOP REPLACEMENT	28,200	28,200	-	-	-	56,400
NETWORK SERVERS	59,375	59,375	59,375	59,375	-	237,500
NETWORK SWITCH REPLACEMENT	42,000	42,000	42,000	72,000	72,000	270,000
CISCO ROUTER REPLACEMENT	36,000	-	-	-	-	36,000
INCREASE STORAGE CAPACITIES	30,000	-	-	-	-	30,000
RELIABILITY AND DISASTER RECOVER	800,000	-	-	-	-	800,000
INTEGRATED PAYROLL SYTEM	-	-	-	-	-	-
LAW DEPT CASE MANAGEMENT SYSTEM	-	-	-	-	-	-
Total: ITD	2,642,515	501,515	223,315	253,315	193,940	3,814,600

Libraries

BUILDING ACCESSIBILITY - FOREST PARK	-	-	-	-	-	-
FOREST PARK CIRCULATION DESK	30,000	-	-	-	-	30,000
MEDIA MANAGER MACHINES IN ALL LOCATIONS	-	160,000	-	-	-	160,000
PINE POINT BRANCH -REPLACE HVAC SYSTEM	150,000	-	-	-	-	150,000
NEW PARKING LOT AT LIBERTY BRANCH	-	75,000	-	-	-	75,000
3M INTELLIGENT RETURN/SORTER SYSTEM FOR CENTRAL LI	-	175,000	-	-	-	175,000
CENTRAL PARKING, OUTDOOR LIFT, AND ADA	450,000	-	-	-	-	450,000
ADD FIRE ALARM SYSTEMS TO FOUR BRANCH LIBRARIES	-	160,000	-	-	-	160,000
EXTERIOR SECURITY SYSTEM WITH CAMERAS	-	51,000	-	-	-	51,000
REPLACE POOR LIGHTING IN CENTRAL LIBRARY ROTUNDA A	50,000	-	-	-	-	50,000
BUILDING ACCESSIBILITY - LIBERTY BRANCH	-	-	330,000	-	-	330,000
RFID - ALL BRANCHES	271,803	529,197	-	-	-	801,000
ROOF REPLACEMENT AT THE CENTRAL LIBRARY	-	90,000	-	-	-	90,000
CENTRAL AIR AND WINDOWS	-	1,500,000	650,000	-	-	2,150,000
BUILDING ACCESSIBILITY - E. SPRINGFIELD BRANCH	-	-	33,000	-	-	33,000
ROOF REPLACEMENT AT EAST SPRINGFIELD BRANCH	-	71,000	-	-	-	71,000
REPAVE PARKING LOT AT MASON SQUARE	-	62,000	-	-	-	62,000
RENOVATE BASEMENT AREA AT INDIAN ORCHARD	-	-	-	-	75,000	75,000
WINDOW REPLACEMENT AT CENTRAL LIBRARY	200,000	-	-	-	-	200,000
CENTRAL AIR CONDITIONING FOR 3 BRANCHES	-	-	115,000	-	-	115,000
WINDOW REPLACEMENTS AT BRANCHES	-	-	-	-	250,000	250,000
REPAVE PARKING LOT AT PINE POINT BRANCH	-	35,000	-	-	-	35,000
Total: Libraries	1,151,803	2,908,197	1,128,000	-	325,000	5,513,000

Office of Planning and Economic Development

ACQUISITION OF THE ASYLUM BUILDING	-	-	-	-	-	-
SOUTH END URBAN RENEWAL	-	-	-	-	-	-
COURT SQUARE REDEVELOPMENT	5,000,000	-	-	-	-	5,000,000
OLD FIRST CHURCH	-	-	-	-	-	-
GSA - FEDERAL BUILDING	-	-	-	-	-	-
PYCHON PARK RESTORATION	1,500,000	-	-	-	-	1,500,000
SOUTH END STREET IMPROVEMENTS	3,189,000	-	-	-	-	3,189,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
CHAPMAN VALVE INDUSTRIAL PROJECT	1,500,000	1,500,000	-	-	-	3,000,000
WORTHINGTON STREET HOMELESS RESOURCE CENTER	-	-	-	-	-	-
Total: Planning and Economic Development	11,189,000	1,500,000	-	-	-	12,689,000

Park Department

AMPHITHEATRE PARKING LOT	-	-	-	-	-	-
VAN HORN DAM STUDY	-	-	-	-	-	-
VAN HORN PARK LOWER DAM	1,300,000	-	-	-	-	1,300,000
AQUATIC GARDENS/PECOUSIC BROOK NOI	-	-	-	-	-	-
FOREST PARK PAVING INCLUDING GREENLEAF ROAD	-	-	-	-	-	-
WATERSHOPS POND	-	1,500,000	-	800,000	-	2,300,000
CITY-WIDE LAKE MANAGEMENT PROGRAM	120,000	120,000	120,000	120,000	120,000	600,000
CAMEROTA PROPERTY	-	750,000	-	-	-	750,000
WALSH STREET PLAYGROUND RENOVATIONS	-	-	1,300,000	-	-	1,300,000
REPLACEMENT OF CITY-WIDE PLAYGROUND EQUIPMENT	170,000	170,000	170,000	170,000	170,000	850,000
BLUNT PARK BIKEWAY/WALKWAY	-	-	1,500,000	-	-	1,500,000
MILL POND	-	-	2,000,000	-	-	2,000,000
HUBBARD PARK IMPROVEMENTS	-	850,000	-	-	-	850,000
ZOO IMPROVEMENTS	-	-	600,000	3,400,000	-	4,000,000
CAMP STAR ANGELINA RENOVATIONS	-	900,000	1,600,000	1,300,000	1,500,000	5,300,000
FOREST PARK PLAYGROUND EQUIPMENT	125,000	-	-	-	-	125,000
OPEN SPACE - CHICOPEE/SPRINGFIELD LINE	-	-	600,000	-	-	600,000
CRAFTSMEN CORNER AND ICIE JONES REALTY	-	-	750,000	-	-	750,000
UPGRADE SCHOOL ATHLETIC FIELDS	620,000	620,000	620,000	620,000	620,000	3,100,000
VETERAN'S GOLF COURSE IMPROVEMENTS	-	3,600,000	-	-	-	3,600,000
PORTER LAKE SKATE HOUSE	2,200,000	-	-	-	-	2,200,000
CITY WIDE TENNIS COURT IMPROVEMENTS	150,000	100,000	-	-	-	250,000
MCKNIGHT GLEN IMPROVEMENTS	-	-	180,000	-	-	180,000
JAIME ULLOA PARK IMPROVEMENTS	-	-	-	300,000	-	300,000
BOWLES FOUNTAIN RESTORATION	-	-	-	400,000	-	400,000
MEADOW BROOK RAVINE RESTORATION	-	-	-	-	150,000	150,000
RIVERFRONT PARK MASTER PLAN	-	3,000,000	-	-	-	3,000,000
FOREST PARK SIGN REPLACEMENT PROJECT	50,000	-	-	-	-	50,000
ZIMMERMAN PROPERTY	-	-	-	350,000	-	350,000
IRRIGATION OF STATE STREET	-	-	-	-	-	-
CITY WIDE BASKETBALL COURT IMPROVEMENTS	-	150,000	150,000	-	-	300,000
HORTICULTURAL CENTER/BOTANICAL GARDEN	-	-	2,000,000	3,000,000	-	5,000,000
BLUNT PARK NEW MAINTENANCE BUILDING	-	-	-	800,000	-	800,000
COTTAGE HILL PARK	-	-	-	450,000	-	450,000
RUTH ELIZABETH NEW COMMUNITY BUILDING	-	-	-	-	800,000	800,000
VAN HORN PARK	-	-	-	-	3,000,000	3,000,000
SOLUTIA PARK	-	-	1,200,000	-	-	1,200,000
FIVE MILE POND PARK COVE DREDGING	-	-	1,500,000	-	-	1,500,000
STEARNS SQUARE RENOVATION	-	-	-	50,000	-	50,000

Project	FY12	FY13	FY14	FY15	FY16	Total - FY12-FY16
HANDICAP ACCESSIBLE PARK PROGRAM	100,000	100,000	100,000	100,000	100,000	500,000
TRIANGLE/TERRACE RESTORATIONS	100,000	100,000	100,000	100,000	100,000	500,000
MERRICK PARK PEDESTRIAN WALKWAYS	-	275,000	-	-	-	275,000
CONSTRUCTION OF A NEW DRIVING RANGE	-	-	-	-	3,000,000	3,000,000
TREE REPLACEMENT PROGRAM	600,000	600,000	600,000	600,000	600,000	3,000,000
WALKER GRANDSTAND RENOVATION	-	1,000,000	-	-	-	1,000,000
BARNEY MAUSOLEUM	-	-	-	-	1,500,000	1,500,000
FOREST PARK BIKE PATH	-	-	500,000	-	-	500,000
TRAIL RENOVATIONS	100,000	100,000	100,000	100,000	100,000	500,000
Total: Parks	5,635,000	13,935,000	15,690,000	12,660,000	11,760,000	59,680,000
<i>Police Department</i>						
911 CENTER UPGRADE	150,000	-	-	-	-	150,000
50 EAST STREET	2,500,000	-	-	-	-	2,500,000
RENOVATION OF POLICE DEPARTMENT FACILITY	-	3,000,000	-	-	-	3,000,000
RADIO UPGRADES	250,000	-	-	-	-	250,000
Total: Police Department	2,900,000	3,000,000	-	-	-	5,900,000
<i>Schools</i>						
SCHOOL TECHNOLOGY	7,880,378	6,748,194	5,962,878	-	-	20,591,450
SCHOOLS IT PROJECTS AND EQUIPMENT	9,028,290	10,393,156	6,559,108	-	-	25,980,554
SECURITY CAMERAS AND EQUIPMENT	3,925,000	-	-	-	-	3,925,000
Total: Schools	20,833,668	17,141,350	12,521,986	-	-	50,497,004
	133,962,355	113,849,281	59,640,301	26,750,315	17,536,940	351,739,192



APPENDIX D: DEBT AFFORDABILITY ANALYSIS



Analysis of Outstanding Debt

City of Springfield, Massachusetts

October 2010

Mayor Domenic J. Sarno
City of Springfield
36 Court Street
Springfield, MA 01103

Dear Mayor Sarno:

I am pleased to provide you with the enclosed analysis of the City of Springfield's existing debt. This report is intended as a user-friendly examination of the debt issued on behalf of the residents of our community.

Like cities and towns across the United States, the City of Springfield has issued debt to finance investment in its capital infrastructure. These investments have been made for numerous purposes, including the construction and renovation of school buildings, reconstruction and re-pavement of the City's streets and sidewalks, renovation of the Police Headquarters, construction of the White Street Fire Station, as well as other building projects. Debt has also been issued to finance other capital assets, including the MUNIS financial accounting system, permit and inspection software, and larger equipment purchases.

The Fiscal Year 2011-2015 Capital Improvement Plan shows there is a \$373.6 million capital need for the City. The purpose of this analysis is to review the City's current outstanding debt in order to address its mounting capital needs.

In recent years, the City has made a concerted effort to restructure its debt for the purposes of increasing the capacity for future debt issuances and preventing dramatic increases in future debt payments. This has also helped reduce the risk of back-loading future debt and to reduce the total cost of interest payments.

Currently, the City has a debt liability of \$416.7 million including principal and interest. This does not include, however, the City's reimbursement from the Massachusetts School Building Authority and rebates from the water and sewer bond issuances. When these funds are added to the total debt liability, the net debt equals \$288.3 million. Net debt is the City's true debt liability after reimbursements and rebates from debt issuances.

The enclosed analysis shows a number of interesting trends in the City's prior expenditure patterns and provides insight into future decisions the City will be required to make. While based on the same technical approach used by credit rating agencies to evaluate the City's debt, this study is intended to be as "non-technical" as possible so as to be useable to the widest possible audience.

This analysis will be used in determining future debt issuances for the City, specifically; the City will need to decide how to address its significant capital need. This liability can be seen in the City's Capital Improvement Plan. In addition, the impact of adding additional liability to the operating budget must be considered as debt service is a legal

obligation of the City for which funding must be made available above all other expenses including programs, services and salaries.

Based on the analysis included in this report, the City should concentrate on lowering the debt capacity before issuing more debt. By doing this, the City can lower the debt per capita as well as increase the amount of debt that is amortized in ten years. These metrics are important when comparing the Springfield's debt to other municipalities.

The use of bond anticipation notes or funds from stabilization reserve fund with intent to reimburse from bond proceeds could also be used in order to address the most immediate of capital need. The City should also look to strategically use pay as you go capital, capital reserve fund, and the stabilization reserve fund in order to address some of the City's infrastructure, building, and vehicle needs without adding debt and the associated debt service payments.

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

Very truly yours,

Timothy J. Plante
Finance Director

Springfield Debt Analysis

Mandated by Chapter 468 of Massachusetts General Law, the City of Springfield's Finance Department is required to provide a yearly review of the City's debt that is currently outstanding. This review is designed to have two desired effects.

1. An outstanding debt analysis will show financial officials and citizens the current state of debt management.
2. The second effect is that this analysis will show if the City of Springfield could afford more debt in either the current fiscal year or later years as debt service is decreased.

The City of Springfield currently has a total of \$416.7 million in outstanding total debt (\$313.2 million in principal and \$103.5 in interest). The total debt consists of issuances dating back to fiscal year 2001 up to the most recent issuance of \$17.864 million in fiscal year 2010. This study will show that the City is currently within its debt capacity as mandated by the City's financial ordinances.

Capital

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

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

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

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

Debt

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

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

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

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

Debt Issuance

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

Public Works

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

Municipal Equipment

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

Energy

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

Environmental

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

Recreational

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

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

There are a number of reasons to issue debt to finance capital investment. First, certain projects – such as the construction of Putnam High School or the construction of a new White Street Fire Station – are far too expensive to finance through the annual operating budget. These projects can only be afforded by spreading their cost over many years, something that requires the issuance of debt.

The issuance of debt to finance projects with a long life is also considered “fair.” This equity concern is grounded in the argument that today’s taxpayers should not pay the entire cost of projects that will benefit future residents; rather, the people who benefit from the project should pay for its costs. As benefits from the investment will accrue over time, the costs should be paid over time as well. This requires the issuance of debt.

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

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

Debt Management

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

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

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

Analysis of the City's Total Debt

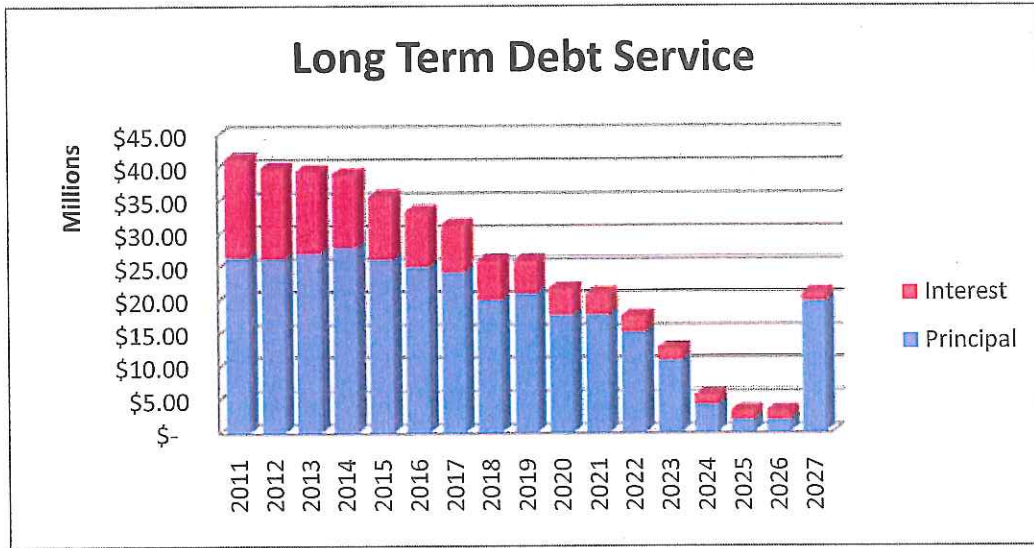
The City's aggregate debt service totals \$313.2 million over seventeen years. Projects that make up this debt range from the small - \$175,000 to finance a study of the Van Horn Dam in Fiscal Year 2009 – to the large - \$12 million for the construction of a new Putnam High School in Fiscal Year 2007.

There are many different ways to examine the City's debt. This document first examines the policy issues associated with our debt – for what purpose was it issued, in what structure or manner was it issued – and then examines what this debt tells us about the finances of our community. The latter analysis relies on benchmarks established by Moody's Investors Service, Standard & Poor's and Fitch Ratings, the three large companies that evaluate and rate municipal debt. These benchmarks will tell us how our debt relates to our community's ability to repay it and will also highlight areas of further investigation and public discourse.

Annual Debt Service

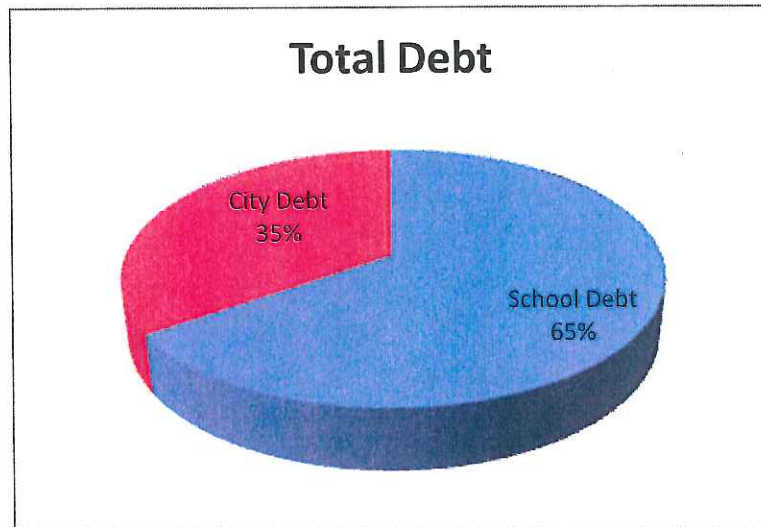
The City is legally obligated to pay the principal and interest associated with a bond issuance before all expenses including salary obligations. This annual payment is known as the debt service payment. Because of this mandated expense, the City must be cognizant of debt service payments when issuing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

The following chart shows the City's debt service repayment schedule as of June 30, 2011. It should be noted that the City has entered in to a declining debt service payment schedule as noted previously. In fiscal year 2010, the City took advantage of the Qualified School Construction Bond (QSCB) Act. This borrowing requires a "bullet" payment at the end of the seventeen year borrowing term. Each year, the City will invest the required payments for the bond in to a "sinking fund" and at the end of the term; the City will pay the principal and interest payments out of the sinking fund. This is the explanation for the large increase in payments in 2027. It should also be noted that \$776,910 will be invested in the sinking fund each year in order to make the payment in 2027. The total debt service payment that will be made in Fiscal Year 2012 is \$40,608,287.



Purpose of Issuance: City and School Debt

Of the City’s \$313.2 million total debt, \$204.9 million (65%), was issued to finance school projects and \$108.3 million (35%), was issued for all other municipal purposes. The City will receive a total of \$126 million in reimbursements from the Massachusetts School Building Authority (MSBA) over the next twelve years. The category of “all other municipal purposes” includes roads, sidewalks, police, fire, recreation, general government, as well as senior and other social services. The following chart illustrates the breakdown of the City’s tax-backed debt portfolio.



A majority of the City’s debt is dedicated for school facilities because varying degrees of need ranging from repairs, to major renovations, and new school construction. Many construction projects for school buildings are eligible for partial reimbursement from the Massachusetts School Building Authority (MSBA). School Construction aid received from received from the School Building Authority Board, the predecessor to the MSBA,

allowed the City to issue debt for school building projects at a lower cost to the City's general fund. The City should continue to apply for funding from the MSBA in order to address the large school building need. This would also help explain why a majority of the \$321 million debt service obligation is for school facilities.

Qualified School Construction Bond Issuance

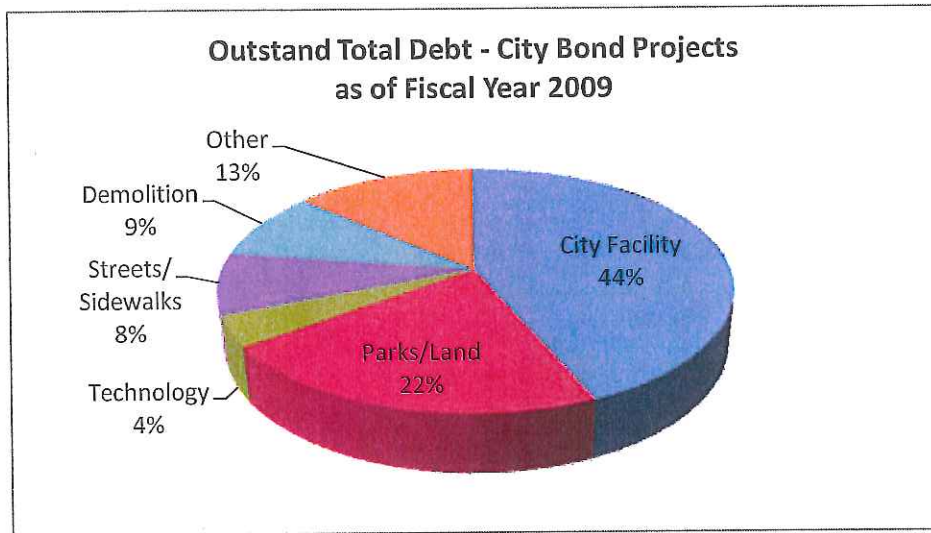
In Fiscal Year 2010 the City took advantage of the Qualified School Construction Bonds (QSCB) program which was part of the Federal Government's economic recovery program. QSCB's allows local educational agencies or school systems to issue taxable bonds and use 100 percent of the proceeds for specified purposes which include renovations or construction of a school building. Through this method the investor receives 100 percent of the tax credit associated with this issuance. The City of Springfield issued over \$15 million in order fund the Forest Park Middle School renovation project as well as the renovation of two parochial schools for City use. These bonds have allowed the City to realize significant savings in borrowing the funds for these school projects. This borrowing requires a "bullet" payment at the end of the seventeen year borrowing term. Each year, the City will invest the required payments (\$776,910 annually) for the bond in to a "sinking fund" and at the end of the term; the City will pay the principal and interest payments out of the sinking fund. This bullet payment explains for the large increase in debt payments in 2027. Otherwise, the City works to maintain a relatively smooth debt schedule as to not front or back load debt costs.

Three projects were funded by the QSCB proceeds: the renovation of Forest Park Middle School, the renovation of two parochial schools for School Department use, and the renovation of the STEM school. The largest of these projects is the renovation of the Forest Park Middle School. This project will be 90% funded by the MSBA and will cost a total \$32 million from the City and MSBA.

Composition of Debt – Facility and Non-Facility Infrastructure

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

General government services should have a much more diverse mix of facility and non-facility debt. In the Fiscal Year 2011-2015 Capital Improvement Plan the Library Department have requested renovations to two library branches to enhance the building accessibility. Parks and recreational debt should include some building debt, but also substantial non-facility debt, including the renovation of fields, pools, and other projects. Public Safety debt would normally include a mix of facility and non-facility debt, with non-facility debt being comprised mainly of vehicle, apparatus and equipment purchases. As one example, the City's \$127 million bond issuance in 2007 funded a \$2.4 million project to partially renovate the Police Headquarters facility.

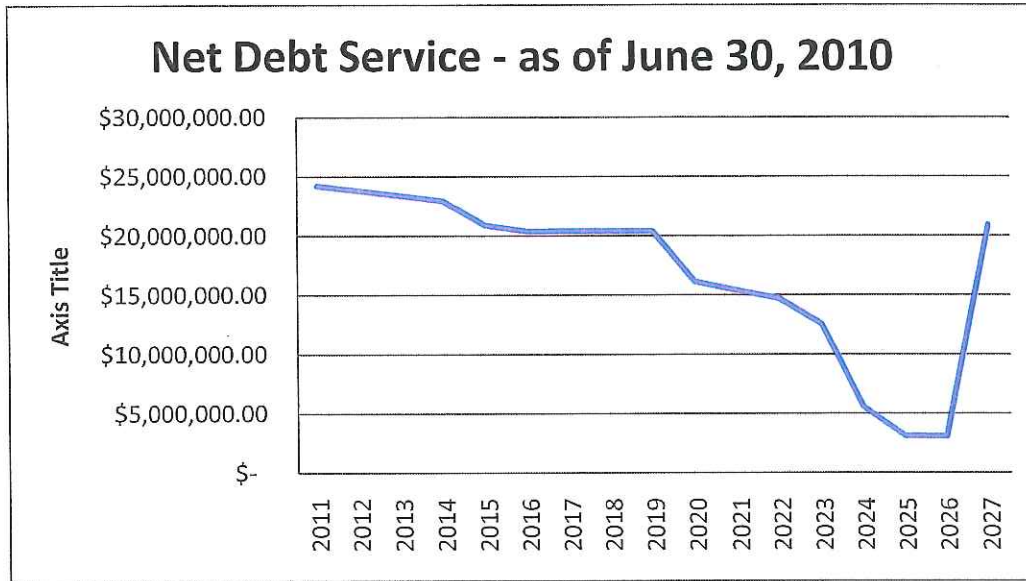


Examining non-facility debt, the City has begun to make substantial investments in parks, land purchases, the demolition of derelict buildings, and road and sidewalk infrastructure. The City's CIP indicates there will need to be considerable future funding in those areas. These projects should also weigh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

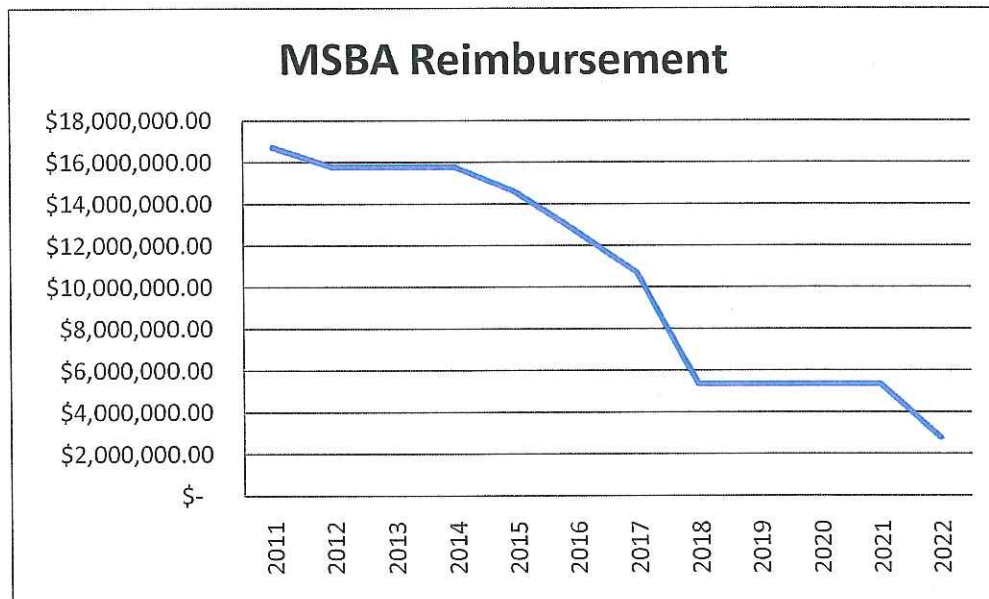
In Fiscal Year 2009 the City had instituted another source of funding for capital expenditures, which is known as "pay-as-you-go" capital. The City appropriates 1.5% of net general fund operating revenues to finance capital improvements via cash, in lieu of issuing debt, as required by the City's financial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

Net Debt Service

As mentioned previously, the City of Springfield has a total outstanding debt portfolio of \$313.2 million as of June 30, 2010. When interest is included, the total cost of this debt will be \$416.7 million. However, this is not the actual amount that the City pays in debt service. The City receives reimbursement for certain debt funded projects which, when netted from the \$416.7 million, leaves a \$288.3 million liability.

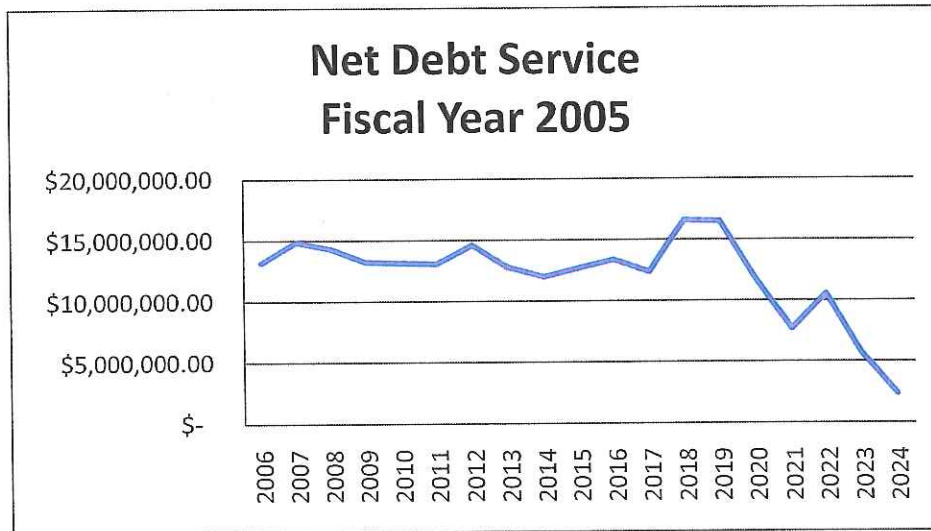


Currently the City receives reimbursements from the Massachusetts School Building Authority for qualified projects. One of the major projects that the City receives MSBA reimbursement is the construction of the new Putnam High School for which debt was issued in Fiscal Year 2007. The following graph shows the schedule of MSBA reimbursements. The 2027 debt service payment represents the sinking fund payment of the QSCB as explained previously.



The City also receives a small reimbursement for past bond issuances for sewer construction and renovations. The total amount that will be reimbursed in Fiscal Year 2011 is \$296,172. The Water and Sewer Commission assumed this debt when it was created. The Commission will continue to reimburse the City for this debt until 2015.

Prior to 2004, the City manipulated its debt structures to finance its severely unbalanced budgets. This caused significant “spikes” in debt service payments in the out-years. The chart below shows the City’s debt schedule prior to 2006.



As can be seen by the Net Debt Service as of Fiscal Year 2004, there are multiple spikes in debt service, including a 25% increase in Fiscal Year 2018. This increase would have major ramifications on the operating budget for that year forcing layoffs and other service reductions. During the two most recent debt issuances, the City made a concerted effort to address the spikes, as can be seen in the graph that shows the Net Debt Service as of June 30, 2009. This was done by scheduling debt service earlier in the bond term to create a declining debt structure. This creates additional debt capacity in future years, allowing the City to issue additional debt in future years to finance continued capital improvements.

Analysis of the City’s Debt Based on Industry Benchmarks

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

What is Included in this Report and What is Not?

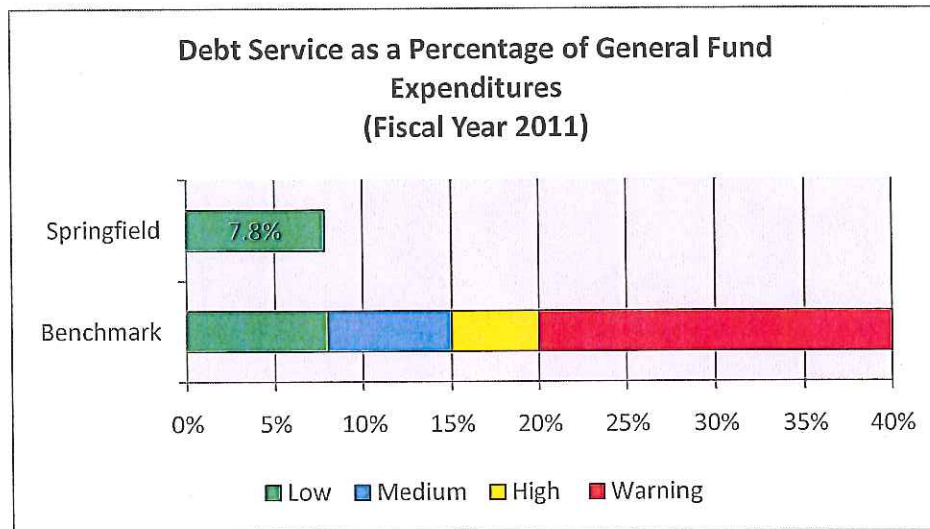
This ratio analysis looks at all debt that places a burden on our general government revenue stream, but it excludes enterprise fund debt that would be repaid through dedicated revenue. Currently the City has not issued debt on behalf of its single enterprise fund. For ratios that examine debt service,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

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

<u>Measure</u>	<u>Standard</u>	<u>Springfield</u>
Debt Service as a % of General Fund Expenditures	0%-8%	7.8%
% of Principal Retired in Ten Years	65%-100%	58.0%
Debt as a Percentage of EQV	0%-5%	3.7%
Total Debt as a % of Total Personal Income	0%-7%	13.5%
Debt Per Capita	\$0-\$1,000	\$ 2,059.52
Undesignated Fund Balance as a % of Revenues	10% or greater	7.6%
General Fund Balance as a % of Revenues	15% or greater	10.6%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0%-15%	6.8%

Debt Service as a Percentage of General Fund Expenditures

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



The City’s measure of debt service as a percentage of General Fund expenditures is strong, with 7.8% of the Fiscal Year 2011 budget dedicated to debt service. Many cities and towns with similar traits to Springfield have higher ratios of debt service to general fund expenditures. Springfield should continue to maintain this ratio at a similar level in the future to ensure large debt service payments are not unfairly placed on the City’s budget in the future.

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

Debt Retirement: Percent Retired within Ten Years

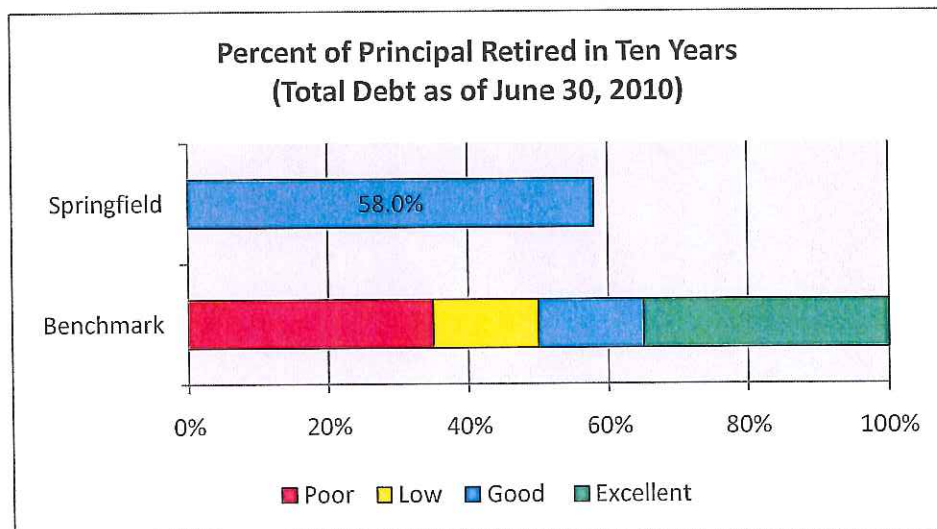
The speed with which a community retires its debt indicates a number of important factors. Included in these are:

- Willingness to repay debt: rapid repayment of principal indicates that a community is committed to repaying its debt. This “willingness to pay” is measured in a number of ways and is particularly important to those who lend money to others, as it provides them some proof of the borrower’s intention to repay the money if borrowed.
- Ability to repay debt: rapid repayment of principal indicates that a city or town has the financial resources necessary to repay debt quickly. This demonstrates a level of financial stability; communities that are experiencing financial difficulty are unlikely to repay their debt in an accelerated manner.

- Prevention of future problems: rapid debt retirement ensures that a community is not “back loading” its debt, as the City once did, locking itself into debt repayments that are affordable now but that will grow as time passes. Back loading is a sign of poor financial management – either overspending is intentional or managers are unable to make the difficult immediate-term decisions to balance the budget using a more appropriate debt financing structure.

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

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



The City currently has an aggressive debt retirement schedule. On average, 58% of the principal borrowed by the City is repaid within ten years as the remainder will be retired within seventeen years. This places the City well within the “good” ranking established by bond rating agencies (65% and above). Because of this schedule, the City will be able to borrow additional money to continue investing in its facilities, infrastructure, and other capital projects.

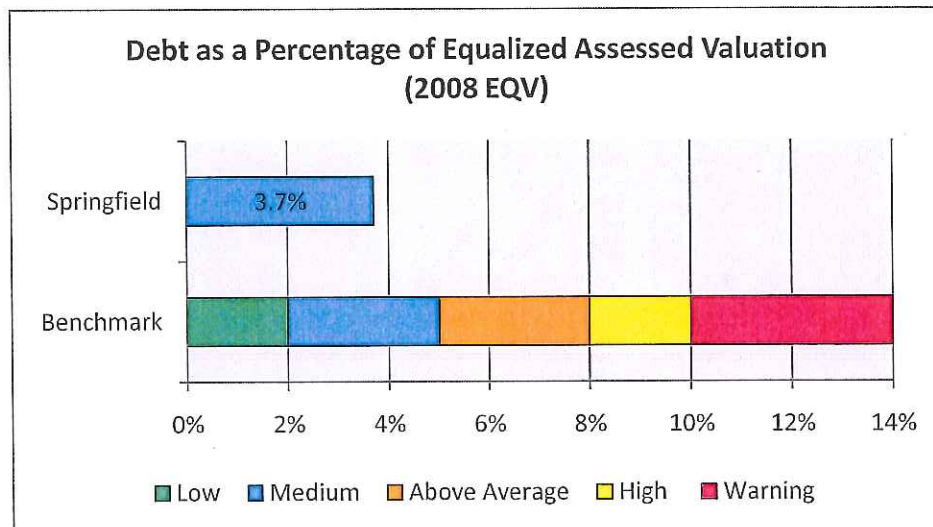
The City's overall debt retirement ranking indicates a strong willingness to repay debt. Examining this ratio in conjunction with the City's overall debt schedule below indicates that the City has not back loaded debt; the City's overall debt structure is prudent and well within the industry benchmarks.

Debt as a Percentage of Full Property Value (EQV)

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

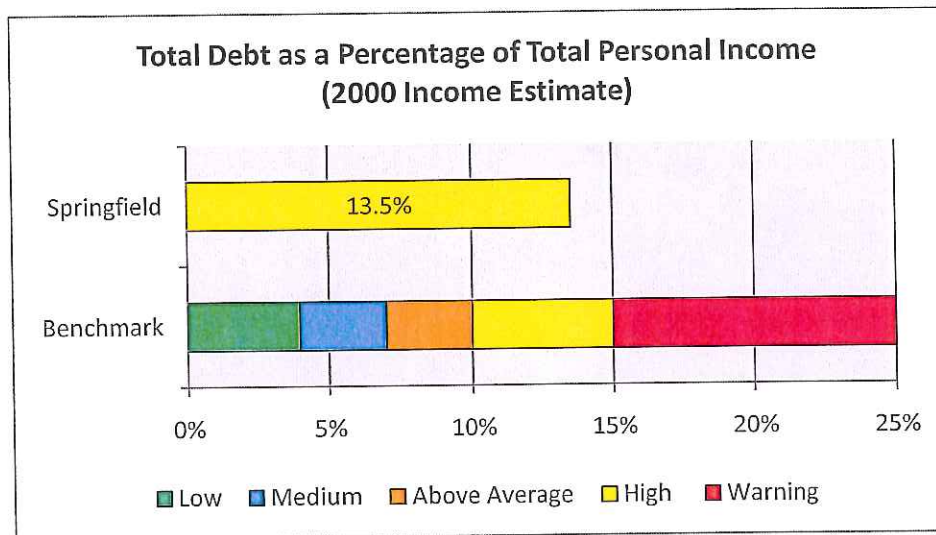
This measure is helpful but not deeply informative because it looks at total outstanding debt, not debt service. Examining debt as a ratio of full property value does not say much about the affordability of that debt. A small amount of debt issued at a high rate of interest can be more expensive than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

The City's ratio of debt to property value is 3.7% which is considered "medium" by the rating agencies. The City's debt limit is 5%. As indicated above, this medium measure does not directly relate to the City's ability to pay for this debt; this ratio does not take into account debt structure (how much money is due at what point in time for each issuance) or timing of payments, nor does it consider the City's ability to access property values due to Proposition 2 ½.



Debt as a Percentage of Total Personal Income

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



Springfield's ratio of debt to personal income is considered "high" by credit rating agencies. This means that the City's debt can be considered a disproportionately large share of a resident's income. Like the prior measure, however, this does not examine the cost of the debt, but focuses on the amount of debt issued. In other words, this measure does not take in to account the net debt service or timing of debt payments. When net debt is factored, the percentage of Total Personal Income decreases to 12%.

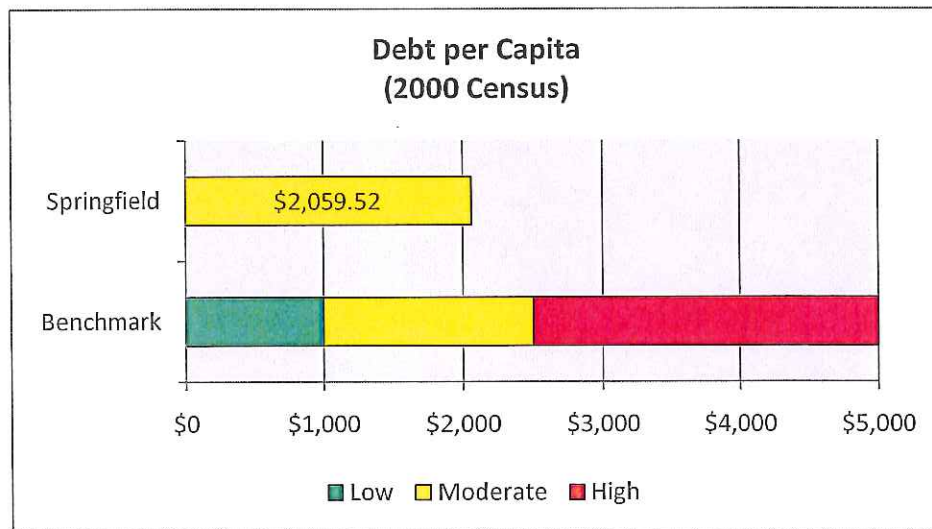
There are two important factors to consider when examining this ratio. The first, as described above, is that the City has entered into an aggressive debt retirement schedule that does not inappropriately delay debt payments. Another aspect to consider is that the City receives school and other reimbursements, decreasing the cost of the debt and the effective debt to personal income ratio. In 2010, the City of Springfield will receive \$16.6 million in MSBA grants with an average of \$13 million in each of the next ten years. Since this ratio only looks at "total debt," this subsidy is not considered.

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

Debt per Capita

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

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



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

In terms of net debt, the debt per capita decreases to \$1,896. This could be considered a more accurate metric as this amount explains how much actual debt per person after reimbursements from issuances.

Conclusion

Since Fiscal Year 2005 continuing through present day, the City of Springfield has strengthened its financial position by not only instituting clear and strict financial policies but also passing responsible budgets and creating a multi-year plan to evaluate the impact of decisions made today on tomorrow. The City has paid particular attention to the debt policies that allow the City to borrow for specific projects and pay off the debt in a timely manner.

According to the measures presented in this plan, the City is in a solid debt position but can improve its standing even more. One way to bring the City more in line with the debt policies passed in to restructure the current debt in order to increase the principal retired in a ten year period. The City should also look to decrease the debt per capita in order to bring Springfield in line with other communities in the Commonwealth. This could have the desired affect of increasing the City's financial standing.

The ability to address the City's large capital liability will be a substantial issue in the next fiscal years. The City will look to issue debt in 2012 or 2013 in order address some of the capital need, as well as use a combination of Pay As You Go Capital fund and Capital Reserve funds.

Another option to pursue if the City does not issue debt is to fund projects out of the Stabilization Reserve with the intent to reimburse from a bond issuance in Fiscal Year 2012 or 2013. This will act as a BAN but interest will not have to be paid due to the fact that the City is using its own funds. This will allow the City to address its most urgent of capital needs such as facility and infrastructure projects.

If the City chose not to issue debt the most immediate drawback is that the City would not be addressing some capital needs in Fiscal Year 2011. While this does not mean that the City will not be investing in any capital projects, the amount of projects selected will be limited.

In the short term, the City can begin to prepare for a large debt issuance in late Fiscal Year 2012 or Fiscal Year 2013 by preparing studies for large projects that have been selected by the Capital Improvement Committee.

In order to address the capital need in Fiscal Year 2012, the City can look to utilize a combination of Pay As You Go Capital funds and Capital Reserve funds. This will enable the City to fund projects that are smaller in cost but addresses top capital needs.

Appendix A

Current Outstanding Debt Issuances

City of Springfield, Massachusetts
Gross Long-Term Debt Outstanding as of June 30, 2010

Aggregate Debt Service

Part 1 of 5

Date	Principal	Interest	Total P+I
06/30/2010	-	-	-
06/30/2011	26,509,107.00	14,710,472.64	41,219,579.64
06/30/2012	26,243,150.00	13,588,227.63	39,831,377.63
06/30/2013	27,063,279.00	12,342,644.38	39,405,923.38
06/30/2014	28,024,556.00	10,920,824.40	38,945,380.40
06/30/2015	26,132,046.00	9,540,324.32	35,672,370.32
06/30/2016	25,045,000.00	8,221,157.51	33,266,157.51
06/30/2017	24,245,000.00	7,020,482.52	31,265,482.52
06/30/2018	19,970,000.00	5,943,857.53	25,913,857.53
06/30/2019	20,990,000.00	4,927,145.04	25,917,145.04
06/30/2020	17,660,000.00	3,967,907.52	21,627,907.52
06/30/2021	17,745,000.00	3,123,630.00	20,868,630.00
06/30/2022	15,105,000.00	2,370,052.50	17,475,052.50
06/30/2023	10,820,000.00	1,770,990.00	12,590,990.00
06/30/2024	4,150,000.00	1,422,871.25	5,572,871.25
06/30/2025	1,830,000.00	1,284,915.00	3,114,915.00
06/30/2026	1,885,000.00	1,201,327.50	3,086,327.50
06/30/2027	19,799,000.00	1,115,377.50	20,914,377.50
Total	\$313,216,138.00	\$103,472,207.24	\$416,688,345.24

City of Springfield, Massachusetts
Gross Long-Term Debt Outstanding as of June 30, 2010

Aggregate Debt Service

Part 2 of 5

Par Amounts Of Selected Issues

August 1 2001 SQ Non-Called -School Construction (Chestnut) (I).....	2,807,000.00
August 1 2001 SQ Non-Called -School Construction (Commerce) (I).....	841,000.00
August 1 2001 SQ Non-Called -Aerial Mapping (I).....	81,000.00
August 1 2001 SQ Non-Called -Park Improvements (I).....	98,000.00
August 1 2001 SQ Non-Called -GIS (I).....	40,000.00
August 1 2001 SQ Non-Called -Park Restoration (I).....	152,000.00
August 1 2001 SQ Non-Called -Street Construction 1 (I).....	365,000.00
August 1 2001 SQ Non-Called -Departmental Equipment (I).....	124,000.00
August 1 2001 SQ Non-Called -Street Construction 2 (I).....	182,000.00
August 1 2001 SQ Non-Called -Sidewalk Construction (I).....	95,000.00
August 1 2001 SQ Non-Called -School Design (Harris) (I).....	249,000.00
August 1 2001 SQ Non-Called -School Construction (Van Sickle) (I).....	704,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learnign Center Design (I).....	207,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learning Center Land Acq. (I).....	192,000.00
August 1 2001 SQ Non-Called -School Construction (Harris) (I).....	1,727,000.00
August 1 2001 SQ Non-Called -Library (I).....	695,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learning Center Construction (I).....	1,921,000.00
August 1 2001 SQ Non-Called -Fire and Safety Complex (I).....	866,000.00
August 1 2001 SQ Non-Called -Demolition (I).....	439,000.00
August 1 2001Phase I MWPAT 94-24 (O).....	1,337,713.00
August 1 2001 MWPAT 91-59 (I).....	534,425.00
July 25 2002 QZAB (I).....	3,500,000.00
February 15 2003 SQ NM & Refunding Non-Called -Harris Elementary School (O).....	830,000.00
February 15 2003 SQ NM & Refunding Non-Called -Boland Learning Center (O).....	1,885,000.00
February 15 2003 SQ NM & Refunding Non-Called -Van Sickle Middle/High School (O).....	6,570,000.00
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Sewer Plant (O).....	386,268.65
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Remodeling.....	197,089.93
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Roof (I).....	45,724.81
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Remodeling.....	54,869.77
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Repair (I).....	272,247.01
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Summer School (O).....	56,867.17
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Remodeling (I).....	876,761.00
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Civic Center (I).....	75,157.09
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 SMH2 Furniture (I).....	91,319.04
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Mason Square Urba.....	178,695.53
July 2005 Advance Refunding SQ -96 School Construction.....	5,609,516.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School Remodeling.....	430,673.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School Land.....	451,581.00
July 2005 Advance Refunding SQ -97 Golf Course.....	24,736.00
July 2005 Advance Refunding SQ -97 School Roofs.....	260,374.00
July 2005 Advance Refunding SQ -97 Industrial Park.....	173,542.00
July 2005 Advance Refunding SQ -97 Milton Bradley School Land.....	3,280,819.00
July 2005 Advance Refunding SQ -97 HS of Science and Tech.....	10,282,408.00
July 2005 Advance Refunding SQ -97 Indian Orchard School Remodeling.....	178,225.00
July 2005 Advance Refunding SQ -97 Commerce HS Remodeling.....	467,299.00

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Par Amounts Of Selected Issues

August 1 2001 SQ Non-Called -School Construction (Chestnut) (I).....	2,807,000.00
July 2005 Advance Refunding SQ -97 Sumner Ave School Remodeling.....	178,225.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School.....	2,124,622.00
July 2005 Advance Refunding SQ -98 Land Aquisition and Appraisal.....	1,066,875.00
July 2005 Advance Refunding SQ -98 School Construction.....	31,808,239.00
July 2005 Advance Refunding SQ -99 School 1.....	20,869,073.00
July 2005 Advance Refunding SQ -99 Chestnut School Land Acquisition.....	964,521.00
July 2005 Advance Refunding SQ -99 Urban Renewal.....	5,593,093.00
July 2005 Advance Refunding SQ -99 Demolition.....	1,677,231.00
July 2005 Advance Refunding SQ -99 Public Building 1.....	934,153.00
July 2005 Advance Refunding SQ -99 Public Building 2.....	1,054,795.00
July 7 2005 New Money 1 -Remodeling Public Buildings (ISQ).....	865,760.46
July 7 2005 New Money 1 -Dept. Equip. Facility Mgmt and Park (ISQ).....	196,568.39
July 7 2005 New Money 1 -Public Building Renovations (ISQ).....	3,255,613.72
July 7 2005 New Money 1 -Roof Repairs - School (ISQ).....	676,060.03
July 7 2005 New Money 1 -Boston Road/Parker Street (ISQ).....	167,973.66
July 7 2005 New Money 1 -Repairs to Public Buildings ADA Requirements (ISQ).....	1,628,979.60
July 7 2005 New Money 1 -Repairs to Public Buildings (ISQ).....	1,587,704.60
July 7 2005 New Money 1 -Repairs to Public Buildings-School (ISQ).....	772,673.30
July 7 2005 New Money 1 -Repairs to Public Buildings-School Emerg. (ISQ).....	1,629,737.00
July 7 2005 New Money 1 -Library & Museums Remodeling (SQ).....	26,299.77
July 7 2005 New Money 1 -Repairs to Municipal Group (ISQ).....	5,943,538.03
July 7 2005 New Money 1 -Final Phase Tapley Street (ISQ).....	1,716,223.43
July 7 2005 New Money 1 -School Building Repairs (ISQ).....	2,363,117.44
July 7 2005 New Money 1 -Public Building Repairs (ISQ).....	399,365.35
July 7 2005 New Money 1 -Rebecca Johnson School Improvements (ISQ).....	799,063.96
July 7 2005 New Money 1 -Demolition of Former Tech. High School (ISQ).....	1,736,321.26
July 7 2005 New Money 2 -Facility Construction (ISQ).....	180,430.51
July 7 2005 New Money 2 -Landfill Closure (OSQ).....	3,958,610.27
July 7 2005 New Money 2 -Departmental Equipment (ISQ).....	248,516.62
July 7 2005 New Money 2 -Urban Renewal I (OSQ).....	562,205.44
July 7 2005 New Money 2 -Park Improvements I (ISQ).....	1,617,444.11
July 7 2005 New Money 2 -Park Improvements II (ISQ).....	3,362,849.84
July 7 2005 New Money 2 -Cyr Arena (ISQ).....	514,693.50
July 7 2005 New Money 2 -Fire/Safety Complex (ISQ).....	1,582,444.11
July 7 2005 New Money 2 -Library & Museum (SQ).....	2,390,548.94
July 7 2005 New Money 2 -Urban Renewal II (OSQ).....	2,400,166.16
July 7 2005 New Money 2 -Park Improvements III (ISQ).....	732,090.50
February 7 2007 New Money SQ -Putnam School Renovation.....	9,105,000.00
February 7 2007 New Money SQ -Our Lady Hope School Renovation.....	3,950,000.00
February 7 2007 New Money SQ -Various School Water & Sewer.....	285,000.00
February 7 2007 New Money SQ -Demolition 1.....	1,725,000.00
February 7 2007 New Money SQ -Demolition 2.....	1,196,000.00
February 7 2007 New Money SQ -Demolition 3.....	2,174,000.00
February 7 2007 New Money SQ -Road Construction.....	2,985,000.00

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Par Amounts Of Selected Issues

August 1 2001 SQ Non-Called -School Construction (Chestnut) (I).....	2,807,000.00
February 7 2007 New Money SQ -Sidewalk Construction.....	745,000.00
February 7 2007 New Money SQ -Financial Software.....	2,260,000.00
February 7 2007 New Money SQ -Fire Station Land Acquisition.....	465,000.00
February 7 2007 New Money SQ -Fire Upgrades.....	455,000.00
February 7 2007 New Money SQ -Library Upgrades.....	455,000.00
February 7 2007 New Money SQ -Police Department Renovation.....	4,010,000.00
February 7 2007 New Money SQ -Police/Fire Design.....	1,235,000.00
February 7 2007 New Money SQ -Hope/Baptist Land Acquisition.....	225,000.00
February 7 2007 New Money SQ -Greenleaf Park Building Repair.....	75,000.00
February 7 2007 New Money SQ -Blunt Park Renovation.....	45,000.00
February 7 2007 New Money SQ -Treetop Park Renovation.....	200,000.00
February 7 2007 New Money SQ -Marshall Roy Park Renovation.....	175,000.00
February 7 2007 New Money SQ -Park Land Acquisition.....	225,000.00
February 7 2007 New Money SQ -Project Management.....	135,000.00
February 7 2007 ESCO SQ.....	13,125,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Chestnut School Construction.....	7,653,180.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Commerce School Construction.....	2,308,700.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Aerial Mapping (ISQ).....	237,230.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Improvements (ISQ).....	260,150.00
February 7 2007 Advance Refunding -Adv Ref of 2001 GIS (ISQ).....	129,750.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Restoration (ISQ).....	422,380.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction (ISQ).....	723,450.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Departmental Equipment (ISQ).....	329,830.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction 2 (ISQ).....	363,775.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Sidewalk Construction (ISQ).....	263,200.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Design (ISQ).....	684,435.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Van Sickle School Construct (.....)	1,930,115.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland LearningCenter Design.....	568,915.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland LearningCenter Land (.....)	529,200.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Construction (I.....)	4,726,600.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Library (ISQ).....	1,893,950.00
February 7 2007 Advance Refunding -AdvRef of 2001 BowlandLearningCenterConstruct.....	5,244,515.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Fire and Safety Complex (ISQ).....	2,358,440.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Demolition (ISQ).....	1,206,700.00
February 7 2007 Advance Refunding -Adv Ref of 2003 Harris Elementary School (OSQ.....	3,745,361.71
February 7 2007 Advance Refunding -Adv Ref of 2003 Bowland Learning Center (OSQ).....	8,539,194.98
February 7 2007 Advance Refunding -Adv Ref of 2003 Van Sickle Middle/ HS (OSQ).....	29,620,928.31
April 15 2009 Series A SQ -South End Development (ISQ).....	4,960,000.00
April 15 2009 Series A SQ -White Street Fire Station (ISQ).....	4,400,000.00
April 15 2009 Series A SQ -Paving (ISQ).....	1,230,000.00
April 15 2009 Series A SQ -Technology (ISQ).....	1,620,000.00
April 15 2009 Series A SQ -Chapman Valve Eco. Dev. (ISQ).....	1,395,000.00
April 15 2009 Series A SQ -Old First Church (ISQ).....	850,000.00
April 15 2009 Series A SQ -Demolition (ISQ).....	600,000.00

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Par Amounts Of Selected Issues

August 1 2001 SQ Non-Called -School Construction (Chestnut) (I).....	2,807,000.00
April 15 2009 Series A SQ -Forest Park Maintenance (ISQ).....	325,000.00
April 15 2009 Series A SQ -Administrative Expenses (ISQ).....	200,000.00
April 15 2009 Series A SQ -Van Horn Dam Study (ISQ).....	145,000.00
April 15 2009 Series B SQ Ref Aug 15 96 non-called.....	3,215,000.00
June 24 2010 QSCB (Taxable).....	17,864,000.00
TOTAL.....	313,216,138.00