

Capital Planning

INTRODUCTION

Mayor Walsh's \$2.09 billion FY18-22 Capital Plan will make critical investments in the City's infrastructure in every Boston neighborhood, guided by *Imagine Boston 2030* and the schools, streets, arts, climate and resilience plans under its umbrella. More than 14,000 residents have shaped *Imagine Boston 2030* by articulating the challenges Boston faces, setting goals for the city in 2030, and generating ideas about policies and investments to help achieve these goals. An ambitious set of initiatives form the foundation of the *Imagine Boston 2030* plan. Taken together, these initiatives will support Boston's dynamic economy and improve quality of life for residents by encouraging affordability, increasing access to opportunity, promoting a healthy environment, and guiding investment in the public realm. In order to more expeditiously address the City's investment aspirations, Mayor Walsh has increased planned borrowings by 22.5% over last year's plan, leveraged one-time funding sources including Winthrop Square Garage sale proceeds and the Parking Meter Fund surplus balance, and advanced the City's usage of the Massachusetts School Building Authority Accelerated Repair Program.

In FY18, Mayor Walsh is launching the Imagine Boston Capital Plan to move Boston residents' priorities from idea to action, and invest in creating the city Bostonians imagine for the future. Under the *Imagine Boston 2030* umbrella, the City is investing deeply in the core goals of *BuildBPS*, *Go Boston 2030*, *Boston Creates*, and *Climate Ready Boston*. An estimated 77% of the investment in the FY18-22 Capital Plan is aligned with the City's planning efforts:

- Mayor Walsh committed \$1 billion over ten years to bring Boston's school buildings into the 21st century, and this Capital Plan launches that investment with funding for 21st century classrooms, MSBA Accelerated Repair Program partnerships,

completion of projects in the pipeline, and reserves for future projects identified by *BuildBPS* community engagement.

- Boston, in collaboration with State and Federal sources, will invest \$719 million over the next five years in implementing the core initiatives outlined in *Go Boston 2030*: streets that are safer for all users of our roads and sidewalks, particularly pedestrians and cyclists; travel that is more reliable and predictable; and quality transportation choices that improve access to interconnect our neighborhoods for all modes of travel.
- Through the use of Winthrop Square proceeds, City capital dollars, and leveraging external funds, Mayor Walsh plans to carry out early actions to implement *Imagine Boston 2030*'s Open Space goals, including investing in Franklin Park as a keystone park for the city, completing the Emerald Necklace, and restoring Boston Common to its full vibrancy.
- Boston will prepare for climate change by investing City dollars and outside funding to develop more detailed climate plans for Boston neighborhoods, especially those most at risk for coastal flooding, as recommended in *Climate Ready Boston*.
- The Percent for Art Program, funded for the first time in this Capital Plan, demonstrates the City's leadership and commitment to sustainable funding for the arts by setting aside one percent of the City's annual capital borrowing for the commissioning of public art.

FY18-FY22 EXPENDITURES

The City is responsible for maintaining a large inventory of capital assets, including roads, bridges, schools, parks, libraries, public safety equipment, city buildings and more. The City's capital investments enhance our

neighborhoods, improve mobility, support the academic agenda of our schools and reinforce public safety with quality emergency response tools.

With *Imagine Boston 2030* and other City Planning efforts guiding many of the investments in this plan, projects in the FY18-22 Capital Plan are categorized within the *Imagine Boston 2030* initiatives below.

These capital investments are planned and funded through the City's Capital Plan, which is separate and distinct from the annual operating budget. The Capital Plan is primarily funded by borrowing through the issuance of bonds within the City's fiscally responsible debt affordability limits.

Education

Mayor Walsh announced a \$1 billion investment to modernize Boston's public school infrastructure, and the BuildBPS plan will guide that process. Through a dedication of City capital funds and a strong working relationship with the Massachusetts School Building Authority (MSBA), the plan will more than double the capital spending on BPS facilities over the next decade. In total, Boston will invest \$312 million in City Capital funds in BPS capital projects over the next five years, with an additional \$418 million committed for the following five years. Mayor Walsh's FY18-22 Capital Plan implements early action BuildBPS initiatives and reserves funding for projects identified by the BuildBPS engagement process.

The \$13 million BuildBPS 21st Century Schools Fund will provide schools with 21st century tools, including new technology and comfortable, movable furniture. This initiative will promote learner-centric programs, benefit professional development, and provide greater flexibility in both current and future learning spaces. Relative to larger-scale building renovations and repairs, these upgrades can be done at lower cost and on an accelerated timeline. BPS will create a menu of 21st century packages that schools will be able to select from, depending on their needs. BPS will work with school leaders to complete these upgrades in the 2017-18 school year.

Boston has also successfully ramped up its efforts to leverage MSBA Accelerated Repair Program (ARP) dollars to provide much needed improvements to its schools. This summer, Boston will invest \$13.6 million to unlock a \$16.3 million grant from the MSBA to provide seven BPS schools with new windows. In addition, the MSBA has approved a \$6.4 million grant, with Boston providing \$3.4 million in matching funds, to replace roofs and boilers at five BPS schools. The Mayor's Capital Plan sets aside an additional \$24 million over five years to position Boston to further leverage MSBA ARP dollars in the future.

This Capital Plan allows Boston to invest in BPS projects already in the pipeline:

- Slated to be completed in winter of 2017/2018, the \$73 million Dearborn STEM Academy will open for students in September 2018. The project, which leverages a projected \$37 million match from the MSBA, is designed based upon a project-based learning curriculum, with an emphasis on STEM education.
- Over the next two years, the Eliot School construction projects will be completed. The new \$23 million North Bennet Street building will welcome 5th to 8th graders this fall into a 21st century learning environment, while this summer, the final phase of construction will begin at the Commercial Street building.
- The Capital Plan provides for Boston's matching investment in the Josiah Quincy Upper School (JQUS) and Boston Arts Academy (BAA), which are collaborative projects with the Massachusetts School Building Authority (MSBA).

Transportation

Mayor Walsh's FY18-22 Capital Plan, drawing on City, State and Federal sources, will invest \$719 million over the next five years in implementing the core initiatives outlined in *Go Boston 2030*. Pursuant to *Go Boston 2030*, Boston will strive for streets that are safer for all users of our roads and sidewalks, particularly pedestrians and cyclists; travel that is more reliable and predictable, and quality transportation choices that improve access, to interconnect our

neighborhoods for all modes of travel. Driven by these core goals of safety, reliability, and access, the Capital Plan focuses on key investments.

The Capital Plan makes critical investments to improve safety for Boston's most vulnerable street users with a focus on roadway corridors, safe crossings, and traffic calming on residential streets and in small-business districts. Vision Zero, funded for FY18 at \$4.1 million, will make targeted safety improvements at corridors and intersections with known safety challenges, and to traffic-calm residential streets. This Capital Plan notably invests in the transformation of Hyde Square, North Square, Central Square, Dudley Street, and Boylston Street. It also sets aside funding for long term investment in other Main Street business districts across the city.

To improve safety and expand access to Boston's streets, Boston is launching a citywide, multi-year campaign to bring all crosswalks, lane markings, and bike lanes into a state of good repair, using a combination of operating and capital resources. As Boston works to expand access to make neighborhoods interconnected for all modes of travel, including driving, cycling, and walking, it is important to ensure that our roadways are designed to maximize the safety of such modes of travel. Clear lane markings including crosswalks, "Don't Block the Box" markings at key intersections, and well-marked bike lanes with appropriate insignia, all help reduce collisions, making our roadways safer for all users.

The Capital Plan invests in design and provides matching funds to unlock hundreds of millions of additional federal and state investment to transform key corridors in the city. The designs will focus primarily on stress-free walking, protected bicycling, and better accommodating public transportation. It also puts an additional emphasis on improving the street infrastructure in parallel with new housing investment in some of our neighborhoods. Key corridors include Melnea Cass Boulevard, Commonwealth Avenue, Boylston Street (Fenway), Columbia Road, the Sullivan Square - Rutherford Avenue - North Washington Street corridor, and street designs for the Boston Planning and Development Agency's PLAN initiatives in Jamaica Plain/ Roxbury and on Dorchester

Avenue. The Capital Plan focuses on adding protected bicycle lanes on every "Great Streets" project, and on off-street paths such as the Fenway-Roxbury Connector, South Bay Harbor Trail, and Connect Historic Boston, all complemented by continuing the \$900,000 annual investment in the Strategic Bicycle Network.

Through the FY18-22 Capital Plan, the City will also make investments to maintain bridges, roads, sidewalks, off-street paths, street lighting, and building facilities that are essential to the high-quality delivery of services. In addition to the transformation of the North Washington Street Bridge, this Capital Plan invests in upgrades to a series of other bridges in an effort to bring all bridges to a state of good repair by 2030. Using City Capital and Chapter 90 funding from the Commonwealth, Boston will continue necessary road and sidewalk resurfacing and reconstruction projects. Finally, Boston will continue to invest in ADA ramps and signals, and well-lit streets.

Technology

Consistent with *Imagine Boston 2030* and *Go Boston 2030*, Boston will invest in intelligent traffic signals to improve safety and reduce congestion. Through funding in the Capital Plan, the City will begin a transformation to the next generation of traffic signal technology, with an initial focus on some of the City's busiest corridors and bus routes. This innovation will minimize delay and maximize coordination across signals. The Capital Plan also funds a multi-year program to create improved and - in many cases - signalized intersections in some of the more challenging locations in the City. This includes the Father Hart Bridge area in Hyde Park, where the City aims to install new traffic signals at each end of the bridge as well as at the interconnected signals in Wolcott Square.

The City will continue investing in the Boston Fiber Network (BoNet) to improve Boston's fiber backbone and infrastructure. The goal is to provide broadband services to 73 additional Boston Public Schools, 24 family public housing developments and more than 100 City buildings, while also strengthening public safety communications. Expanding Boston's Fiber

Optic Network to these schools will deliver gigabit (1 Gbps) bandwidth capacity for PARCC online testing, online learning, administrative and video services, and in-campus Wi-Fi, along with additional services. Additionally, this investment will help the City to expand and improve public safety services across the City and present opportunities to deploy Wicked Free Wi-Fi to a broader geography.

To continue to make City services responsive to real time data, the Capital Plan also allows for the investment in Boston311 to deliver a more personalized experience for many services and better understand how customers interact with the City across departments. Building on the launch of Boston.gov in July of 2016, Boston will bring new services online, update existing services to improve user experience, and adapt to shifting technology trends and customer expectations.

Open Space

Imagine Boston 2030 calls for the City to strengthen Boston's existing park system and invest in new open spaces. Through the use of Winthrop Square proceeds, City capital dollars, and leveraging external funds, Mayor Walsh plans to carry out early actions to implement *Imagine Boston 2030's* Open Space goals, including investing in Franklin Park as a keystone park for the city, completing the Emerald Necklace, and restoring Boston Common to its full vibrancy.

Franklin Park renovations are already underway with investments in its pathways and a commitment to caring for its tree canopy. Mayor Walsh has also committed to a \$28 million investment funded by the sale of the Winthrop Square garage to fully renovate Boston's largest park, which borders multiple neighborhoods. These improvements, combined with the current master planning of Moakley Park, serve as anchor projects to launch the city's efforts to complete the Emerald Necklace. Originally envisioned by the Olmsted Corporation in the 1890s, the completion will be a community-led and modern interpretation of a green street, which increases connections in underserved areas of our city. Mayor Walsh has also committed \$28 million from the Winthrop garage sale to augment the current historic

levels of investment in Boston Common to fully renovate America's First Park. This investment will ensure future generations will enjoy the park in its full vibrancy.

In addition to the major initiatives outlined in *Imagine Boston 2030*, Mayor Walsh's FY18-22 Capital Plan continues investments to ensure Boston's open spaces are among the nation's most accessible and equitable. With the reconstruction of Franklin Park pathways underway, Mayor Walsh will extend his commitment to usage and safety of the Emerald Necklace with a \$4.8 million pathway improvement around Jamaica Pond. From the annual lantern parade, to the thousands of children who learn boating, to the endless parade of walkers and joggers enjoying the 1.5 mile loop for recreation, Jamaica Pond is a singular urban park experience. Across town, a renovation of Paul Revere Mall in the North End will ensure this historic park is a welcoming and inviting place for residents and visitors. The Paul Revere monument, along the Freedom Trail, is one of the most photographed sculptures in Boston. This renovation will include restoration of the fountain and monument, accessible pathways, landscaping, and utility work.

Ninety-seven percent of Bostonians live within a ten-minute walk of a park, but those spaces are only truly equitable if they serve the diverse needs of all our residents. Mayor Walsh recognizes the need for inclusive design and has created robust budgets for park renovation projects at Martin's Park in the Seaport, Smith Playground in Allston, and McConnell Playground and Garvey Playground in Dorchester. FY18 will bring the beginning of the renovation of the 45-acre Harambee Park. The investment will include environmental improvements, pedestrian pathways, field renovations and entrance improvements to transform Harambee into a premier example of community-led comprehensive planning.

Energy and Environment

As part of Boston's implementation of *Imagine Boston 2030*, Mayor Walsh's FY18-22 Capital Plan includes investments to support a healthy environment, reduce energy consumption and greenhouse gas emissions, and prepare for

climate change. Leveraging outside funding, the Capital Plan allows for development of more detailed climate plans for Boston neighborhoods, especially those most at risk for coastal flooding, as recommended in *Climate Ready Boston*. These plans are essential for protecting the safety and vitality of existing residents, businesses, and institutions, and for ensuring the implementation of continued growth and development, as envisioned in *Imagine Boston 2030*.

Through Renew Boston Trust, Boston will undertake renovation projects to reduce City buildings' energy consumption and capture the resulting financial savings. The City plans to finance the program with general obligation bonds payable in part with the financial savings resulting from reduced energy consumption. The City will implement the program through contracts with Energy Service Companies (ESCOs) that guarantee the energy savings generated by the projects sufficiently offset anticipated debt service costs.

Health

To encourage a healthy environment, including safe streets and communities, Boston is renovating several neighborhood community centers to better serve residents' needs. In FY18, Mayor Walsh is launching a major renovation to the BCYF Curley Community Center, an asset of the South Boston community. The heavily used building, which spans nearly a quarter mile on the South Boston beachfront, has an outdated layout for today's usage, and is in need of a major renovation. Currently under construction, the BCYF Paris Street Community Center is undergoing a major renovation to better meet the East Boston community's needs by providing additional programming space, a Teen Center, a new gym floor, a rock climbing wall, and a new fitness area. Construction will begin in FY18 on renovations to the BCYF Vine Street Community Center in Roxbury and the BCYF Gallivan Community Center in Mattapan.

Housing

In 2014, Mayor Walsh released *Housing a Changing City: Boston 2030*, the Administration's comprehensive plan to

accommodate Boston's rapid growth and stabilize the housing market over the next 15 years. Through the strategies outlined in the plan, more than 19,200 new housing units have already been completed or are currently in construction. This represents 36% of the City's 53,000-unit target for 2030. The City combines General Fund dollars with federal grants, state grants, and developer fees to leverage a wide variety of sources to invest in the creation and preservation of affordable housing citywide.

Municipal finance law does not allow the City to use city capital dollars to support private housing, but public infrastructure projects can enable housing development. Investments in this Capital Plan serve as critical component to several public and private residential projects. Mayor Walsh's Capital Plan invests in reconstruction of roads and sidewalks in the Whittier Street housing development in conjunction with a \$30 million Housing and Urban Development grant to revitalize the development and surrounding neighborhood. Known as Whittier Choice, the project will ultimately create a total of 387 mixed-income rental units.

The City is also in design of various street reconstructions in the Madison Park Village of Roxbury, bounded by Melnea Cass Boulevard and Tremont Street, enhancing the area ahead of new housing development along Melnea Cass in Lower Roxbury. The Madison Park Infill project will be comprised of a four-story building with 16 units and a five-story building with 60 units located just southwest of the Ruggles MBTA Orange Line station.

Boston will also be renovating the second floor of the Woods Mullen Shelter to increase the programming space, including housing search services and front door triage that enables shelter staff to meet with every new guest entering the shelters to conduct an in-depth assessment. This assessment leads to the development of a client-centered plan to exit the shelter system into safe, supported, and stable housing as quickly as possible.

Arts and Culture

The Mayor's Office of Arts and Culture released the City's first cultural plan, *Boston Creates*, in

2016, which calls for increased support to Boston's arts and culture ecosystem. The Percent for Art Program, included for the first time in the FY18-22 Capital Plan, is a critical policy outcome of this planning process. The City projects to borrow \$170 million in FY18 to support the Capital Plan, and will invest one percent, or \$1.7 million, in public art projects in FY18.

In advance of the implementation of this program, the City has launched pilot art projects in ongoing major infrastructure projects. In January 2017, an artist was selected to create a public art project in conjunction with the reconstruction of Hyde Square at the intersection of Centre Street, Perkins Street, and Day Street. The City also plans to include a public art project within the Jamaica Plain Branch Library project.

In FY18, a \$15.7 million project will be launched to preserve the Library's valuable and historic special collections in rare books and manuscripts. This project will begin with the inventory of the Central Library in Copley Square's Rare Books & Manuscripts Department's nearly 250,000 rare books and one million manuscripts. Over the course of the next two years, the Rare Books Department will receive major environmental and mechanical improvements to better regulate temperature and humidity control of the department's collection storage areas, staff spaces, conservation lab, and public reading room. Ultimately, the project will increase accessibility to the Library's rare books and manuscripts and ensure the collections will be preserved for the future. The project continues the City's and the Library's renewed commitment to improve intellectual control, custodianship, and security of its special collections.

The FY18-22 Capital Plan continues to demonstrate Mayor Walsh's strong commitment to revitalizing library branches throughout Boston's neighborhoods. In FY18, the Mayor's Capital Plan launches projects for new or renovated spaces at the Uphams Corner and Fields Corner branches. It also includes funding for new, smaller scale facility improvement projects, including interior updates at the South

End, Lower Mills, and West Roxbury branches, as well as landscaping and exterior space upgrades at the South Boston Branch.

Construction will begin at the Dudley Branch, a \$14.7 million project that will reorient the entrance to reconnect it with the heart of Dudley Square. The Capital Plan supports design activity at the Roslindale and Adams Street branches in the upcoming year as well. The recently completed programming study and community process for the Adams Street Branch resulted in recommendations for new construction that will expand the building footprint, add new meeting rooms, provide an enhanced teen space, and create redesigned outdoor spaces.

Economy

As a \$2 billion investment in the City's assets, the Capital Plan supports economic growth in Boston by creating construction jobs and investing in infrastructure that unlocks economic activity. The Capital Plan also supports targeted investments to strengthen Boston's core and small businesses, as called for in *Imagine Boston 2030*. For example, roadway improvements in the Dudley Square Main Street district, with geometric changes, new traffic signal equipment and timing, bike lanes, and streetscape improvements, will improve access and safety. This project also begins implementation of the *Go Boston 2030* goal to make public realm improvements in every Main Streets district in Boston by 2030.

The City will also collaborate with developers to improve roads and sidewalks along Harrison Avenue between East Berkeley Street and Herald Street. These infrastructure improvements are critical to economic development activity along the corridor with the recent development of InkBlock, which includes 471 housing units.

Public Safety

As part of the *Imagine Boston 2030* initiative to reduce cancer risks for firefighters, the Capital Plan will include health and safety improvements to firehouse projects. In FY16 and FY17 the Fire Department, in conjunction with the Public Facilities Department, studied best practices for firehouse design and will now

utilize an enhanced set of building programs for new and renovated firehouses. Key changes include separating out different areas of the firehouse to keep fire contaminants away from living areas, and improved personal and gear cleaning facilities. The new Engines 42 and 17 will be among of the first firehouses in the nation to reflect these enhancements. The City is also renovating neighborhood police stations. Design is underway on the new East Boston Police Station, a \$25.5 million project that will replace the existing A-7 station, which has passed its useful life, and will take advantage of underutilized land in East Boston.

In 2016, the City launched an accelerated fire apparatus replacement plan, which will replace nearly 50 percent of the fleet by the end of 2019. In FY17, the department purchased 16 new fire trucks to replace a series of apparatus with known mechanical issues and improve public safety by increasing the number of apparatus in the reserve fleet. The plan will continue with the purchase of fire engine trucks, ladders and a tower ladder in FY18.

The Police Department is upgrading and replacing its radio system to serve our Police Officers, as it had outlived its useful life. The project will include \$56 million in operating and capital investments over four years. Looking toward future radio needs for other public safety and civilian departments, DoIT will conduct a feasibility study to determine the most cost effective and efficient way to expand and sustain the infrastructure that supports the radio systems of multiple City departments.

Government Effectiveness

Mayor Walsh launched the City Hall Master Plan to allow Boston to rethink the way the public interacts with government in City Hall and to enliven the plaza. The City has successfully launched pilot projects, including “Boston Winter” on the plaza and the exterior lighting installation to enhance the building’s original design while livening up City Hall plaza. The City has also begun lobby renovations to provide a new visitor entrance, information desk and signage, and coffee kiosk to make the building more user-friendly. With funding through the FY18-FY22 Capital Plan, the City will renovate the plaza to provide a more inviting space to the

public while making needed infrastructure and accessibility improvements. The City will improve transactional spaces in City Hall to enhance interactions between residents and City departments, and address deferred capital maintenance.

Mayor Walsh’s Capital Plan includes funding for Youth Lead the Change, a participatory budgeting process where young Bostonians make decisions about how to spend the \$1 million each year. Projects funded to date include providing laptops in schools, park renovations, adding trash cans and recycling bins, and installing Wi-Fi in schools and community centers.

FY18-22 PROJECT HIGHLIGHTS AND SEQUENCING

Project	Budget	Fiscal Year				
		2018	2019	2020	2021	2022
Community Spaces						
BCYF Paris Street Community Center	\$ 12,375,000	█				
BCYF Gallivan Community Center	\$ 2,960,000	█				
Jamaica Plain Branch Library	\$ 10,000,000	█				
BCYF Paris Street Pool	\$ 5,000,000	█		█		
Parker Hill Library	\$ 2,400,000	█	█			
Dudley Branch Library Renovation	\$ 14,718,000	█	█	█		
BCYF Vine Street Community Center	\$ 5,340,000	█	█	█		
BCYF Clougherty Pool	\$ 2,700,000		█		█	
Roslindale Branch Library Renovation	\$ 6,700,000	█	█	█	█	
Adams Street Branch Library	\$ 12,600,000	█	█	█	█	
Fields Corner Branch Library	\$ 12,100,000				█	█
BCYF Curley Community Center	\$ 15,000,000	█	█	█	█	█
Central Library: Rare Books and Manuscripts	\$ 15,725,000	█	█	█	█	█
Faneuil Branch Library	\$ 12,625,000		█	█		█
*City Hall & Plaza	\$ 60,300,000	█	█	█	█	█
Schools						
Eliot School at 585 Commercial Street	\$ 40,450,000		█		█	
Window Replacements at 7 Schools	\$ 29,943,163	█	█			
Dearborn 6-12 STEM / Early College Academy	\$ 73,498,295	█	█			
Madison Park Complex Building #4 Locker Rooms	\$ 6,300,450	█	█	█	█	
Mattapan Early Elementary School	\$ 1,200,000	█	█			
Quincy Upper Pilot School	\$ 125,000,000	█	█	█	█	█
Boston Arts Academy	\$ 118,850,000		█			█
Public Safety						
Engine 50	\$ 3,810,000	█	█	█		
Engine 42	\$ 19,675,356	█	█	█		
East Boston Police Station	\$ 25,540,000	█	█	█		
Engine 17	\$ 19,000,000	█	█	█		
Parks						
Jamaica Pond Pathways and Perimeter Improvements	\$ 4,770,000		█			
Medal of Honor Park & Lee Playground	\$ 2,010,000	█	█	█		
Franklin Park Pathway Improvements	\$ 5,000,000	█	█	█		
McConnell Playground	\$ 3,690,000	█	█	█		
Garvey Playground	\$ 5,000,000		█			
Harambee Park Master Plan Implementation	\$ 3,700,000		█			
Martin's Park	\$ 7,000,000		█			
Smith Playground	\$ 6,285,000		█	█		
Ramsay Park	\$ 2,395,500		█			
Noyes Park	\$ 3,110,000		█			
Reservation Road Park	\$ 4,260,000	█	█	█		
Cassidy Field Master Plan Implementation	\$ 4,005,030	█	█	█		
Streets						
Connect Historic Boston	\$ 30,006,896	█	█	█		
North Square	\$ 2,500,000	█	█	█		
North Washington Street Bridge	\$ 167,920,000	█	█	█	█	█
Commonwealth Avenue Phase 3 and 4	\$ 2,900,000	█	█	█	█	█

*Indicates new project in FY18

Study
Design
Construction

Table 1

FY18 Expenditure Allocation

The City estimates FY18 capital expenditures from all sources will total \$308 million (see Figure 2).

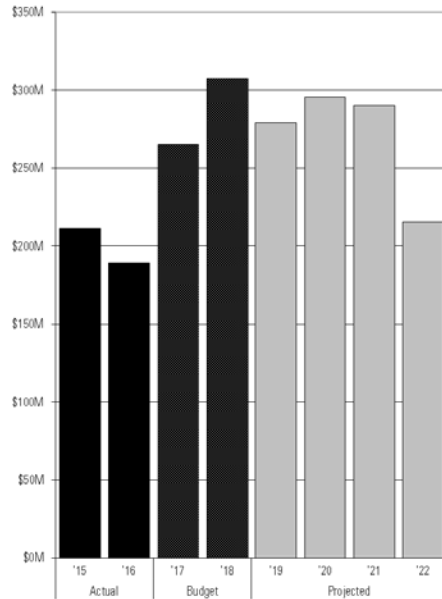


Figure 1 – Capital Expenditures, FY15-FY22

All projects in the Capital Plan are categorized as Upkeep, Upgrade, New/Major Renovation, Planning or Matching Funds. OBM tracks the overall distribution of these categories to maintain a balance between the upkeep of existing assets and the expansion or introduction of new ones.

Upkeep represents projects that maintain the City’s assets, a fundamental priority of the Capital Plan. In FY18, 21% of projected spending supports Upkeep projects. These include roof and masonry repairs, the replacement of play equipment in parks, HVAC and boiler replacement, and critical repair funds for departments to address relatively small but vital repair projects not covered by routine maintenance. A substantial portion of the Upkeep category supports on-going bridge, street, sidewalk, and street lighting repairs that ensure the City’s roads and sidewalks are safe and in good condition.

Upgrade represents projects that improve existing assets by adding new capacity or innovations. This year’s upgrade allocations account for 51% of projected spending, and includes projects such as Connect Historic Boston – the redesign of several Downtown

streets with support from a Federal grant – and new equipment for the police radio system.

New/Major Renovations represents 26% of FY18 allocations. New facilities and rehabilitation projects for schools, libraries, parks and community centers enable the City’s facilities to adapt to fit the needs of today’s programs, improve the ‘green’ performance of facilities, and extend the useful life of older assets. Highlights in this category include a new fire house at Engine 42 in Roxbury and the BCYF Curley Community Center in South Boston.

FY18-FY22 Project Highlights	
Education	
	BuildBPS: 21 st Century Schools Fund
	Dearborn STEM Academy
Transportation	
	Boylston Street Sidewalks
	Vision Zero
	Hyde Square
Technology	
	Digital Engagement Upgrades
	Father Hart Bridge Traffic Improvements
Open Space	
	Jamaica Pond Pathways & Perimeter
	Martin’s Park
Energy and Environment	
	Climate Ready Boston
	Renew Boston Trust
Health	
	BCYF Curley Community Center
	BCYF Gallivan Community Center
Housing	
	Whittier Street Roadways
	Madison Park Village
Arts and Culture	
	Percent for Arts
	Central Library: Rare Books Dept.

Economy

Harrison Avenue / Washington Street

Dudley Street

Public Safety

New East Boston Police Station

New Engine 42 Fire Station

Government Effectiveness

City Hall and Plaza Master Plan

Youth Fund

About 2% of the FY18 budget is assigned to matching fund requirements and planning projects. Comprehensive planning projects, which analyze a group of buildings or program needs, provide the groundwork for targeted investments in the categories of Upgrade and New/Major Renovations. Projects in this category include funds for a master plan of the Frog Pond at Boston Common and a transportation study of the Bowdoin Street/Geneva Avenue area of Dorchester. The Matching fund category includes projects in which the City covers the costs of design and engineering services. These expenditures are able to leverage state and federal construction funds on projects such as the new North Washington Street Bridge and the South Bay Harbor Trail.

FINANCING THE FY18-FY22 CAPITAL PLAN

The Capital Plan is financed with general obligation bonds issued by the City, other City funds, state grants, federal grants, and private grants.

General Obligation (G.O.) Bonds

General obligation bonds represent 60.2% of all project funding. This year's plan assumes \$950 million in new general obligation borrowings over the next five years, a 22.5% increase over last year's plan. This borrowing level remains sustainable within the City's debt affordability policy.

State and Federal Funds

State and federal financing represent 32.6% of all project funding. Programs, such as the School Building Assistance program, Chapter 90

and the Transportation Improvement Program, provide key resources for Boston's Capital Plan. Funds for capital financing are currently estimated at \$383.2 million from state programs and \$299.9 million from federal programs.

School Building Assistance Program

The School Building Assistance (SBA) program, administered by the Massachusetts School Building Authority (MSBA), is an important revenue source for school renovation and construction. Annually, the MSBA accepts new project requests from cities, towns, and school districts, and if a project is ultimately approved, the MSBA pays 40% to 80% of eligible project costs.

The MSBA operates two major programs – the Core Program and the Accelerated Repair Program (ARP). Major renovation and new construction projects are funded through the Core Program. The ARP funds roof, boiler, and window replacement projects in school buildings that are otherwise sound.

The City currently has three projects in the Core Program -- the Dearborn STEM Academy, the Boston Arts Academy, and the Josiah Quincy Upper Pilot School.

Construction of the new Dearborn STEM Academy is underway and will open for students in September 2018. The MSBA has approved a maximum project grant totaling \$37.4 million, which covers 50.8% of the current project budget.

Feasibility studies are underway for the Boston Arts Academy and the Josiah Quincy Upper School. The City expects to select a preferred option for each of these projects in the first half of fiscal 2018.

The City has three projects underway through the Accelerated Repair Program. The City entered into a Project Funding Agreement last year for a window and door replacement project at seven schools. The MSBA's maximum grant totals nearly \$16.4 million. The total project cost is over \$29 million. Construction will begin on the window project in June and is expected to be completed before the end of the calendar year.

The City expects to complete roof and boiler projects at five schools later this year. The MSBA's grant covers up to \$6.4 million of these \$9.8 million in projects.

The MSBA invited seven additional projects into the Accelerated Repair Program in June. The projects include boiler replacements at five schools, new windows at one school, and a new roof at one school. Design will be completed in FY18. Construction is expected to begin in FY19.

For the period FY18-22, total payments from the MSBA for legacy projects are estimated at \$14.3 million. The state payments offset debt service costs for school building assistance projects approved by the Department of Education prior to the creation of the MSBA in 2004.

Chapter 90 Funds

Administered by the Massachusetts Highway Department, Chapter 90 funds are allocated by formula through state bond authorizations and through the state budget to all cities and towns in the Commonwealth. The City uses Chapter 90 funds to support its roadway resurfacing and reconstruction programs as well as its sidewalk reconstruction programs. The City anticipates an allocation of approximately \$14.4 million in FY18.

Transportation Improvement Program (TIP)

The Transportation Improvement Program is a statewide road and bridge construction advertisement program developed under the management of the Massachusetts Department of Transportation (MassDOT). It includes both local and state owned roads and bridges. The TIP's funding sources include state-issued general obligation bonds and federal funds made available through the Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy for Users (SAFETEA-LU).

Other Funds

Other Funds is a revenue category that includes both City and non-City sources.

City sources of Other Funds include the Street Opening Account which funds the permanent repair of utility cuts and pavement restoration. Transfers from the Surplus Property Fund, Parking Meter Fund, and the General Fund are also categorized as Other Funds.

Other Funds Summary

Transfers from:	<u>\$ Amount</u>
General Fund	\$8.00M
Surplus Property Fund	\$28.25M
Parking Meter Fund	\$85.69M
Fund for Parks	\$5.70M
Utility Company Grants	\$10.02M
BPDA	\$2.96M
Other Non-City	<u>\$8.21M</u>
Total	\$148.83M

Table 2

In FY18, the City proposes transferring \$46.4 million from the Parking Meter Fund to the Capital Grants Fund and appropriating it for Vision Zero and 16 one-time capital projects, including the reconstruction of pathways around Jamaica Pond, a Crosswalk and Lane Marking Revitalization initiative, and the reconstruction of Beach Street. Using the Parking Meter Fund revenue in this way allows the City to make increased investments in infrastructure while increased investment in the BuildBPS program is supported by additional debt issuance. The constraints of the City's debt affordability policies, designed to limit pressure on debt service costs in the operating budget, limit the City's capacity to address both needs through debt issuance alone. This is an opportunity to use available Parking Meter Fund balances for investments in one-time projects aligned with *Go Boston 2030*, the City's transportation master plan. Through this appropriation, the City will address important transportation capital needs.

Non-City sources of Other Funds include grants from the Boston Planning and Development Agency for roadway construction or other capital projects, as is the case with Harrison Avenue and Connect Historic Boston. Other Funds also include incentive rebates provided by utilities to carry out energy efficiency projects. Altogether, these City and non-City sources of capital funds are estimated at \$146.8 million.

CAPITAL PLANNING PROCESS

Capital needs and resource availability are assessed annually through a capital planning

process that results in a five-year Capital Plan. The first year of the spending plan constitutes the City's capital budget. Expenditures against this budget are closely monitored throughout the year. To emphasize the balance between needs and resource availability, the budget document (in Volumes II and III) includes both capital authorizations and expenditure projections for each project.

The annual capital planning process begins with a capital improvement project request period during which all departments have an opportunity to identify their facility, equipment, infrastructure, and planning needs in a systematic manner, and to submit their proposals to OBM for funding consideration. The development of department project requests may involve both internal assessments of current needs and a review of external constituent requests.

All capital improvement projects requesting funding consideration must meet at least one of the following minimum criteria:

- Complies with Americans with Disabilities Act;
- Improves health and safety;
- Supports economic development;
- Enhances general government effectiveness;
- Mitigates an environmental hazard;
- Responds to a legal, legislative or administrative mandate; or
- Preserves existing municipal facilities.

A project request includes a cost estimate, a description of the proposed scope of work, and additional descriptive information to help OBM evaluate it.

Proposed projects must account for short-term and long-term effects on the City's operating budget. Accordingly, project requests that OBM determines may impact the City's operating budget are subject to additional review to determine the anticipated effect on personnel, utilities, maintenance, and supply costs, as well as expected changes in service demand or delivery of departmental programs. As a practical matter, it is assumed that certain

types of projects such as energy conservation and energy efficiency projects (e.g. heating system upgrades or roof and window replacements) provide operating budget savings. OBM works with departments to measure these savings.

OBM reviews project proposals to determine the extent to which private purposes or benefits may exist; this review allows the City of Boston to maintain its tax-exempt financing status.

New capital requests that are recommended for funding are placed into a multi-year spending plan along with previously authorized projects. The Mayor submits the Capital Plan to the City Council each year. The City Council, in turn, holds public hearings to consider project authorizations. This year's Capital Plan identifies 233 new and continuing projects and proposes \$256.7 million in new bond authorization and a \$46.4 million appropriation supported by the Parking Meter Fund.

Descriptions of all 233 projects can be found in Volumes II and III of the Budget. Project descriptions include authorizations and funding sources, projected expenditures, scope of work summary, and an indication of whether or not the project generates a near-term operating budget impact.

Operating Budget Impacts

Determining the impact that proposed capital investments will have on the City's operating budget (personnel, contracted services, equipment and utilities) is essential to the capital budgeting process. Many capital projects, such as those that replace mechanical equipment with modern, more efficient versions, save the City money in future operating costs; others, such as those that allow the City to expand programming or establish a stronger presence in different neighborhoods, may entail future operating costs. Understanding the balance between future savings and future costs resulting from these capital projects is vital to maintaining the City's long-term financial health.

In Volumes II and III of this document, each capital project summary indicates whether or not there is an operating impact associated with the project.

While most capital projects can be assumed to have a marginal impact on energy savings or personnel demands, only those projects that will likely result in an increase or decrease in a budget appropriation are included here.

Savings

The Capital Plan supports investments that will decrease operating expenses by reducing costs associated with emergency repairs, maintenance of old systems, and energy inefficiency. A substantial portion of the Capital Plan is focused on these types of basic facility improvements.

Through an Executive Order relative to climate action, the City has committed to designing new buildings and selected major renovations to the standards required to attain U.S. Green Building Council LEED (Leadership in Energy and Environmental Design) certification.

By far the largest operational savings comes from the conversion of street lights to newer fixtures using Light Emitting Diode (LED) technology. Since 2014, the City has performed 18,551 streetlight LED retrofits. The FY18 Budget reflects an avoidance of 33.6 mWh, or \$5.8 million in energy costs, directly attributable to this work.

The Renew Boston Trust initiative aims to bundle municipal energy efficiency renovation projects and capture the resulting financial savings. The City plans to finance the program with general obligation bonds payable in part with the financial savings resulting from reduced energy consumption. The City expects to implement the program through contracts with Energy Service Companies (ESCOs) that will provide financial guarantees that the energy savings generated by the projects will be sufficient to cover anticipated debt service costs. The City anticipates moving forward on a pilot program in FY18.

The Property Management Department is updating the City Hall heating system. An assessment is underway that will determine the most cost effective and energy efficient solution. The Boston Public Schools and Fire Department are both pursuing capital projects to save energy and reduce operating costs, primarily by

replacing boilers and updating HVAC and associated systems.

Costs

Increases in operating expenses expected as a result of capital projects are primarily driven by two areas: an expansion of the City's IT infrastructure and the addition of buildings to the City's portfolio.

In FY18, licence costs will increase by \$460,000. This increase is due to investments made to replace enterprise applications such as the City's 311 and tax collecting systems as well as the core infrastructure project to establish a back-up data center.

Although many of the projects identified in the Department of Innovation and Technology (DoIT)'s capital budget are replacing legacy systems, in many cases they involve an expansion of that infrastructure as well. This entails annual licensing fees to support the ongoing maintenance and upgrades of the new software solutions, and often the addition of personnel to support the customizations and integrations that allow the new software to meet the City's needs. Although it is expected that most of this new software will result in operational efficiencies, those efficiencies have been difficult to quantify in a way that can be accurately reflected in the City's budget projections.

DEBT MANAGEMENT POLICIES AND DEBT IMPLICATIONS OF THE PLAN

Effective debt management ensures that the City can meet its capital infrastructure and facility needs. Debt management requires a series of decisions about the amount, timing, purposes and structure of debt issuance. Long-term debt related to capital investment has two main purposes:

- (1) It finances acquisition, construction, repair, and renovation of City-owned buildings and equipment that are necessary to provide public services; and
- (2) It finances infrastructure improvements to ensure the City's continued growth and safe roadway conditions.

The Treasury Department manages all borrowings according to the City's debt

management policies. These policies address issues such as debt affordability and limitations on the level of variable rate debt the City will use. The City's goals are to rapidly repay debt, maintain a conservative level of outstanding debt, and ensure the City's continued positive financial standing with the bond market.

Key components of the debt management policies ensure that:

- combined net direct debt does not exceed 3% of taxable assessed value;
- at least 40% of the overall debt is repaid within five years and 70% within ten years;
- annual gross debt service costs do not exceed 7% of general fund expenditures;
- variable rate debt does not exceed 20% of the City's total currently outstanding bonded debt (the City has no variable debt).

For further discussion of the City's financial policies and management controls, refer to the chapter on Financial Management.

The City's debt service forecast assumes general obligation borrowing of \$173 million in FY18, \$177 million in FY19, \$200 million in FY20, \$200 million in FY21, and \$200 million in FY22. On March 7, 2017, the City sold \$150 million in general obligation bonds to fund its capital improvement projects. The debt tables at the end of this chapter detail the City's outstanding debt service obligations and demonstrate the City's rapid retirement of its debt.

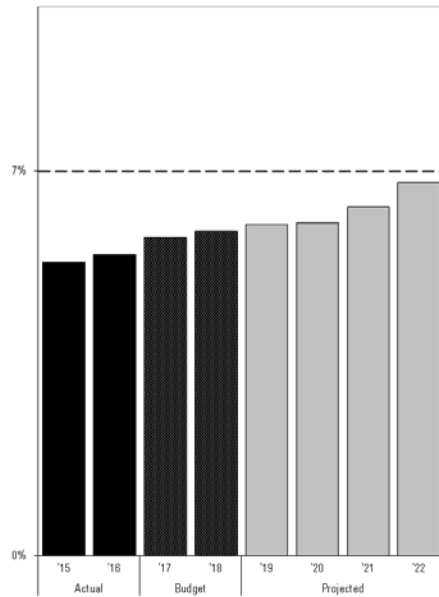


Figure 2 – Gross Debt Service as a Percent of Total General Fund Expenditures, FY15-FY22

The City's gross debt service requirement will remain under 7% of total General Fund expenditures through FY22 (See Figure 3).

The ratio of debt service to the City's primary revenue source, the property tax levy, is projected to increase through FY22 (See Figure 4). Even with the increase, the ratio is not expected to exceed the City's policy ceiling.

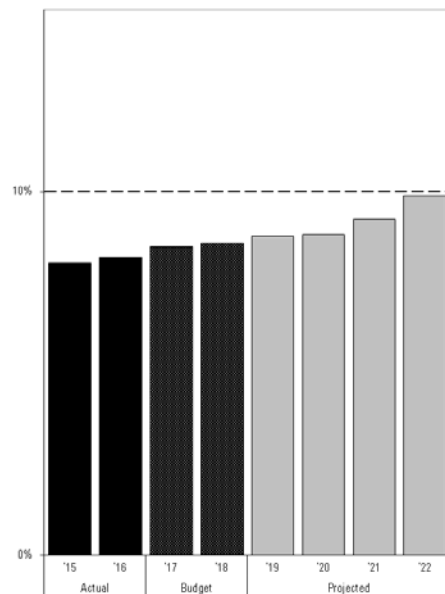


Figure 3 – Gross Debt Service as a Percent of the Net Property Tax Levy, FY15-FY22

The City's current overall debt burden (net direct debt to assessed property value of \$143.58 billion) is approximately 0.91% as of April 30, 2017. The City's net direct debt per capita

currently stands at approximately \$1,942 as of April 30, 2017.

Boston has been conservative about assuming long-term debt and aggressive about retiring debt expeditiously. As of April 30, 2017, the City's debt retirement schedule shows that 42.7% of its principal will be retired five years out, before the end of FY22 (See the Debt Retirement table at the end of this chapter).

In February of 2017, Moody's Investors Service and Standard & Poor's reaffirmed Boston's credit rating at Aaa, and AAA, respectively. A bond rating is a statement of credit quality and is analyzed when determining the interest rate that should be paid for a municipality's bonds. A higher bond rating translates into lower interest rates and real dollar savings for the City.

Capital Project Financing

Fiscal Years 2018 - 2022

	Existing Authorization	FY18 Authorization	FY19-22 Authorization	State	Federal	Other	Trust	Total
Boston Center for Youth and Families	33,514,033	17,900,000	4,241,642	0	0	0	0	55,655,675
Boston Redevelopment Authority	1,650,000	950,000	0	0	0	0	0	2,600,000
Department of Innovation and Technology	55,368,935	36,513,575	0	0	0	0	0	91,882,510
Emergency Management	1,500,000	0	0	0	0	0	0	1,500,000
Environment Department	10,325,000	573,000	0	227,000	0	900,000	0	12,025,000
Fire Department	28,352,500	14,975,356	28,650,000	0	0	160,856	0	72,138,712
Library Department	41,852,917	20,550,000	63,500,083	0	0	0	0	125,903,000
Neighborhood Development	3,990,000	0	0	0	0	0	0	3,990,000
Office of Arts & Culture	0	1,700,000	7,600,000	0	0	0	0	9,300,000
Office of New Urban Mechanics	200,000	0	0	0	0	0	0	200,000
Parks and Recreation Department	66,620,331	10,427,974	26,588,807	16,942,173	62,250,086	25,207,004	0	208,036,375
Police Department	62,009,000	0	19,540,000	0	0	0	0	81,549,000
Property Management Department	49,461,500	52,167,558	0	0	0	0	0	101,629,058
Public Health Commission	2,886,998	500,000	0	0	0	0	0	3,386,998
Public Works Department	152,821,881	16,370,351	8,574,571	139,211,661	222,891,685	78,267,962	0	618,138,111
School Department	119,536,120	49,801,630	186,930,739	214,852,078	0	28,525,000	0	599,645,568
Transportation Department	24,247,133	34,266,119	0	11,957,963	14,797,038	15,767,817	0	101,036,070
Total	654,336,348	256,695,563	345,625,842	383,190,875	299,938,809	148,828,639	0	2,088,616,077

Table 3

City of Boston
Outstanding Principal by Statute as of April 30, 2017

Statute:		Outstanding @ April 30, 2017	Percent of Total Outstanding Debt
General Purpose:			
C44 s7 (13)	Acquisition of Fire or Police Boats	1,848,527	0.142
C44 s7 (20)	Acquisition of Land: Cemeteries	429,171	0.033
C44 s7 (21)	Architectural Services for Plans & Specs	153,561	0.012
C44 s7 (22)	Engineering or Architectural Services	12,024,299	0.925
C44 s7 (25)	Acquisition of Land: Parks and Playgrounds	89,254,800	6.864
C44 s7 (28)	Computer Hardware	62,127,797	4.778
C44 s7 (29)	Computer Software	4,740,621	0.365
C44 s7 (9)	Departmental Equipment	17,681,216	1.360
C44 s7 (3B)	Energy Conserv., Alternative Energy Improvements	3,075,462	0.237
C659 Acts 1986	BCH - Constr., Equipping, Furnishing	9,080,000	0.698
		\$ 200,415,454	15.412
Urban Development:			
C121B s20	Urban Redevelopment and Renewal	\$ 7,667,805	0.590
C1097 s11 Acts 1971	Economic Development and Industrial Corp.	8,964,580	0.689
		\$ 16,632,385	1.279
Schools:			
C645 s8 Acts 1948	School Project Loan	\$ 21,188,192	1.629
C642 s7A, s7B, s7C	Capital Improvements: Acts of 1973, 1991, 1996	7,755,875	0.596
		\$ 28,944,066	2.226
Public Buildings:			
C44 s7 (3)	Construction of Buildings; Acquisition Of Land	\$ 223,636,652	17.198
C44 s7 (3A)	Remodeling and Extraordinary Repairs	571,136,860	43.922
C152, Act '97	Convention Center Refunding Bond	26,960,000	2.073
C642 s7A, s7B, s7C	Capital Improvements: Acts of 1973, 1991, 1996	15,131,546	1.164
		\$ 836,865,057	64.357
Public Works:			
C44 s7 (1)	Construct/Re-Construct of Surface Drains, Sewers, etc.	\$ 1,503,680	0.116
C44 s7 (4)	Construction and/or Re-Construction of Bridges	49,545,189	3.810
C44 s7 (5)	Construction of Public Ways	58,212,917	4.477
C44 s7 (6)	Construction of Sidewalks	8,617,737	0.663
C44 s7 (7)	Construction of Walls or Dikes	46,698	0.004
C44 s7 (14)	Traffic Signal and Public Lighting Install., etc.	77,300,115	5.945
C44 s8 (4)	Reservoir Constr/Enlrg; Water Trmt Bldgs	885,564	0.068
C44 s8 (5)	Water Mains Laying, Re-Laying, Construct.	3,729,366	0.287
C44 s8 (7A)	Water Meter Purchase & Installation	46,335	0.004
C44 s8 (7C)	Water Dept. Equip.; Purchase, Replace., Rehab.	359,690	0.028
C44 s8 (24) C29C	Landfill: Closing, Opening, Improve. to (MWPAT)	17,244,473	1.326
		\$ 217,491,765	16.726
	Grand Total =	\$ 1,300,348,727	100.00 %

Table 4

CITY of BOSTON RATE of PRINCIPAL RETIREMENT on GENERAL OBLIGATION BONDS			
Fiscal Years Ending June 30, 2017 - 2037 @ APRIL 30, 2017 \$ in thousands			
Fiscal Year Ended June 30, @ 4/30/17		Amount	Percentage of Total Principal Amount Retired:
2017 - 2022	\$	554,871	42.67 %
2023 - 2027		434,972	33.45 %
2028 - 2032		219,516	16.88 %
2033 - 2037		90,989	7.00 %
	\$	1,300,348	100.00 %

Table 5

CITY of BOSTON - DEBT SERVICE REQUIREMENTS - FISCAL YEARS 2015 through 2022

	Actual FY15	Actual FY16	Projected FY17	Projected FY18	Projected FY19	Projected FY20	Projected FY21	Projected FY22
<u>Gross Debt Service Requirements - Bonded Debt:</u>								
Total Principal:	107,660,000	110,590,000	116,976,541	121,490,049	129,178,851	133,497,953	146,432,361	166,207,083
Total Interest:	51,298,301	52,322,598	59,976,860	64,847,400	67,444,486	70,385,150	73,960,179	76,810,110
(1) Total:	158,958,301	162,912,598	176,953,401	186,337,449	196,623,337	203,883,103	220,392,540	243,017,193
<u>Less: Revenue Deemed Available from Related Sources:</u>								
Boston Medical Center	0	0	0	0	0	0	0	0
Boston Public Health Commission	182,393	0	0	0	0	0	0	0
Water and Sewer Payments	0	0	0	0	0	0	0	0
(2) Premium, Subsidies, Other	8,520,909	3,656,500	3,598,172	3,502,661	3,418,863	3,308,756	2,950,602	2,950,602
Renew Boston Trust - Energy Savings	0	0	0	71,250	467,500	985,375	960,750	936,125
Accrued Interest	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
(3) Irrigation Project	206,501	199,023	190,285	116,365	9,149	0	0	0
(4) 1010 Massachusetts Avenue Project	2,285,656	2,265,029	2,220,937	2,123,404	1,954,914	1,924,363	2,409,288	2,644,951
(5) Pension Management System	1,858,297	1,904,612	1,904,553	1,903,326	1,902,668	1,903,312	1,904,187	893,752
Interest on Loan to BOA Fund and Dudley Fund	146,665	0	0	0	0	0	0	0
<u>Plus: Interest on Temporary Loan Notes and Additional Items:</u>								
Revenue Anticipation	0	0	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Cost of Issuance	113,905	0	500,000	500,000	500,000	500,000	500,000	500,000
Dudley Sq. Site / Sec. 108 Lease Payment for Bolling Municipal Building	275,500	943,000	551,000	551,000	551,000	248,111	0	0
(6) Sinking Fund for Nov., 2009	0	0	0	0	0	0	0	0
OSCB	1,454,545	1,454,545	1,454,545	1,454,545	1,454,545	1,454,545	1,454,545	1,454,545
School B.A.N.'s	0	0	0	0	0	0	0	0
Total Debt Service/Budget Summary:	148,006,831	157,689,979	174,950,000	184,530,988	194,275,788	200,863,954	217,022,258	240,446,307
<u>Less Additional Adjustments:</u>								
School Construction Assistance	8,175,513	7,344,337	6,720,152	6,720,147	5,107,351	2,461,330	0	0
Total Net Debt Service Requirements:	139,831,318	150,345,642	168,229,848	177,810,841	189,168,437	198,402,624	217,022,258	240,446,307

Table 6

NOTES:

- FY17 - the City issued: \$150 million in General Obligation Bonds with a 20-year maturity and an average coupon rate of 3.97%; closing date: April 4, 2017

Assumptions:

FY18 - Assumes General Obligation debt issuance of \$170 million, and \$3 mil for the Renew Boston Trust project, each with a 20 year maturity and an interest rate of 4.75%.

FY19 - Assumes General Obligation debt issuance of \$170 million, and \$7 mil for the Renew Boston Trust project, each with a 20 year maturity and an interest rate of 5.00%.

FY20 - Assumes General Obligation debt issuance of \$200 million per year, with a 20 year maturity and an interest rate of 5.0%.

FY21 - Assumes General Obligation debt issuance of \$200 million per year, with a 20 year maturity and an interest rate of 5.0%.

FY22 - Assumes General Obligation debt issuance of \$200 million per year, with a 20 year maturity and an interest rate of 5.0%.
 - Under the American Recovery and Reinvestment Act of 2009 (ARRA), in 2010 and 2011, the City issued Tax Benefited Bonds which are entitled to receive subsidy payments from the Federal Government.
- The IRS has released 5 subsidy reduction notifications since March of 2013, reducing the expected annual subsidy - the projected loss through Fy2017 is approximately \$1.4 million.
- An estimated Subsidy reduction to ARRA-related issuances of 7.3% per year from FY2018 through FY2022 has been applied in response to IRS withholding notifications.
- Debt Service Costs will be offset by the "Fund for Parks and Recreation".
 - Debt Service Costs will be offset by charging City departments for the space they occupy.
 - Debt Service Costs will be offset by semi-annual payments from the Retirement Board.
 - Quarterly payments of principal in the amount of \$363,636.36 are currently being made to the paying agent with respect to the City's outstanding \$20 million G.O. Qualified School Construction Bonds, 2009-Series A, which were issued as tax credit bonds that do not earn interest. These funds are kept in escrow until the Bonds mature on September 15, 2024.

FY18-FY22 Capital Plan Project List

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Boston Centers for Youth and Families					
BCYF Clougherty Pool	Make upgrades to the pool, pool deck, the bath house, and mechanical systems.	To Be Scheduled	Charlestown	No	\$2,700,000
BCYF Curley Community Center	Major renovation of existing building.	New Project	South Boston	No	\$15,000,000
BCYF Gallivan Community Center	Replace the roof and gym floor, provide air conditioning in the gymnasium, upgrade the fire alarm system and emergency lighting, and upgrade the power outlets and selected lighting.	In Design	Mattapan	No	\$2,960,000
BCYF Mattahunt Community Center	An interior renovation to update the lobby, gymnasium, community room, and computer lab.	New Project	Mattapan	No	\$1,900,000
BCYF Mattahunt Community Center Exterior Lighting	Improve exterior lighting at the Mattahunt Community Center.	In Design	Mattapan	No	\$500,000
BCYF Paris Street Community Center	Make interior facility repairs and renovations that include upgrades of all mechanical systems and boilers, windows, exterior and interior door replacements, athletic facility improvements, tele data upgrades, and new furniture and equipment.	In Construction	East Boston	No	\$12,375,000
BCYF Paris Street Pool	Complete building renovation including upgrades to the mechanical systems, bathrooms and locker rooms, pool deck, lighting, and entryway. The project will strengthen the connection between the pool building and the adjacent park.	In Design	East Boston	No	\$5,000,000
BCYF Tobin Community Center	Implement recommendations from recent site study that will enhance the grounds of the Community Center including a new lawn and an outdoor stage to create an inviting space that supports outdoor youth and family events.	In Construction	Mission Hill	No	\$950,000
BCYF Vine Street Community Center	Interior facility repairs and renovations that include upgrades of all mechanical systems and boilers, new roof, windows, door replacements, athletic facility improvements, tele data upgrades, new furniture, and equipment.	In Design	Roxbury	No	\$5,340,000
North End Community Center	Develop a building program and assess siting options for the design and construction of a new community center.	Study Underway	North End	No	\$100,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Pool Repairs	Renovate and upgrade locker rooms and pools including new filtration systems, pool liners, dehumidification and HVAC systems at various BCYF/BPS pool facilities.	Annual Program	Citywide	No	\$3,830,675
Youth Budget Round 1	Implement projects from the first round of "Youth Lead the Change" participatory budgeting. Winning projects include a playground renovation in Franklin Park, art walls, Chromebooks for three high schools, and a skate park feasibility study.	Implementation Underway	Citywide	No	\$1,000,000
Youth Budget Round 2	Implement projects from the second round of "Youth Lead the Change" participatory budgeting. Winning projects include Wi-Fi for students, water bottle refill stations, BLA gym renovations, and Hubway expansion.	Implementation Underway	Citywide	No	\$1,000,000
Youth Budget Round 3	Project implementation of "Youth Lead the Change" participatory budgeting. Winning projects include more trash cans and recycling bins in neighborhoods, a jobs and resource finder app, expanded free Wi-Fi, and digital billboards in schools.	Implementation Underway	Citywide	No	\$1,000,000
Youth Budget Round 4	Engage youth across the City to create a capital "Youth Budget", using participatory budgeting methods.	Implementation Underway	Citywide	No	\$1,000,000
Youth Budget Round 5	Engage youth across the City to create a capital "Youth Budget", using participatory budgeting methods.	New Project	Citywide	No	\$1,000,000
Boston Planning and Development Agency					
Long Wharf	Address ongoing structural issues at Long Wharf related to flooding caused by high tides.	New Project	Financial District/Downtown	No	\$300,000
RFMP Black Falcon Avenue and Terminal Street	Resurface Black Falcon Avenue and Terminal Street. Replace sidewalk and improve street lighting.	To Be Scheduled	South Boston	No	\$1,400,000
RFMP Dry-dock 4	This project will develop a design for the permanent closure of the caisson.	New Project	South Boston	No	\$250,000
RFMP Pier 6	This project will design the replacement of the deteriorated steel bulkhead in order to preserve the structural integrity of Pier 6.	New Project	South Boston	No	\$400,000
Strategic Planning Area Transportation Study	Analyze transportation capacity and develop conceptual design and cost for future infrastructure improvements for Dorchester Avenue in South Boston, Washington Street in Jamaica Plain/Roxbury, Glovers Corner in Dorchester, and Dudley Square in Roxbury.	Study Underway	Various neighborhoods	No	\$250,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Boston Public Library					
Adams Street Branch Library	Design and construct a new branch library. Develop a building program that reflects the Boston Public Library's Compass Principles and supports the needs of the neighborhood.	Study Underway	Dorchester	No	\$12,600,000
Central Library: Johnson Roof Replacement	Replace all low sloped roofing and flashing, repair or replace existing slate roofing material, and replace pyramid style skylights.	To Be Scheduled	Back Bay	No	\$4,830,000
Central Library: Piping Infrastructure	Replace and update piping infrastructure including small diameter hot water piping, chilled water, steam and condensate return piping and related valves in the Johnson and McKim buildings.	To Be Scheduled	Back Bay	No	\$1,950,000
Central Library: Rare Books and Manuscripts Department	A renovation project at the Central Library in Copley Square to preserve BPL's historic special collections in Rare Books and Manuscripts.	New Project	Back Bay	No	\$15,725,000
Chinatown Library Study	Develop a library services program and assess potential locations for the development and/or delivery of new branch library services.	Study Underway	Chinatown	No	\$100,000
Dudley Branch Library Renovation	A comprehensive building renovation to enrich library services and visitor experience through improved spatial definition, a fully accessible facility, improved signage and greater energy efficiency.	In Design	Roxbury	No	\$14,718,000
Egleston Square Branch Library	Assess the existing interior and exterior physical conditions and systems according to how ably the branch can accomplish the Compass principles; develop and implement an improvement plan.	To Be Scheduled	Roxbury	No	\$12,100,000
Faneuil Branch Library	Library branch improvements consistent with the BPL's Compass Principles and based on the completed programming study which calls for improved accessibility, interior renovations and refurbishment, as well as, a building addition.	To Be Scheduled	Allston/Brighton	No	\$12,625,000
Fields Corner Branch Library	Conduct a facility assessment and develop a building program that reflects the BPL's Compass Principles and supports the needs of the neighborhood. Design and construct a new branch library.	To Be Scheduled	Dorchester	No	\$12,100,000
Jamaica Plain Branch Library	Renovate existing branch and build an addition to improve access and programming. Service improvements will include circulation and collection areas, shelving, electrical system updates, and other items.	Complete	Jamaica Plain	No	\$10,000,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Lower Mills Branch Library Improvements	An interior reconfiguration project which will include major electrical and telecommunications data upgrades, paint, carpet, and circulation upgrades.	New Project	Dorchester	No	\$94,000
North End Branch Library	Assess the existing interior and exterior physical conditions and systems according to how ably the branch can accomplish the Compass principles; develop and implement an improvement plan.	To Be Scheduled	North End	No	\$1,475,000
Parker Hill Library	Exterior required maintenance to replace windows, repoint masonry walls, and repair stairs. Minor interior improvements are also planned.	In Design	Mission Hill	No	\$2,400,000
Permanent Collections Storage Study	Develop space requirements for the collections at 201 Rivermoor Street of the BPL and the City's Archives and Records Management Division. Examine available space and assess the feasibility and cost of expanding the storage facility.	Study Underway	West Roxbury	No	\$75,000
Roslindale Branch Library Renovation	A comprehensive building renovation to enrich library services and visitor experience through improved spatial definition, a fully accessible facility, improved signage and increased energy efficiency.	In Design	Roslindale	No	\$6,700,000
South Boston Branch Library Improvements	An exterior improvement project to enhance access and use of the back yard.	New Project	South Boston	No	\$99,000
South End Branch Library Improvements	An interior reconfiguration project which will include major electrical, telecommunications, paint, and carpet upgrades.	New Project	South End	No	\$132,000
Uphams Corner Library	Site acquisition, design, construction, and furnishings for the development of a new branch library.	To Be Scheduled	Dorchester	No	\$17,980,000
Web Site & Online Services Redevelopment	Supplemental services to augment internal capacity and expertise with respect to overhauling Boston Public Library's website and online presences.	Implementation Underway	Citywide	No	\$100,000
West Roxbury Branch Library Improvements	An interior reconfiguration project which will include carpet, paint, furniture and minor telecommunications and electrical upgrades.	New Project	West Roxbury	No	\$100,000
Boston Public Schools					
ACC at E. Greenwood	Interior renovation of the E. Greenwood facility for Another Course to College.	In Construction	Hyde Park	No	\$5,700,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Access Improvements at Henderson Inclusion Upper School Phase II	Accessibility renovations including bathroom and fire system upgrades.	In Design	Dorchester	No	\$4,075,000
Accreditation Improvements at Various Schools	Accreditation projects to be completed in FY18 through FY22.	Annual Program	Various neighborhoods	No	\$2,300,000
Boston Arts Academy	Conduct a feasibility study and develop schematic design plans in conjunction with the Massachusetts School Building Authority that results in the construction or renovation of a facility that supports the requirements of the Boston Arts Academy.	In Design	Fenway/Kenmore	No	\$118,850,000
BuildBPS: Capital Maintenance	General renovations to various schools.	New Project	Citywide	No	\$9,330,000
BuildBPS: MSBA ARP Reserve	BuildBPS funding reserve for future MSBA Accelerated Repair Program projects.	New Project	Citywide	No	\$62,427,478
BuildBPS: Reserve for Future Projects	Reserve for future BuildBPS projects.	New Project	Citywide	No	\$44,250,000
BuildBPS: 21st Century Schools Fund	Acquire new school furniture and technology to promote 21st Century Learning.	New Project	Citywide	No	\$13,000,000
Carter Development Center	Design and construct a building addition that will include appropriate and dedicated spaces for beneficial and critical instructional activities including aquatic, physical, creative arts and multi-sensory therapies.	To Be Scheduled	South End	No	\$17,600,000
Dearborn 6-12 STEM / Early College Academy	Design and construct a new STEM (Science, Technology, Engineering and Mathematics) school for grades 6 through 12 on the site of the current Dearborn School. The MSBA will partner with the City in the development and funding of this new school.	In Construction	Roxbury	No	\$73,498,295
East Boston High School Windows	Replace windows at East Boston High School.	In Construction	East Boston	No	\$4,700,000
Eliot School at 585 Commercial Street	Renovate 585 Commercial Street office building, including building envelope, structural work, interior and site work, which will provide additional classrooms to support the Eliot School's expansion as a K to 8 school.	In Construction	North End	No	\$40,450,000
Hernandez School Yard & Site Improvements	Design and construct a new school yard including a synthetic turf field. General site improvements including permeable paving that will reduce the volume of storm water run-off. The BWSC is funding a portion of this project.	In Construction	Roxbury	No	\$1,325,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Madison Park Complex Building #4 Locker Rooms	Renovate women's locker rooms for Madison Park Technical Vocational High School and the O'Bryant School of Mathematics and Science.	New Project	Roxbury	No	\$6,300,450
Mattapan Early Elementary School	Renovations to transition the Mattahunt Elementary School to the Mattapan Early Elementary School.	New Project	Mattapan	No	\$1,200,000
Quincy Upper Pilot School	Conduct a feasibility study and develop schematic design plans in conjunction with the Massachusetts School Building Authority that results in the construction or renovation of a facility that supports the requirements of the Josiah Quincy Upper School.	Study Underway	Bay Village	No	\$125,000,000
Roof or Boiler Replacements at 5 Schools	Replace roofs at McCormack School and Dever School; replace boilers at Channing School, Condon School, and Boston Latin School in conjunction with the Massachusetts School Building Authority's Accelerated Repair Program.	In Construction	Various neighborhoods	No	\$9,802,181
Roof or Boiler Replacements at 7 Schools	Replace roof at Russell; replace boilers at East Boston High, O'Donnell, Sumner, Timilty, and Tobin; and windows at UP Academy in conjunction with the Massachusetts School Building Authority's Accelerated Repair Program.	New Project	Various neighborhoods	No	\$600,000
School Yard Improvements	Design and construction of school yard improvements.	New Project	Citywide	No	\$4,972,000
School Yard Improvements at Sumner School	Install new play structure, safety surfacing, and landscaping improvements.	To Be Scheduled	Roslindale	No	\$822,000
Security Related Improvements at Various Schools	Install intercom and clock systems, re-key doors, expand card access, replace smoke doors, install motion detectors and other security related improvements.	Annual Program	Various neighborhoods	No	\$2,500,000
Technology Infrastructure II	Upgrades to technology infrastructure in support of 21st century learning.	Annual Program	Various neighborhoods	No	\$21,000,000
Window Replacements at 7 Schools	Complete a feasibility study and develop schematic designs for window replacement projects at Community Academy, Curley School, Ellis School, McKay K-8 School, Sumner School, TechBoston Academy, and Young Achievers K-8 School in partnership with the MSBA.	In Construction	Various neighborhoods	No	\$29,943,163

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Department of Innovation and Technology					
City-wide Radio System Study	Conduct a feasibility study to determine the most cost effective and efficient way to expand and sustain the infrastructure that supports the radio systems of multiple City Departments.	New Project	Citywide	Yes	\$500,000
Computer Aided Dispatch	Procure and implement a new computer aided dispatch system for Fire, Police and Emergency Medical Services. The project also includes the implementation of technology solutions for their record management systems requirements.	Implementation Underway	Citywide	No	\$16,858,212
Core Technology Infrastructure	Install hardware platforms to run applications supporting City business. Scope includes data center consolidation, server virtualization, business interruption planning, enterprise storage, network management, VoIP deployment, and information security.	Annual Program	Citywide	No	\$9,700,000
Cyber Security and Resiliency	Implement solutions to manage and mitigate cybersecurity risks.	Annual Program	Various neighborhoods	No	\$3,118,979
Data Analytics	Invest in data analytic tools, technologies and processes to empower data-driven management.	Annual Program	N/A	No	\$4,265,516
Digital Service Delivery and Engagement	Implement digital technology solutions that better engage residents with government.	Annual Program	Various neighborhoods	No	\$8,433,296
Enterprise Applications	Identify and procure enterprise business applications that enhance productivity and improve City business operations.	Annual Program	N/A	Yes	\$33,695,817
Fiber Network Expansion	Investment in BoNet infrastructure, including extending the fiber network to additional BPS schools and providing public WiFi opportunities.	Implementation Underway	Various neighborhoods	Yes	\$12,310,690
Tax Billing and Collecting System	Replace the City's property tax billing and collecting system with a new enterprise solution.	Implementation Underway	N/A	Yes	\$3,000,000
Emergency Management					
Emergency Operations Center	Site, design, and build a new Emergency Operations Center.	To Be Scheduled	N/A	No	\$1,500,000
Environment Department					
Climate Ready Boston	Climate resilience planning for (i) E. Boston-Jeffries Pt., (ii) Charlestown near Charles River Dam, (iii) Seaport and Fort Point Channel, (iv) downtown waterfront near Aquarium, (v) Dorchester Bay-Moakley Park, and (vi) E. Boston-Porzio Park.	New Project	Citywide	No	\$1,700,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Energy Efficiency Design Services	Design services to enhance the energy efficiency of City capital assets.	Annual Program	Citywide	No	\$325,000
Renew Boston Trust	Identify energy retrofit project opportunities in City owned buildings that are self-financed by future energy savings. The City will implement the program through contracts with Energy Service Companies (ESCOs) that will guarantee the energy savings.	Implementation Underway	Citywide	No	\$10,000,000
Fire Department					
Building Envelope Repairs at Various Stations	Building and envelope repairs at Engine 29, 32, 37, 53 and 56.	In Design	Citywide	No	\$2,017,500
Engine 17	Design and construct a new fire station.	To Be Scheduled	Dorchester	No	\$19,000,000
Engine 33	Building renovations including envelope repairs, door and window replacement and interior improvements including building systems.	To Be Scheduled	Back Bay	No	\$800,000
Engine 42	Design and construct a new fire station.	In Design	Roxbury	Yes	\$19,675,356
Engine 5	Building envelope repairs including roof replacement, masonry re-pointing, gutter replacement, waterproofing, flashing repairs, window and door repairs and drainage improvements.	In Design	East Boston	No	\$2,175,000
Engine 50	Full building renovation including exterior masonry work, upgrades to building systems, and widening of apparatus doors.	In Design	Charlestown	No	\$3,810,000
Fire Equipment FY18	Purchase new fire apparatus for FY18 as scheduled in the Apparatus Replacement Plan.	Annual Program	Citywide	No	\$5,250,000
Fire Equipment FY19-FY22	Purchase new fire apparatus for FY19-FY22 as scheduled in the Apparatus Replacement Plan.	Annual Program	Citywide	No	\$14,550,000
HVAC / Boiler Replacement at Various Stations	Install / upgrade boilers, heating and lighting systems at fire stations including Engines 14 and 33.	Annual Program	Various neighborhoods	No	\$3,260,856
Roof and Masonry Repairs at Engine 4, 14 and 55	Roof and masonry repairs at Engine 4, 14 and 55.	In Design	Various neighborhoods	No	\$1,600,000
Neighborhood Development					
Strand Theatre Upgrades	Improve accessibility throughout the theatre, including the installation of an elevator; fire protection improvements.	In Design	Dorchester	No	\$3,390,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Underground Storage Tanks	Closeout phase for three underground storage tank locations: 560 Huntington Avenue, 641 Columbia Road and 364 Warren Street.	Annual Program	Various neighborhoods	No	\$600,000
Office of Arts & Culture					
Percent for the Arts	One percent of the City's annual capital budget is designated for the commissioning of permanent, public art in municipal spaces. Site selection will be coordinated with projects in the capital plan.	New Project	Citywide	No	\$9,300,000
Office of New Urban Mechanics					
Innovation Fund	Work across departments to deploy innovative improvements on streets, online, and in schools using technology and cutting edge design.	Implementation Underway	Various neighborhoods	No	\$200,000
Parks and Recreation Department					
Back Bay Fens Westland Avenue Entrance	Improvements to park entrance including Johnson Memorial Gates monument conservation, accessibility upgrades, and landscape rehabilitation.	In Construction	Fenway/Kenmore	No	\$820,000
Boston Common Parkman Plaza	Renovate Parkman Plaza at the Visitor Information Center in the Boston Common and the sidewalk from the VIC towards the Boylston Street T Station.	In Construction	Beacon Hill	No	\$3,879,500
Boston Common Tadpole Play Lot	Revitalize the Boston Common playground including new play equipment, safety surfacing and site furnishings.	New Project	Beacon Hill	No	\$150,000
Boston Common Utility Study	Study to determine utility needs (electric and drainage) of the Boston Common in advance of needed utility upgrades and future pathway paving.	Study Underway	Beacon Hill	No	\$100,000
Bussey Brook Wall	Rebuild portions of stone walls adjacent to roadways and near Bussey Brook.	In Construction	Jamaica Plain	No	\$125,000
Cassidy Field House	Renovation includes structural, MEP, envelope repairs, ADA access and various interior reconfiguration / upgrades.	In Design	Allston/Brighton	No	\$1,689,358
Cassidy Field Master Plan Implementation	Comprehensive park renovation to include ballfields, courts, passive areas, pathways, utilities and landscaping.	In Design	Allston/Brighton	No	\$4,005,030
Christopher Columbus Park	Initiative to address drainage and pavement issues adjacent to water play feature.	In Construction	North End	No	\$260,000
Court Renovations	Annual program to rehabilitate tennis, basketball, and street hockey courts citywide.	Annual Program	Citywide	No	\$7,576,081

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Doherty-Gibson Playground	To refurbish play lot and adjacent passive areas.	To Be Scheduled	Dorchester	No	\$1,650,000
Downer Avenue Park	Overall park and play lot refurbishment including basketball court, pathways, playground, and possible water spray play feature.	In Construction	Dorchester	No	\$1,150,000
Dudley Town Common	Improvements to Dudley Town Common to support the use of this neighborhood "Common" for gathering and civic uses.	To Be Scheduled	Roxbury	No	\$972,000
Edwards Playground	Renovations to the playground including safety surfacing; passive park improvements including site furnishings, upgraded utilities and pathways.	In Design	Charlestown	No	\$703,000
Field Lights at Doherty-Gibson Playground	Repair or replace field flood lights and upgrade electrical system to Musco System.	In Construction	Dorchester	No	\$600,000
Flaherty Park	Renovation of park, including play lot, pathways, and passive areas.	In Construction	South Boston	No	\$715,000
Franklin Park Master Plan Update	Update the existing Master Plan to build out the Franklin Park Yard as a full administration and maintenance facility for the Boston Parks Department.	Study Underway	Roxbury	No	\$75,000
Franklin Park Pathway Improvements	Revitalize pathways and entrances in this highly used park. Improve universal access within the park to expand recreation opportunities for park users of all abilities.	In Design	Various neighborhoods	No	\$5,000,000
Frog Pond	Study to evaluate the mechanical systems of the Frog Pond.	In Design	Beacon Hill	No	\$150,000
Frog Pond Master Plan Study	Study to determine the future redesign of the Frog Pond Ice Facility and the accompanying building.	In Design	Beacon Hill	No	\$150,000
Garvey Playground	Park renovation including play lot, field improvements, lighting, pathways, and court upgrades.	In Design	Dorchester	No	\$5,000,000
General Parks Improvements	Replace fencing, pavement, court lighting, and other infrastructure improvements needed.	Annual Program	Citywide	No	\$5,941,515
George Wright Clubhouse Phase 2	Building renovations include installation of a new boiler, electrical system and fire protection. Update bathroom for accessibility.	In Design	Hyde Park	No	\$1,400,000
George Wright Clubhouse Study	Programming study to identify re-configuring/reprogramming opportunities for the clubhouse.	Study Underway	Hyde Park	No	\$120,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
George Wright Golf Course	Ongoing improvements including drainage, paving, and other miscellaneous items.	Annual Program	Hyde Park	No	\$2,769,486
Green Infrastructure Plan	Study to determine the future capital and operating needs for green infrastructure development within parks and the streetscape under Parks Department's jurisdiction.	Study Underway	Citywide	No	\$100,000
Harambee Park Master Plan Implementation	Project includes new playground on the west side of the park, and pathway, and lighting improvements.	In Design	Dorchester	No	\$3,700,000
Healy Field Playground	Play lot renovation including play structures, site furnishings, fencing and landscaping.	In Construction	Roslindale	No	\$665,000
Historic Cemeteries	Ongoing program of repairs in designated historic cemeteries located throughout the City.	Annual Program	Citywide	No	\$2,358,313
Jamaica Pond Dock Rehabilitation	Design rehabilitation and repair of the boat docks.	In Design	Jamaica Plain	No	\$144,000
Jamaica Pond Pathways and Perimeter Improvements	Rehabilitate pathways at Jamaica Pond to improve accessibility, site conditions, and drainage. The project will protect the pond's water quality.	New Project	Jamaica Plain	No	\$4,770,000
Justice Gourdin Veterans' Memorial Park	Major park renovation including pathways, walls, plazas, ADA improvements, and landscaping.	In Design	Roxbury	No	\$152,000
Kelleher Rose Garden	Perimeter restoration of historic rose garden.	In Construction	Fenway/Kenmore	No	\$170,000
Langone Park and Puopolo Playground	Enhancement and improvements to playground, basketball court, baseball fields, softball field, bocce, lighting, drainage and plantings.	To Be Scheduled	North End	No	\$5,460,000
Martin's Park	Creation of major new park near Children's Museum. The project will include an accessible playground and passive areas. Install play equipment, safety surfacing, plantings, and site furnishings.	In Design	South Boston	No	\$7,000,000
Mary Hannon Playground Phase II	To renovate ball field and passive areas.	To Be Scheduled	Roxbury	No	\$896,000
McConnell Playground	Comprehensive park renovation to include play lot, three fields, passive park, parking lot and address access issues.	In Design	Dorchester	No	\$3,690,000
Medal of Honor Park & Lee Playground	Park renovation to include lawn improvements, pathway and infrastructure upgrades, and new play equipment.	In Construction	South Boston	No	\$2,010,000
Moakley Park Master Plan	Develop a master plan for the optimal use of space within the entire park.	Study Underway	South Boston	No	\$180,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Mt. Hope Street Parcel	Study and implement strategies that will transform the DND parcel into a park.	To Be Scheduled	Roslindale	No	\$50,000
Muddy River	Dredge main channel and restore habitat along the Muddy River. Project will be implemented through the Army Corps of Engineers. Additional project funding is provided by the Army Corps of Engineers, the Commonwealth, and the Town of Brookline.	In Design	Fenway/Kenmore	No	\$89,305,642
Noyes Park	Park rehabilitation, including updating the play lot, courts, fields and lighting.	In Design	East Boston	No	\$3,110,000
Odom Serenity Garden	Design park improvements in conjunction with DND for a park named in memory of Steven P. Odom.	New Project	Dorchester	No	\$50,000
Olmsted Park Landscape Restoration	Landscape rehabilitation including woodlands restoration, stair stabilization, and landscape improvements.	In Construction	Jamaica Plain	No	\$679,000
Parcel Priority Plan	Analyze and identify lands of recreational, habitat, connectivity, or ecological value in the City of Boston that should be protected as open space.	To Be Scheduled	Citywide	No	\$90,000
Park Planning Studies	Planning and related landscape design services including: capital phasing plans, development of standard details and specifications and miscellaneous planning services.	Annual Program	Citywide	No	\$332,383
Parkman Playground	To revitalize playground, pavilion, entrance and perimeter.	In Construction	Roslindale	No	\$1,740,000
Paul Revere Mall	Park improvements including site furnishings, pathways, landscaping, and utilities. Restoration work on the fountain and monument.	In Design	North End	No	\$1,900,000
Peter's Park	Improvements to pathways and passive areas	New Project	South End	No	\$100,000
Public Garden Lagoon	Repair and backfill missing, destroyed, and leaking granite coping surrounding the lagoon.	To Be Scheduled	Beacon Hill	No	\$1,085,428
Public Garden Pathways	Repair and upgrade existing pathways.	To Be Scheduled	Beacon Hill	No	\$1,459,737
Ramsay Park	Park renovation including play lot, basketball courts, tennis courts, plazas, passive areas and lighting.	In Design	South End	No	\$2,395,500
Reservation Road Park	Comprehensive park renovation to include skate park improvements, artificial turf replacement, site improvements, and landscaping.	In Design	Hyde Park	No	\$4,260,000
Ross Playground	Overall park and play lot refurbishment and installation of safety surfacing.	In Design	Hyde Park	No	\$1,220,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Sherrin Woods Urban Wild	Trail improvement and wetland restoration project, seeking to improve public accessibility.	In Construction	Hyde Park	No	\$250,000
Smith Playground	Comprehensive project that includes improvements to playground, new water spray feature, amphitheater, passive community space, and Western Avenue street improvements.	In Design	Allston/Brighton	No	\$6,285,000
South End Library Park	Passive park renovation including pathways and landscape improvements.	In Design	South End	No	\$150,000
Street Tree Planting	Ongoing program of street tree planting throughout the City.	Annual Program	Citywide	No	\$7,880,692
Titus Sparrow Park	To improve the playground, tennis and basketball courts.	To Be Scheduled	South End	No	\$1,980,000
Urban Wilds Renovations	Renovation of walls, walkways, and signage within urban wilds owned by Environment and Parks Department.	Annual Program	Citywide	No	\$3,269,419
William Devine Clubhouse Roof Replacement	Replace Roof which is at end of useful life and starting to show signs of leaking and aging.	New Project	Roxbury	No	\$1,679,362
William Devine Golf Course	Improve drainage, paving, and other miscellaneous items.	Annual Program	Roxbury	No	\$2,467,929
Police Department					
Area A-1 and Area D-4 Stations	Install new roofs at two police stations. Replace windows at Area A-1 Station and make foundation and terrace masonry repairs.	In Design	Various neighborhoods	No	\$2,500,000
Area B-3 Roof Replacement	Replace the roof.	In Design	Mattapan	No	\$560,000
Area D-14 Station	Install new windows on the second floor.	In Design	Allston/Brighton	No	\$360,000
Area E-5 Roof Replacement	Replace the roof.	In Design	West Roxbury	No	\$500,000
Area E-5 Station	Replace exterior siding.	In Design	West Roxbury	No	\$714,000
Communications Infrastructure Upgrades	Design and implementation of upgrades to the Police radio system.	Implementation Underway	Citywide	Yes	\$48,000,000
East Boston Police Station	Design and construct a new police station.	In Design	East Boston	No	\$25,540,000
Emergency 9-1-1 Backup Study	Develop program for a new backup facility for E-9-1-1 call takers and police dispatch.	To Be Scheduled	Various neighborhoods	No	\$50,000
Garage for Specialized Vehicles	Study options for construction of a centrally located garage for specialized vehicles.	To Be Scheduled	N/A	No	\$100,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Gun Range at Moon Island	Design and construct a facility to support administrative and training requirements including appropriate environmental mitigation.	In Construction	Harbor Islands	No	\$3,225,000
Property Management Department					
1010 Mass. Ave. Renovation	Design and construction of interior space used by Massachusetts Department of Transitional Assistance including paint, mechanical, electrical, and fire protection systems.	New Project	Roxbury	No	\$3,500,000
26 Court Street Renovation	Renovate building to improve envelope (roof, new windows, masonry repair) and upgrade interior.	In Design	Financial District/Downtown	No	\$28,245,558
Archives Preservation Needs	Prepare a long-range preservation plan to address the storage requirements of the City's Archives and Records Management permanent collections including lighting controls, fire suppression, and temperature and humidity controls.	Study Underway	West Roxbury	No	\$1,575,000
City Hall	Early Action items identified for implementation from the City Hall Masterplan, including City Council Chamber floor accessibility updates and South Plaza improvements.	New Project	Government Center/Faneuil Hall	No	\$35,150,000
City Hall ADA Restroom	Install a fully ADA compliant restroom in City Hall.	In Design	Government Center/Faneuil Hall	No	\$100,000
City Hall Plaza	Early Action items identified for implementation from the City Hall Masterplan, including South Plaza improvements.	New Project	Government Center/Faneuil Hall	No	\$25,150,000
East Eagle Street Shoreline	Shoreline stabilization along Chelsea Creek near East Eagle Street.	To Be Scheduled	East Boston	No	\$270,000
Family Justice Center Elevator	Upgrade elevator.	To Be Scheduled	Allston/Brighton	No	\$350,500
Faneuil Hall	Repair brownstone, historic doors and windows.	In Design	Government Center/Faneuil Hall	No	\$1,950,000
Faneuil Hall HVAC	Replace attic AHU's and associated controls, install boiler and chiller, and upgrade elevator.	In Design	Government Center/Faneuil Hall	No	\$4,655,000
Veronica Smith Center Bathrooms and Flooring	Renovate bathrooms and replace flooring.	In Construction	Allston/Brighton	No	\$683,000
Public Health Commission					
BPHC Budget Software	Replacement of existing budget software with a more robust platform to achieve compatibility with other IT systems.	New Project	Citywide	No	\$500,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
EMS Station Study	Programming and siting study for a new Emergency Medical Services (EMS) facility in the Innovation District.	Study Underway	South Boston	No	\$100,000
EMS Training Academy Study	Programming study for new EMS training facility.	Study Underway	N/A	No	\$50,000
South End Fitness Center Pool	Install a rain screen wall and added ventilation. Replace doors and exterior windows, concrete work to pool to repair leaks.	In Design	South End	No	\$1,390,000
Woods Mullen Shelter	Interior renovation of 2nd floor to enhance security, finishes, lighting, clinical space, and office layout for critical staff.	New Project	South End	No	\$1,346,998
Public Works Department					
ADA/AAB Pedestrian Ramps	Install or reconstruct pedestrian ramps to conform to current Americans With Disabilities Act and Architectural Access Board regulations.	Annual Program	Citywide	No	\$9,600,000
Alford Street Bridge	Replace the bridge. State and federal construction funding awarded.	In Construction	Charlestown	No	\$64,402,307
Beach Street	Reconstruct the street/corridor from Atlantic Avenue to JFK Surface Road, to Complete Street standards where applicable, in order to provide safe, livable and multi-modal city streets, including new sidewalks, street lights, trees, and street furniture.	In Design	Financial District/Downtown	No	\$1,250,000
Boylston Street Sidewalks	Study, design, and construction of sidewalk and/or streetscape improvements on Boylston Street. Phasing will begin with the Dartmouth Street to Exeter Street block.	New Project	Back Bay	No	\$2,261,000
Bridge Repairs	Ongoing repairs at various City-owned bridges as needed to bring the portfolio of 40 bridges to a state of good repair.	Annual Program	Citywide	No	\$15,000,000
Cambridge Street Bridge	Rehabilitate bridge, performing repairs as needed.	To Be Scheduled	Charlestown	No	\$2,750,000
Central Maintenance Facility Complex	Continued renovations to the building, garage, and grounds. The current phase includes elevator repair/replacement and water main replacement.	To Be Scheduled	South End	No	\$18,166,587
Choice Neighborhood	Reconstruction of Quincy Street roadway and sidewalks, adhering to Complete Street guidelines.	In Design	Roxbury	No	\$3,130,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Commonwealth Avenue Phase 2A	Improve roadway between Amory Street and Alcorn Street by upgrading pavement and drainage conditions, improving facilities for bikes and pedestrians and widening the MBTA reservation. State and federal construction funds are anticipated.	In Construction	Allston/Brighton	No	\$20,066,250
Commonwealth Avenue Phase 3 and 4	Design and reconstruct Commonwealth Avenue from Packard's Corner to Kelton Street, with the addition of a cycle track. State construction funding anticipated.	In Design	Allston/Brighton	No	\$2,900,000
Congress Street	Reconstruct Congress Street from Fort Point Channel to West Service Road, using Complete Streets standards where applicable, in order to provide safe, multi-modal city streets, including new sidewalks, street lights, trees, and street furniture.	New Project	South Boston	No	\$250,000
Connect Historic Boston	Federal Grant (TIGER) supported roadway and sidewalk reconstruction project, including improvements to Constitution Road, Joy Street, Blackstone Block, as well as a bike trail/cycle track connecting Commercial, Causeway, and Staniford streets.	In Construction	Various neighborhoods	No	\$30,006,896
Dalton Street Bridge	Design and construction phase services to support the rehabilitation of the bridge.	New Project	Back Bay	No	\$600,000
Harrison Avenue Improvements	Road reconstruction improvements to Harrison Avenue between East Berkeley Street and Herald Street.	In Design	South End	No	\$3,820,000
Long Island Bridge Replacement	Design and construction of a new bridge and the removal of the current bridge.	In Design	Harbor Islands	No	\$32,379,436
Madison Park Village	Reconstruction of various streets in the Madison Park Village of Roxbury, bounded by Melnea Cass Boulevard and Tremont Street.	In Design	Roxbury	No	\$3,050,000
Massachusetts Avenue Bridge at Commonwealth Avenue	Replace existing bridge structure. State and federal construction funding anticipated.	In Construction	Back Bay	No	\$17,952,769
McArdle Bridge	Rehabilitate bridge structure.	In Design	East Boston	No	\$3,000,000
Neighborhood Commons / Hyde Square	Reconstruction of Centre Street to include increased sidewalk space, traffic and pedestrian safety improvements, new lighting, landscaping, and the installation of public art.	In Construction	Various	No	\$1,250,000
North Square	Redesign the key junction of North Street, Sun Court, Moon Street, Garden Court and Prince Street; installation of public art.	In Design	North End	No	\$2,500,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
North Washington Street Bridge	Design and construction of a new bridge that will replace the existing structure. State and federal construction funds anticipated.	In Design	Charlestown	No	\$167,920,000
Northern Avenue Bridge	Design and engineering services and ongoing repairs to the bridge.	In Design	South Boston	No	\$55,609,765
Retaining Walls	Construction funds to support a multi-year capital improvement program to repair and maintain retaining walls in the public right-of-way.	Annual Program	Citywide	No	\$1,200,000
Roadway Reconstruction and Resurfacing	Includes road reconstruction, roadway resurfacing, sidewalk reconstruction, and traffic signal replacement where appropriate.	Annual Program	Citywide	No	\$48,500,000
Ruggles Street	Design and build a context sensitive Ruggles Street, between Tremont and Shawmut Streets, adhering to Complete Street guidelines.	New Project	Roxbury	No	\$1,800,000
Sidewalk Reconstruction	Various sidewalk and pedestrian ramp repairs and reconstruction.	Annual Program	Citywide	No	\$31,050,000
Street Light Gas Lamps	Using utility subsidies, this program is designed to retrofit solar powered timers to activate gas lamp street lights.	Annual Program	Various neighborhoods	No	\$1,137,500
Street Light LED Conversion	A City-wide project to convert mercury and sodium vapor streetlights to light emitting diode (LED) lights.	Annual Program	Citywide	No	\$25,529,031
Street Lighting Installation	Installation of street lights in various locations.	Annual Program	Citywide	No	\$20,147,167
Sullivan Square / Rutherford Avenue	Engineering and design services to provide for corridor wide transportation improvements. State and federal funding anticipated.	In Design	Charlestown	No	\$14,759,403
Summer Street	Continuation of Crossroads Initiative at Summer Street to improve roadway, sidewalks, street lighting, and bicyclist safety. Phase 1 scope included area from Fort Point Channel to Boston Wharf Road. Phase 2 will extend from BCEC towards South Boston.	In Design	South Boston	No	\$7,400,000
Walkable Streets	Sidewalk improvement program designed to target key neighborhood streets and corridors by reconstructing longer, contiguous sidewalk sections.	In Construction	Various neighborhoods	No	\$6,000,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Washington Street / Traveler Street	Roadway improvements to Washington Street from East Berkeley Street to Herald Street, and Traveler Street between Washington Street and Harrison Avenue. Improvements include resurfacing, pavement markings, and new traffic signals.	In Design	South End	No	\$1,750,000
Whittier Street Housing Development Roadways	Reconstruction of roads and sidewalks in the Whittier Street housing development in conjunction with a \$30M HUD grant to revitalize the development and surrounding neighborhood.	New Project	Roxbury	No	\$1,000,000
Transportation Department					
300 Frontage Road Improvements	Interior and exterior renovations to accommodate Boston Transportation Department operations.	In Design	South Boston	No	\$463,807
Accessible Pedestrian Signals	Purchase and install APS devices for new construction, major reconstructions, and by request as outlined in the City's response to the federal mandate.	Annual Program	Citywide	No	\$1,831,088
Bowdoin Street/Geneva Avenue Study	A transportation study of the Bowdoin Street and Geneva Avenue area in Dorchester.	To Be Scheduled	Dorchester	No	\$100,000
BTD Tow Lot Facility	Repairs and upgrades to building envelope and tow lot.	In Construction	South Boston	No	\$3,800,000
Central Square	Urban redesign and improvements for Central Square including the intersections at Meridian and Saratoga Streets, and Porter and Bennington Streets.	In Construction	East Boston	No	\$7,850,000
Centre Street / South Street	Redesign portions of Centre Street and South Street in Jamaica Plain using a Complete Streets approach.	In Design	Jamaica Plain	No	\$400,000
Crosswalk and Lane Marking Revitalization	Improve safety and expand access to city streets by bringing all crosswalks, lane markings, and bike lanes into a state of good repair. Expand access to make neighborhoods interconnected for all modes of travel, including driving, cycling, and walking.	New Project	Citywide	No	\$4,650,000
Dudley Street	Roadway improvements from Shawmut Avenue to Harrison Avenue including six key Dudley Square intersections. The scope of work includes geometric changes, new traffic signal equipment and timing, bike lanes, and streetscape improvements.	In Design	Roxbury	No	\$9,000,000

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Father Hart Bridge Traffic Improvements	Install new traffic signals at the intersections of Milton St. at Neponset Valley Parkway, Milton St. at Hyde Park Ave. and Neponset Valley Parkway and Hyde Park Ave. at Wolcott Square. Install wheelchair ramps, new crosswalks and bicycle accommodations.	New Project	Hyde Park	No	\$1,375,000
Fenway Longwood Kenmore Improvements	Infrastructure improvements for Boylston Street and Audubon Circle. Develop a bicycle and pedestrian path connecting the Riverway with Fenway and Yawkey Stations.	In Construction	Fenway/Kenmore	No	\$7,987,722
Melnea Cass Boulevard	Reconstruct Melnea Cass Blvd. in conjunction with the South Bay Harbor Trail project. State and federal construction funding anticipated.	In Design	Roxbury	No	\$9,537,105
Municipal Parking Lots	Lighting, paving, re-striping, and other upgrades to municipal parking lots citywide.	Annual Program	Citywide	No	\$2,856,226
South Bay Harbor Trail	Design and construct an important link in the City's Greenway, connecting trails from the Fenway, the Southwest Corridor, Charles River Park, Broadway Bridge, and the Central Artery parks.	In Design	South End	No	\$4,233,000
Strategic Bicycle Network Project	Maximize usage in existing high volume bike lanes via construction of bike lane extensions and connections with citywide key bike corridors.	Annual Program	Citywide	No	\$4,500,000
Street Rule Book	Compile an electronic rulebook of citywide curbside parking regulations.	Implementation Underway	N/A	No	\$500,000
Traffic Signal Construction at 4 Intersections	Install new traffic signals and controls, detection and monitoring equipment and systems at American Legion at Plaza Driveway, Newbury St. at Fairfield, Geneva Ave. at Olney, Blue Hill Ave. at Castlegate. Partially funded through Vision Zero.	In Construction	Various neighborhoods	No	\$800,000
Traffic Signals	Provide traffic signal design services, install or upgrade existing traffic signals and controls, install new control boxes and battery backup equipment.	Annual Program	Citywide	No	\$12,500,000
Traffic Signals at 9 Locations	Upgrade five traffic control signal locations and install new traffic control signals at four locations. Some locations require minor geometric changes to improve safety and operations. Accessible pedestrian ramps will be reconstructed as needed.	In Design	Various neighborhoods	No	\$3,487,107

Project	Scope of Work	Status	Neighborhood	Operating Impact	Total Project Budget
Transportation Planning	Develop neighborhood or strategic transportation action plans including traffic flow, major arterials, pedestrian safety, parking, bicycle access and regional project plans.	Annual Program	Citywide	No	\$2,898,849
Vision Zero	Implement roadway design changes to reduce speeds, control movements and improve visibility of vulnerable users.	Implementation Underway	Various neighborhoods	No	\$18,922,192
Warren Street and Blue Hill Avenue	Reconstruct Warren Street and Blue Hill Avenue (Dudley Square to Talbot Avenue) to improve connections to Grove Hall. State and federal construction funding anticipated.	In Design	Roxbury	No	\$3,343,974

Table 7

