

# City of Portland

## CAPITAL IMPROVEMENT PLAN

FY 2013 – FY 2017



July 2012

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# Introduction

The Capital Improvements Plan (CIP) is a financing and construction/acquisition plan for projects that require significant capital investment for the City. Through the CIP, the City determines the priorities for investment in long-term assets – from roads and sewers to community facilities and technology. The Plan represents a balance between maintaining the City’s existing assets and investing in new assets to support the City’s growth, as well as ensuring that investments are made in accordance with the community’s priorities.

The CIP, which is to be updated annually and submitted to and adopted by City Council specifies and describes the City’s capital project schedules and priorities for the next five years. Pursuant to the 2011 amendments to the City Charter (Article VI, Section 5, paragraph (i)), the City Manager is required to submit a Five Year Capital Improvement Plan to the City Council for adoption. This CIP represents the first five year CIP submitted to the City Council in over ten years. This CIP attempts to reflect Government Financial Officer Association (GFOA) best practices for multi-year capital planning and asset assessment, maintenance, and replacement.

Generally, capital improvements projects consist of purchasing, constructing or renovating structures, acquiring land and/or purchasing major equipment or vehicles that have a total cost of at least \$10,000. Common CIP projects include new vehicles, new or improved sidewalks, roads, neighborhood renewal projects and new City facilities, such as schools and other facilities.

## Needs Assessment

An asset inventory was conducted based on GFOA best practices of City and School assets and is provided as a summary list. Full replacement cost and annualized reinvestment cost were calculated for all City and School capital assets. The total replacement cost value of existing general fund assets and the aggregate and average annual reinvestment cost (i.e. estimate of annual financial investment needed to maintain existing assets) for all general fund assets calculated over the estimated useful life of those assets represent the annual and long-term capital need of the City. Historic capital expenditures are also provided as background to past capital spending by the City.

## CIP Preparation

City Departments submitted capital projects for consideration in the CIP. Each capital project request includes a project description and the service need it addresses, a proposed timetable, proposed funding levels and sources and, if applicable, estimated ongoing operating costs. For projects already underway, the description also notes the remaining portion of the project’s budget.

Each request was reviewed and scored by staff from the City Manager’s Office and the Finance Department according to the following rating factors:

- Legal Obligation / Compliance with Adopted Plans and Studies (20 possible points)
- Impact of Service to the Public (16 possible points)
- Asset Maintenance Need (16 possible points)

- Funding Source (10 possible points)
- Operating Budget Impact (10 possible points)
- Prior Phases (8 possible points)
- Department Priority (8 possible points)

Projects were rank ordered according to score. See the attached scoring criteria. Projects receiving higher points were recommended for funding in the year for which the project was requested while projects receiving lower scores were deferred for funding in later years.

A City Manager's Recommended CIP was presented to the City Council in April 2012. There were approximately 395 recommendations for funding in the City Manager's Recommended CIP amounting to approximately \$154 Million in General Fund funding over five years. Following presentation of the City Manager's Recommended CIP to the City Council, the City Council held two public meetings in May and June to receive community feedback on the Plan. Based on public comment and further discussion of Council funding priorities the funding recommendation was reduced to approximately \$131 Million over five years. The final CIP was presented and adopted by the City Council in August.

### **Financial Outlook**

In determining the City's financial strategy and fiscal capacity for capital investment, historical trends and forecasts were examined. A number of factors which would impact the CIP were considered; including population, economic, and personal income growth of the community and projections of the City's operating revenue growth. Given the City's consistently strong financial position, managing the overall debt level and ability to service that debt remain critical factors in maintaining a strong credit rating. The CIP seeks to limit debt service to a percentage of projected general fund revenue according to the following debt policy guidelines (attached):

- Net debt service as a percentage of general fund revenue (limited to between 8% - 15%)
- Net debt service per capita (limited to less than 1.5% of per capita income)
- Outstanding debt per capita (limited to less than \$5,000)
- Percentage of total outstanding debt to total property valuation (limited to less than 15% according to State law)

### **Relationship to the Annual Operating Budget**

In general funding for capital projects can come from three sources: borrowing, the operating budget (capital expenditure), and grants or other federal/state aid. Some of the CIP projects are recommended for funding through annual operating funds. In these cases, the CIP and the Operating Budget are directly linked as CIP projects become authorized. Projects funded through debt also impact the operating budget through ongoing debt service expense. Finally, some completed CIP projects will directly impact the operating budget in that they will require ongoing expenses for staff and other operating costs.

## Highlights of the CIP for 2013

The FY 2013 funding allocation for the Capital Improvement Plan includes the following projects:

- Funding for approximately 60 General Fund projects in FY 2013 totaling approximately \$22 Million including Federal, State, and grant leveraged funding.
- Additional funding for scoping of elementary school renovations including West School.
- Funding improvements to school information technology.
- Architectural/engineering funds to begin the process of replacing Hall School.
- Funding to program and identify a new site for the Public Services Facility
- Funding for street and sidewalk improvements consistent with the City's pavement management plan. Many of these projects are eligible for grants from the Federal Highway program.
- Purchase of replacement police vehicles and a Medcu Ambulance.
- Repairs to municipal and school buildings throughout the city.
- Expansion of Evergreen Cemetery.
- Repairs to Deering Oaks Pond.
- Improvements to Fort Allen Park

## City Manager's Message

It should be remembered that when developing a Capital Improvement Plan, the decisions a community makes today will have an impact for years to come. That is why it is so important to not only look at current year projects, but also to project into the future the financial implications of those projects on future debt service as well as plan for future capital needs. This CIP document provides us with the capabilities of doing that necessary forward thinking.

This document would not have been possible without the hard work and dedication of each City Department and their staff as well as Ellen Sanborn, Finance Director and particularly, Ian Houseal, Sustainability Coordinator, who not only did the existing conditions portion of this report, but also coordinated implementing this new CIP process. This work would also not have been possible without Victoria Bourret developed the project tracking database. And I am very thankful for their assistance.

I look forward to adoption of the first Capital Improvement Plan as required under the new charter by the Mayor, City Council and Board of Education and preparation for the second CIP in the fall of this year.

Sincerely,

Mark H. Rees  
City Manager

# Needs Assessment

The needs assessment is a summary of the City’s capital assets, an evaluation of the replacement value of those assets, and estimate of the annual reinvestment needed to maintain those assets. It can be used as a tool for evaluating investment in the City’s capital assets and suggests an average annual funding target for future capital investment.

## Asset Inventory

The City provides a wide range of services to the community requiring a diverse range of capital assets. In summary those assets include approximately:

- 82 buildings containing 2.5 million square feet (sf) of occupied space
- 1,075 acres of parks area
- 6.3 million sf of sidewalk area
- 43.2 million sf of road area
- 2 million linear feet of underground pipe
- 683 vehicles

### Public Facilities Capital Assets

#### **General Fund Buildings**

- 33 City Building totaling approx. 486,138 sf
- 25 School Building totaling approx. 1,632,364 sf
- 9 Fire Building totaling approx. 69,621 sf
- 3 Barron Center Building totaling approx. 117,032 sf
- 3 Parking Garages with 1,585 parking garage spaces

#### **Enterprise Fund Buildings**

- 5 Golf Course Buildings totaling approximately 17,068 sf
- 1 Ice Arena Building totaling approximately 42,415 sf
- 2 Library Building totaling approximately 82,900 sf<sup>1</sup>

#### **Recreation**

- 3 Stadium
- 46 Playing Fields
- 23 Tennis Courts
- 9 Basket Ball Courts
- 3 Swimming Pools
- 3 Skating Pond
- 1 Skate Park
- 25 Playgrounds

#### **Open Space and Cemeteries**

- 1,075 acres of park area<sup>2</sup>
- Fort Gorges
- 9,331 linear feet of sea wall
- 38,400 linear feet of walking path
- Unknown number of tombs

<sup>1</sup> The Library is not an enterprise fund, but is subject to the City’s debt limit policy. There are additional library locations; however, these locations are located in other buildings.

<sup>2</sup> This value does not include the islands.

Vehicles and Equipment Capital Assets

**General Fund Vehicles**

- 55 Fire Vehicles
- 81 Police Vehicles
- 332 Public Service Vehicles
- 50 Recreation and Facilities Vehicles
- 10 Parking Management Vehicles
- 30 School Vehicles
- 3 Health and Human Services Vehicles
- 8 Barron Center Vehicles
- 8 Miscellaneous City Hall Department Vehicles

**Enterprise Fund Vehicles**

- 104 Golf Course Vehicles
- 1 Ice Arena Vehicle
- 1 Library Vehicle

**General Fund Equipment**

- 2,560 square feet of Health and Human Services kitchen space
- 685,957 linear feet of Public Safety data cable
- 3 Public Safety transmission towers
- 7 Public safety communication equipment systems
- 22 Information Technology storage and network devices
- Information Technology network wiring
- 28,000 square feet of School kitchen space
- 125 signalized pedestrian intersections
- 97 streetlight poles
- 9,000 square feet of pier area
- 2 pedestrian piers
- Field Irrigation systems
- Field Lighting systems

**Enterprise Fund Equipment**

- Golf Course irrigation system
- Ice Arena refrigeration system
- Ice Arena skate sharpener
- Library network and storage devices

Roadways and Sewer System Capital Assets

**Roadways**

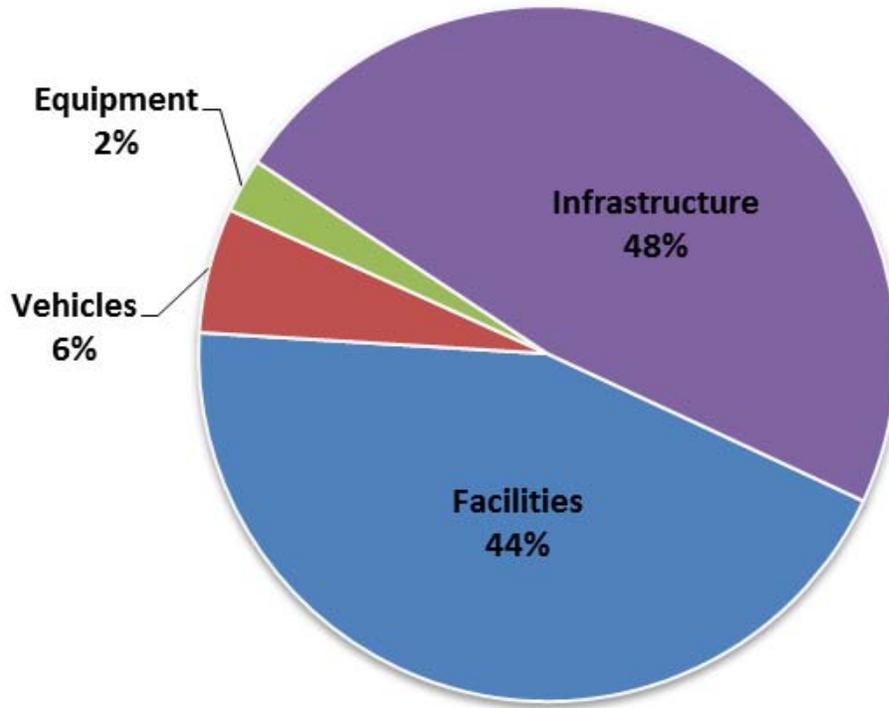
- 6,341,751 square feet of sidewalk area
- 1,006,300 linear feet of curbing
- 14,516,986 square feet of arterial and collector area
- 21,753,143 square feet of local street area

**Sewer and Stormwater Enterprise Fund**

- 2,034,220 linear feet of underground pipe
- 7,966 sewer manholes
- 6223 catch basins
- 859 sewer and stormwater outfalls
- 10 sewer pump stations

## Full Replacement Cost

Keeping all of the City's capital assets in functional and working order requires regular reinvestment. Assuming that the City's entire General Fund asset portfolio required replacement tomorrow, the current replacement value (excluding land value) of those capital assets is estimated to be \$830 Million. Approximately 48% of that value is in infrastructure such as roads and sidewalks, 44% in public facilities and the remaining value in vehicles and equipment.

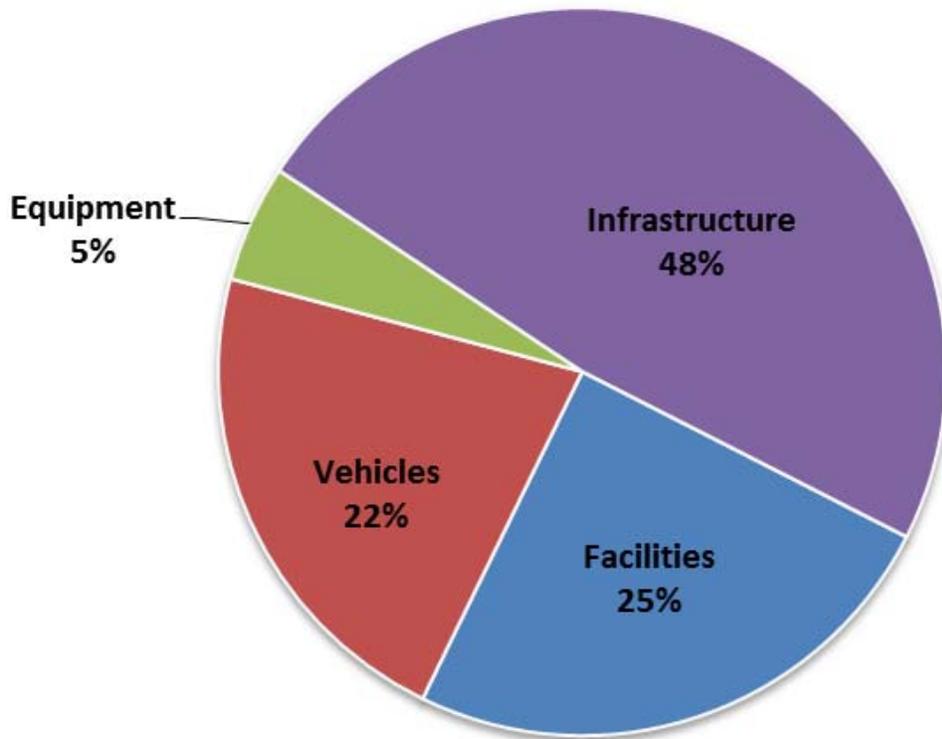


**Figure:** Full Replacement Cost: General Fund Assets Only  
(Approximately \$830,000,000)

### Annualized Reinvestment Cost

Assuming regular reinvestment in the City's capital assets would take place annually through such activities as reconstruction of facilities, repaving of roadways, and replacement of equipment the annualized reinvestment requirement would be approximately \$19 Million.

Given that the estimated lifespan of capital assets varies considerably from asset to asset reinvestment requirements would vary per asset category. Facilities and infrastructure has a much longer estimated lifespan than vehicles; however, given shorter lifespans of some assets and the high cost of replacing those assets, those assets would require a larger proportion of annualized investment requirements. For example, while vehicles only represented 6% of total replacement value of City assets, maintaining vehicle assets would require 25% of the City's annualized reinvestment.

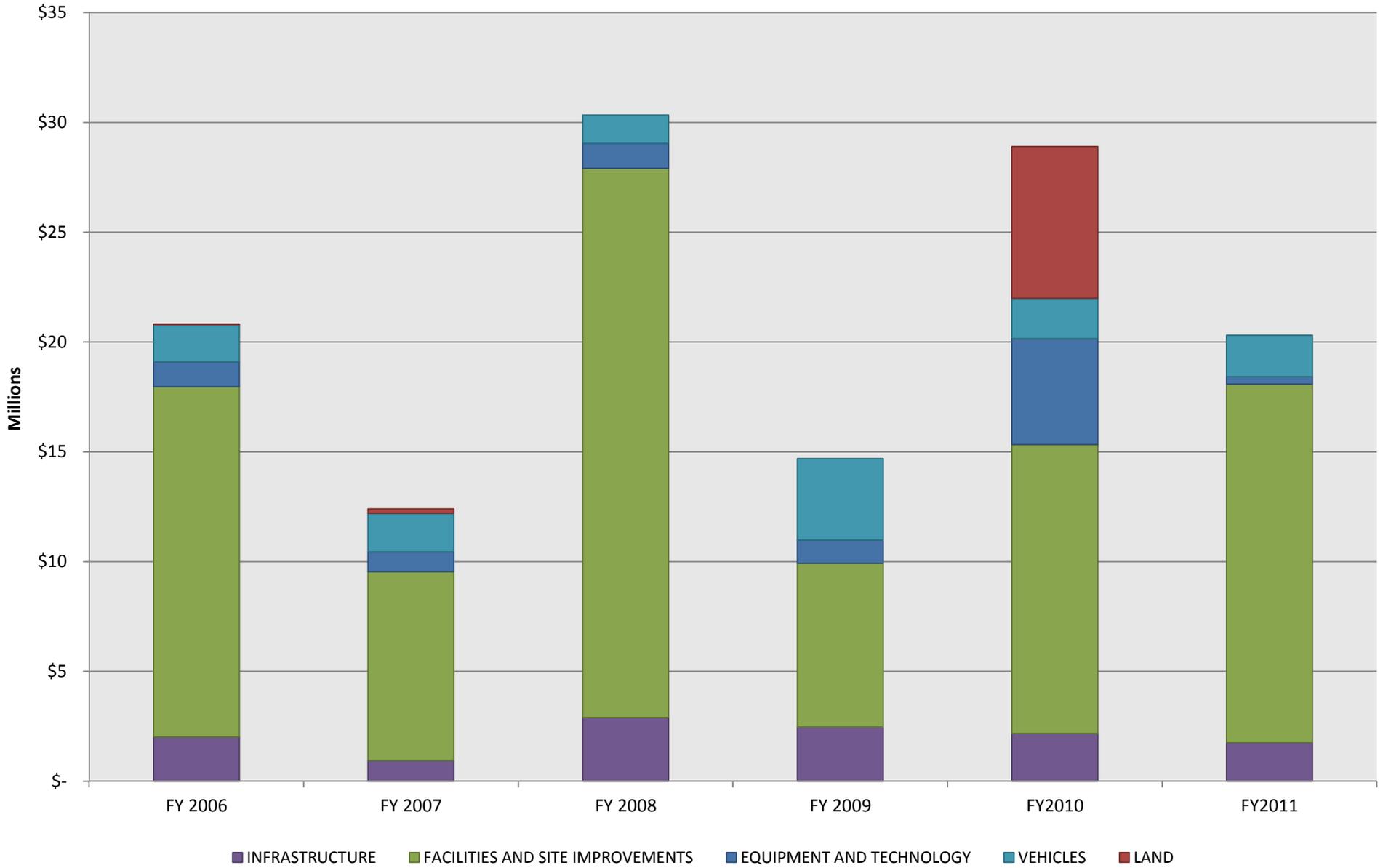


**Figure:** Annualized Reinvestment Cost: General Fund Assets Only  
(Approximately \$19,000,000/year)

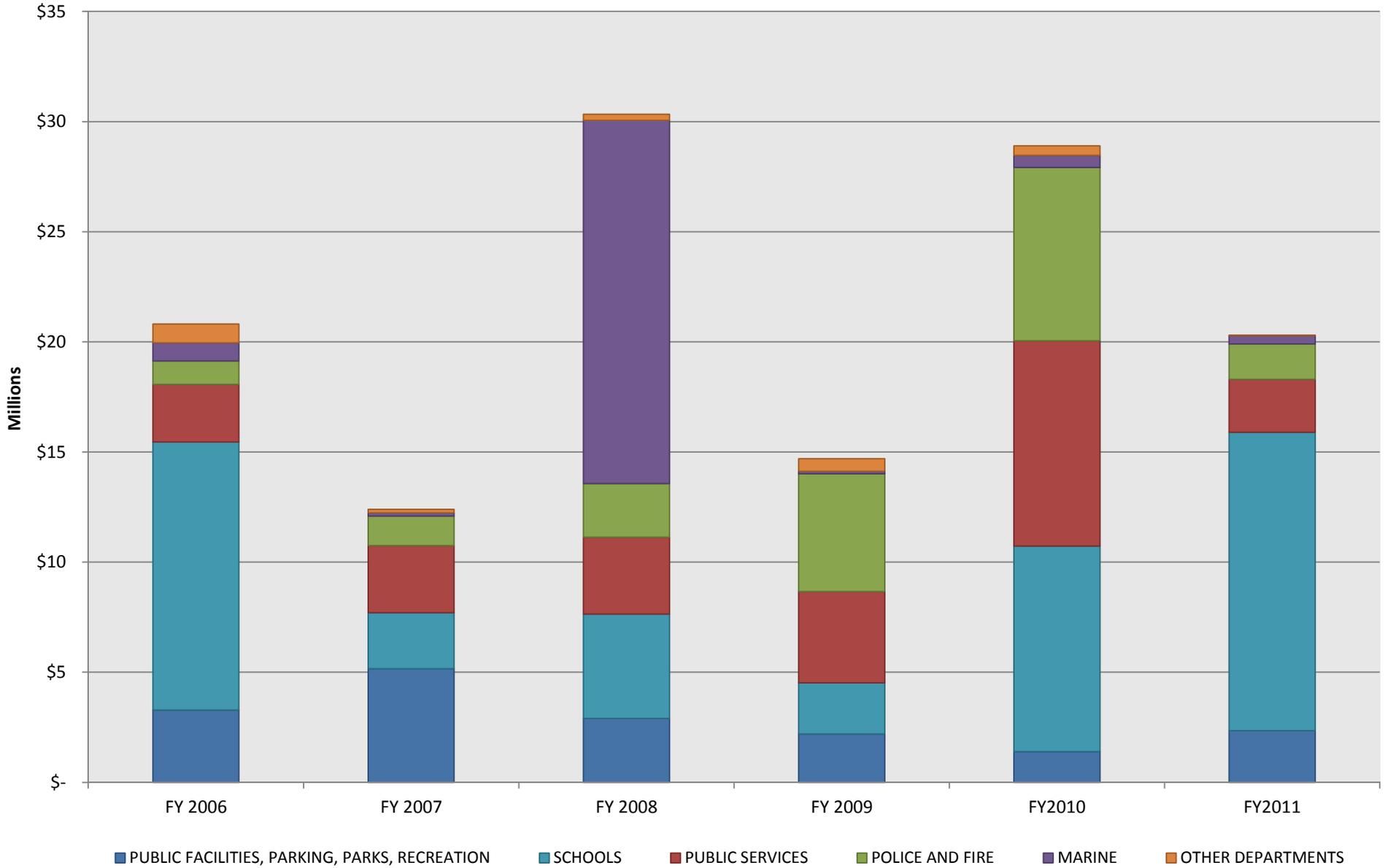
### Historic Capital Expenditures

Historic capital expenditures have ranged from approximately \$12 Million to \$30 Million between FY 2006 and FY 2011. On average, expenditure has been approximately \$20 Million per year, roughly corresponding to the estimated annualized reinvestment requirement. This suggests that reinvestment in the City's capital assets has been adequate in aggregate.

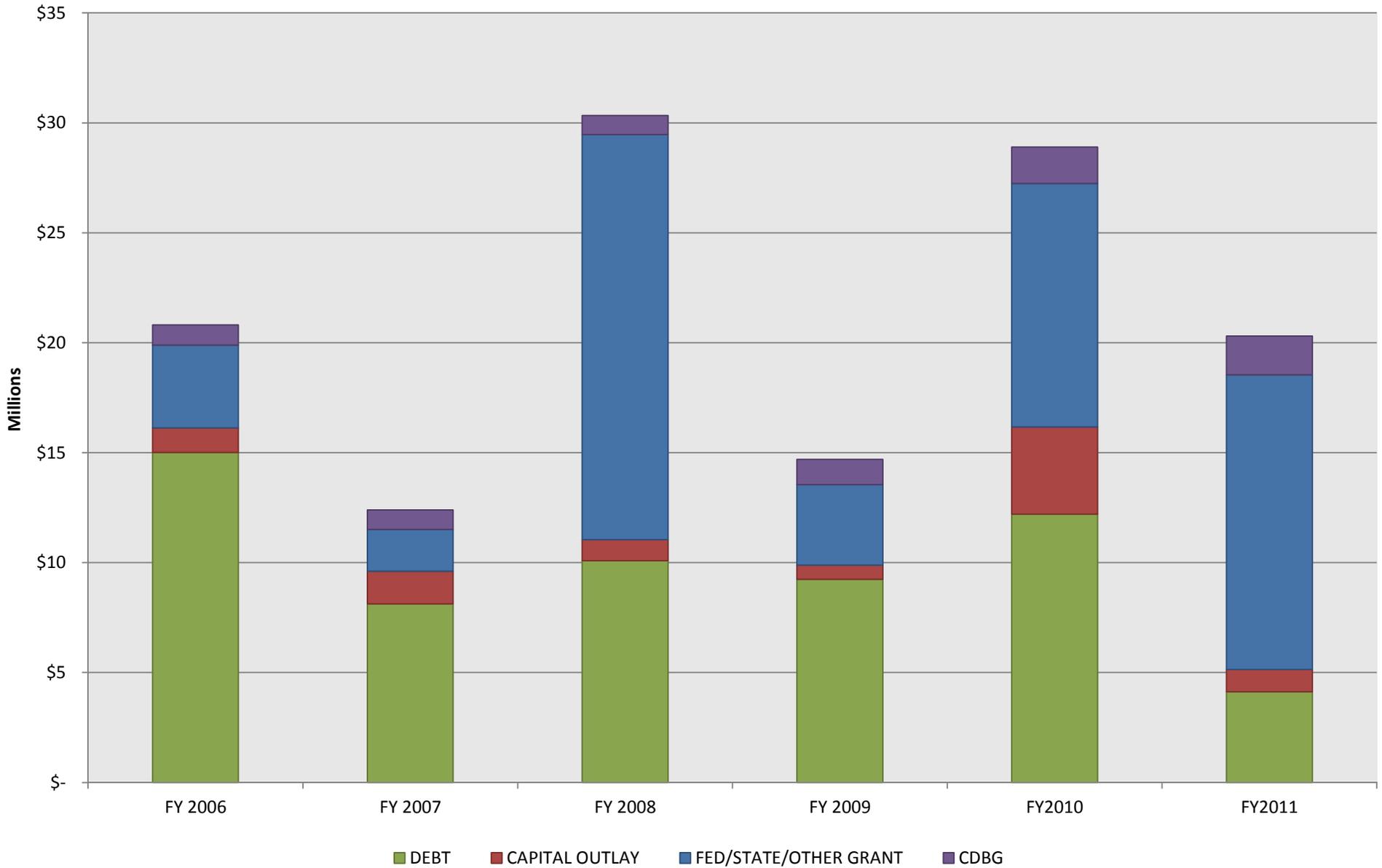
## General Fund: Asset Category Capital Expenditures



## General Fund: Department Capital Expenditures



## General Fund: Funding Source Capital Expenditures

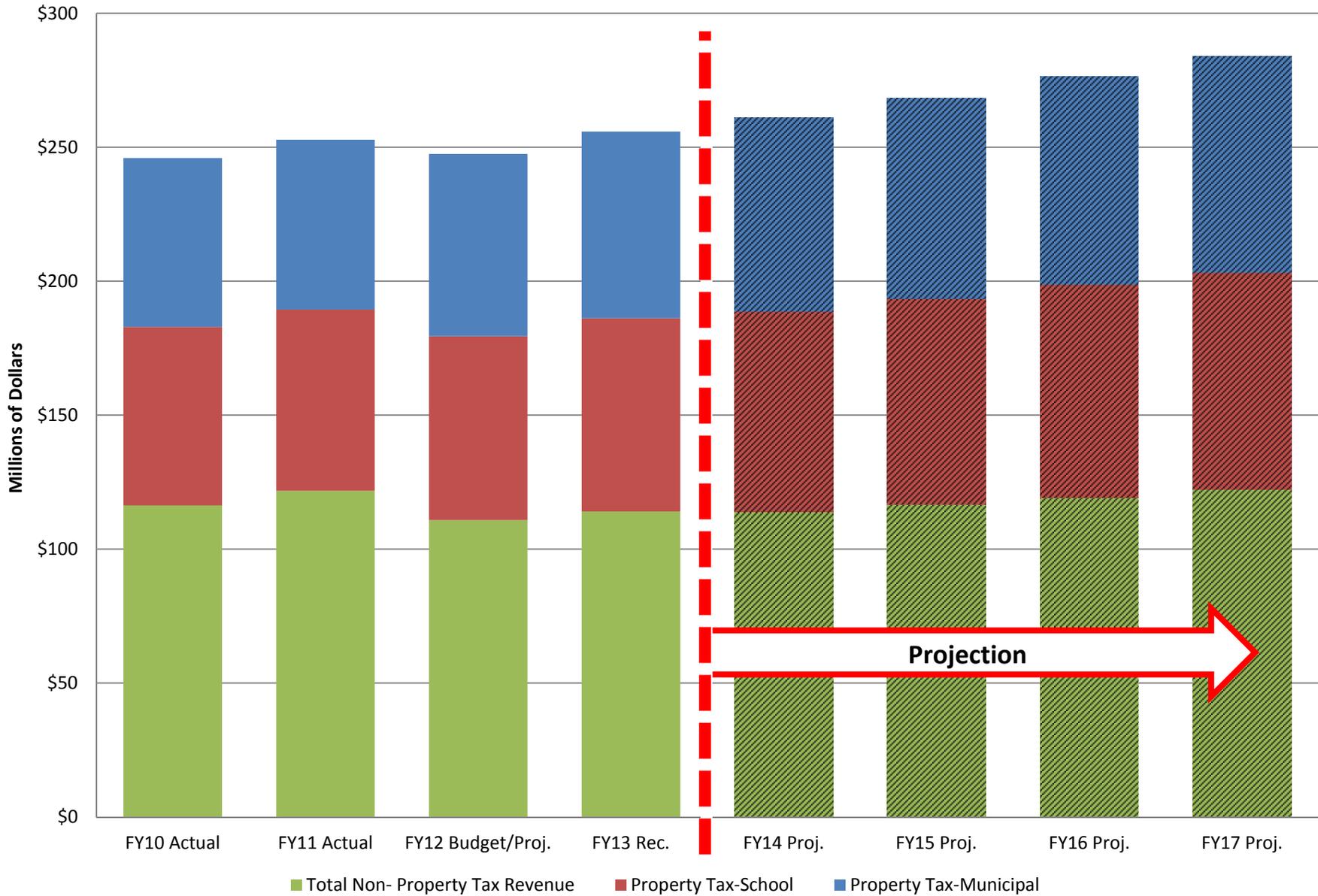


# Funding Summary

**Operating Budget Revenue Projections**

	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Budget/Proj.	FY13 Budget/Proj.	FY14 Proj.	FY15 Proj.	FY16 Proj.	FY17 Proj.
<b>General Fund Revenue</b>											
Property Tax-Municipal	\$55,865,940	\$58,086,188	\$62,969,289	\$63,021,494	\$63,386,368	\$68,039,543	\$69,649,900	\$72,290,854	\$75,031,946	\$77,876,973	\$80,829,877
% change, annually		4.0%	8.4%	0.1%	0.6%	7.3%	2.4%	3.8%	3.8%	3.8%	3.8%
Avg. % change, FY07-FY13							3.8%				
Property Tax-School	\$61,204,867	\$66,056,315	\$67,690,473	\$66,672,223	\$67,682,060	\$68,661,414	\$72,124,862	\$74,749,951	\$76,647,669	\$79,344,347	\$81,002,025
% change, annually		7.9%	2.5%	-1.5%	1.5%	1.4%	5.0%	3.6%	2.5%	3.5%	2.1%
School MultiYear Budget											
<b>Total Net Property Tax</b>	<b>\$117,070,807</b>	<b>\$124,142,503</b>	<b>\$130,659,762</b>	<b>\$129,693,717</b>	<b>\$131,068,428</b>	<b>\$136,700,957</b>	<b>\$141,774,762</b>	<b>\$147,040,805</b>	<b>\$151,679,615</b>	<b>\$157,221,320</b>	<b>\$161,831,902</b>
Other Taxes -Municipal	\$11,448,989	\$10,403,726	\$7,851,340	\$9,444,130	\$9,629,297	\$7,197,350	\$7,559,640	\$7,161,024	\$6,783,428	\$6,425,741	\$6,086,916
% change, annually		-9.1%	-24.5%	20.3%	2.0%	-25.3%	5.0%	-5.3%	-5.3%	-5.3%	-5.3%
Avg. % change, FY07-FY13							-5.3%				
Licenses and Permits- Municipal	\$3,326,531	\$3,825,343	\$2,727,770	\$3,107,930	\$2,794,263	\$3,106,080	\$3,245,982	\$3,277,416	\$3,309,154	\$3,341,199	\$3,373,555
% change, annually		15.0%	-28.7%	13.9%	-10.1%	11.2%	4.5%	1.0%	1.0%	1.0%	1.0%
Avg. % change, FY07-FY13							1.0%				
Intergovernmental - Municipal	\$10,864,519	\$13,811,092	\$12,445,299	\$15,605,609	\$16,088,638	\$13,452,499	\$15,399,562	\$16,523,969	\$17,730,475	\$19,025,075	\$20,414,201
% change, annually		27.1%	-9.9%	25.4%	3.1%	-16.4%	14.5%	7.3%	7.3%	7.3%	7.3%
Avg. % change, FY07-FY13							7.3%				
Charges for Services - Municipal	\$25,492,440	\$27,830,509	\$27,054,684	\$27,371,369	\$27,656,434	\$27,046,342	\$28,185,974	\$28,684,096	\$29,191,020	\$29,706,904	\$30,231,904
% change, annually		9.2%	-2.8%	1.2%	1.0%	-2.2%	4.2%	1.8%	1.8%	1.8%	1.8%
Avg. % change, FY07-FY13							1.8%				
Fines & Penalties - Municipal	\$1,411,992	\$1,467,596	\$1,424,973	\$1,452,268	\$2,094,463	\$2,132,700	\$2,142,550	\$2,161,250	\$2,180,113	\$2,199,140	\$2,218,334
% change, annually		3.9%	-2.9%	1.9%	44.2%	1.8%	0.5%	0.9%	0.9%	0.9%	0.9%
Avg. % change, FY07-FY13 (not including FY11)							0.9%				
Uses of Money & Prop - Municipal	\$7,106,733	\$7,354,535	\$6,564,250	\$6,885,258	\$6,913,811	\$6,576,995	\$6,863,290	\$6,835,009	\$6,806,844	\$6,778,795	\$6,750,862
% change, annually		3.5%	-10.7%	4.9%	0.4%	-4.9%	4.4%	-0.4%	-0.4%	-0.4%	-0.4%
Avg. % change, FY07-FY13							-0.4%				
Other Financing Resources - Municipal	\$25,138,839	\$27,439,051	\$28,474,884	\$26,015,271	\$29,151,172	\$30,123,518	\$28,975,229	\$29,741,378	\$30,527,785	\$31,334,985	\$32,163,529
% change, annually		9.2%	3.8%	-8.6%	12.1%	3.3%	-3.8%	2.6%	2.6%	2.6%	2.6%
Avg. % change, FY07-FY13							2.6%				
Use of Fund Balance						\$ 1,285,000					
<b>Total Non-Property Tax Revenue - Municipal</b>	<b>\$84,790,043</b>	<b>\$92,131,852</b>	<b>\$86,543,200</b>	<b>\$89,881,835</b>	<b>\$94,328,078</b>	<b>\$90,920,484</b>	<b>\$92,372,227</b>	<b>\$94,384,141</b>	<b>\$96,528,818</b>	<b>\$98,811,840</b>	<b>\$101,239,300</b>
Non-Categorical Revenue- School	\$5,004,644	\$6,003,782	\$4,922,896	\$5,552,643	\$4,274,196	\$6,141,889	\$7,123,234	\$3,562,835	\$3,632,417	\$3,720,691	\$3,795,104
% change, annually		20.0%	-18.0%	12.8%	-23.0%	43.7%	16.0%	-50.0%	2.0%	2.4%	2.0%
School MultiYear Budget											
Intergovernmental - State - School	\$14,816,050	\$14,074,613	\$17,584,883	\$17,864,188	\$18,889,711	\$13,722,241	\$14,545,410	\$16,094,028	\$16,590,562	\$16,798,004	\$17,133,965
School MultiYear Budget		-5.0%	24.9%	1.6%	5.7%	-27.4%	6.0%	10.6%	3.1%	1.3%	2.0%
Intergovernmental - Fed - School	\$0	\$0	\$1,836,816	\$2,984,346	\$4,242,797	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Non-Property Tax Revenue - School</b>	<b>\$19,820,694</b>	<b>\$20,078,395</b>	<b>\$24,344,595</b>	<b>\$26,401,177</b>	<b>\$27,406,704</b>	<b>\$19,864,130</b>	<b>\$21,668,644</b>	<b>\$19,656,863</b>	<b>\$20,222,979</b>	<b>\$20,518,695</b>	<b>\$20,929,069</b>
<b>Total Non- Property Tax Revenue</b>	<b>\$104,610,737</b>	<b>\$112,210,247</b>	<b>\$110,887,795</b>	<b>\$116,283,012</b>	<b>\$121,734,782</b>	<b>\$110,784,614</b>	<b>\$114,040,871</b>	<b>\$114,041,004</b>	<b>\$116,751,797</b>	<b>\$119,330,535</b>	<b>\$122,168,369</b>
<b>Total Revenue</b>	<b>\$221,681,544</b>	<b>\$236,352,750</b>	<b>\$241,547,557</b>	<b>\$245,976,729</b>	<b>\$252,803,210</b>	<b>\$247,485,571</b>	<b>\$255,815,633</b>	<b>\$261,081,808</b>	<b>\$268,431,411</b>	<b>\$276,551,855</b>	<b>\$284,000,272</b>
% change, annually		6.6%	2.2%	1.8%	2.8%	-2.1%	3.4%	2.1%	2.8%	3.0%	2.7%

## City Operating Budget Revenue Projections



**Funding Recommendation and Debt Summary**

	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>F17</b>	<b>FY13 - FY 17</b>
<b><u>Funding Recommendation</u></b>							
<b>Pay-as-you-go</b>							
City		542,500	710,000	640,000	853,700	562,000	3,308,200
School		-	25,000	-	30,000	-	55,000
Total General Fund Pay-as-you-go		542,500	735,000	640,000	883,700	562,000	3,363,200
Total Enterprise Funds Pay-as-you-go		-	193,000	490,000	312,000	-	995,000
<b>Borrowing</b>							
City		11,733,261	12,480,838	28,523,925	15,017,536	11,454,300	79,209,860
School		2,990,000	10,559,500	12,108,243	13,574,334	9,101,834	48,333,911
Total General Fund Borrowing		14,723,261	23,040,338	40,632,168	28,591,870	20,556,134	127,543,771
Total Enterprise Funds Borrowing		12,790,000	3,600,000	8,120,000	10,300,000	11,746,060	46,556,060
<b>Subtotal - Borrowing and Pay-as-you-go</b>							
City		12,275,761	13,190,838	29,163,925	15,871,236	12,016,300	82,518,060
School		2,990,000	10,584,500	12,108,243	13,604,334	9,101,834	48,388,911
Total General Fund		15,265,761	23,775,338	41,272,168	29,475,570	21,118,134	130,906,971
Total Enterprise Funds		12,790,000	3,793,000	8,610,000	10,612,000	11,746,060	47,551,060
<b>Total Grants, Fed/State</b>		7,030,809	6,065,981	2,593,000	2,570,000	2,250,000	20,509,790
<b>Total Funding Recommendation</b>							
City		19,306,570	19,256,819	31,756,925	18,441,236	14,266,300	103,027,850
School		2,990,000	10,584,500	12,108,243	13,604,334	9,101,834	48,388,911
Total General Fund		22,296,570	29,841,319	43,865,168	32,045,570	23,368,134	151,416,761
Enterprise Funds		12,790,000	3,793,000	8,610,000	10,612,000	11,746,060	47,551,060

Funding Recommendation and Debt Summary

	FY12	FY13	FY14	FY15	FY16	F17	FY13 - FY 17
<u>Debt Service</u>							
<b>Current General Fund Debt Service</b>							
General Obligation	9,948,792	9,847,405	8,964,624	7,706,835	7,019,079	6,269,994	
City Loans	123,002	123,002	123,002	123,002	123,002	123,002	
School	4,460,329	4,843,479	4,428,700	4,056,037	3,594,232	3,260,273	
School Capital Leases	344,819	383,250	359,824	139,847	46,090	-	
<b>Total GF Non-POB Debt SVC</b>	<b>14,876,942</b>	<b>15,197,136</b>	<b>13,876,150</b>	<b>12,025,721</b>	<b>10,782,403</b>	<b>9,653,269</b>	
Pen. Obligation Bond - City	8,265,826	8,805,485	9,377,275	9,985,357	10,626,295	11,309,464	
Pen. Obligation Bond - School	1,127,158	1,200,748	1,278,719	1,361,640	1,449,040	1,542,200	
<b>Total POB Debt Service</b>	<b>9,392,984</b>	<b>10,006,233</b>	<b>10,655,994</b>	<b>11,346,997</b>	<b>12,075,335</b>	<b>12,851,664</b>	
<b>Total Current GF Debt Svc.</b>	<b>24,269,926</b>	<b>25,203,369</b>	<b>24,532,144</b>	<b>23,372,718</b>	<b>22,857,738</b>	<b>22,504,933</b>	
<b>Current Enterprise Fund Debt Service</b>							
Sewer Enterprise	5,456,773	5,927,629	5,843,942	5,598,710	5,423,222	5,267,899	
Golf Course Enterprise	50,677	61,139	59,630	57,342	51,102	49,393	
Ice Arena Enterprise	29,219	28,642	27,839	15,050	14,516	1,582	
Fish Pier Enterprise	93,106	90,224	77,560	74,408	61,559	54,724	
<b>Total Current Enterprise Debt Service</b>	<b>5,629,775</b>	<b>6,107,634</b>	<b>6,008,971</b>	<b>5,745,510</b>	<b>5,550,399</b>	<b>5,373,598</b>	
<b>New Issue Debt Service</b>							
City			1,037,608	2,153,890	4,323,330	5,444,315	
School			559,213	1,536,708	2,407,639	3,326,387	
General Fund--est. debt svc			1,596,820	3,690,598	6,730,969	8,770,702	
Enterprise--est. debt svc			786,450	986,635	1,446,680	2,021,980	
<b>Total Debt Service Est.</b>	<b>29,899,701</b>	<b>31,311,003</b>	<b>32,924,385</b>	<b>33,795,461</b>	<b>36,585,786</b>	<b>38,671,213</b>	
<b>Total Debt Service Est. (less POB)</b>	<b>20,506,717</b>	<b>21,304,770</b>	<b>22,268,391</b>	<b>22,448,464</b>	<b>24,510,451</b>	<b>25,819,549</b>	
Less Ent. Fund Debt Svc, Current and Projected	(5,629,775)	(6,107,634)	(6,795,421)	(6,732,145)	(6,997,079)	(7,395,578)	
Less State reimbursed School Debt Svc (est)	(1,917,059)	(1,885,258)	(1,848,529)	(1,812,893)	(1,773,323)	(1,733,753)	
<b>Net Debt Service Est.</b>	<b>22,352,867</b>	<b>23,318,111</b>	<b>24,280,435</b>	<b>25,250,423</b>	<b>27,815,384</b>	<b>29,541,882</b>	
<b>Net Debt Service Est. (less POB)</b>	<b>12,959,883</b>	<b>13,311,878</b>	<b>13,624,441</b>	<b>13,903,426</b>	<b>15,740,049</b>	<b>16,690,218</b>	

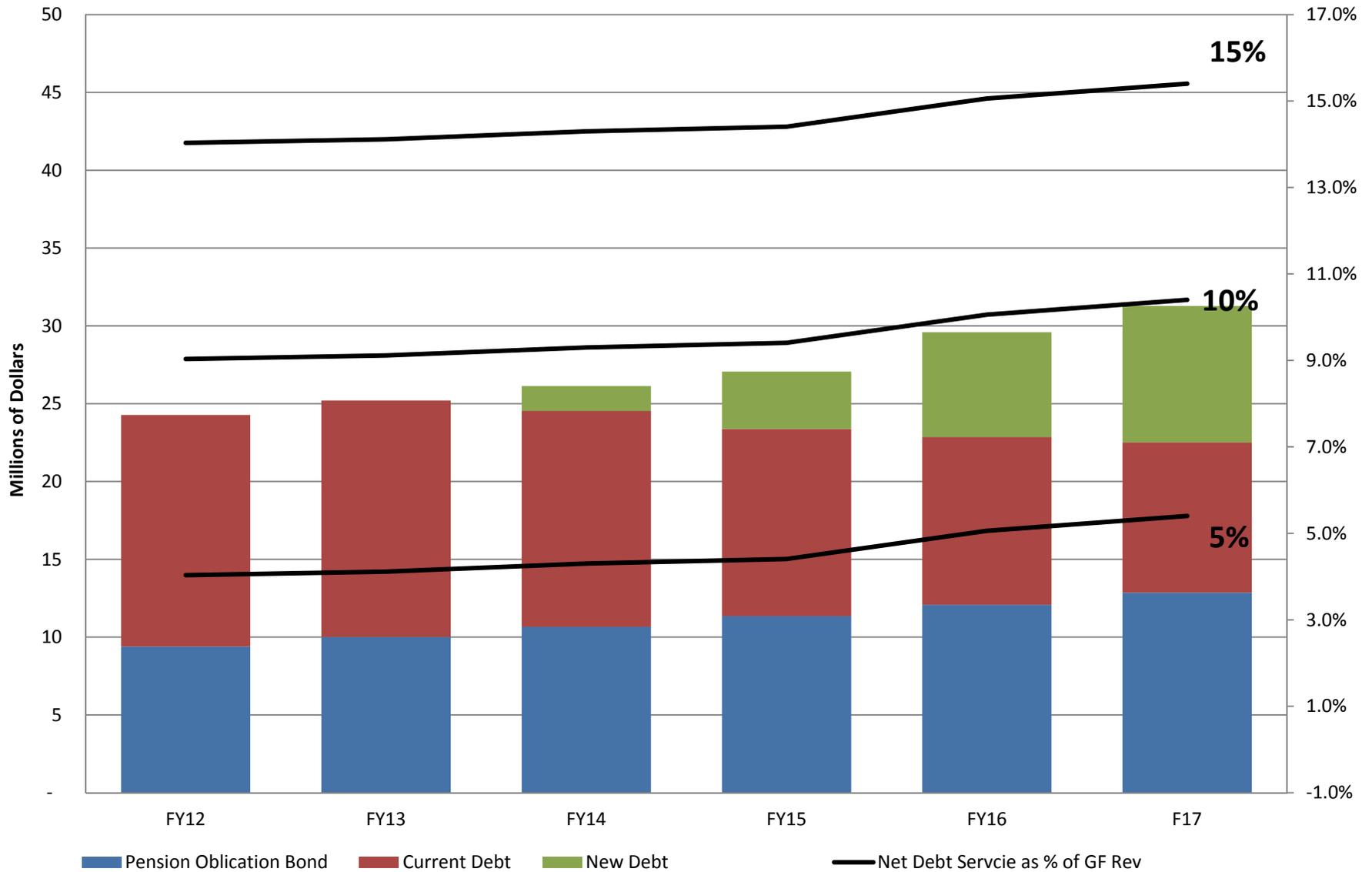
Funding Recommendation and Debt Summary

	FY12	FY13	FY14	FY15	FY16	F17	FY13 - FY 17
<u>Debt Policy Indicators</u>							
Gen. Fund Rev. Projections	247,485,571	255,815,633	261,081,808	268,431,411	276,551,855	284,000,272	
Total Debt Service as % of GF Rev	12.1%	12.2%	12.6%	12.6%	13.2%	13.6%	
Net Debt Service as % of GF Rev	9.0%	9.1%	9.3%	9.4%	10.1%	10.4%	
Moody's Selected Indicator** (total debt service)	7.9%	7.9%	7.9%	7.9%	7.9%	7.9%	
S&P "moderate" range (total debt service)	8%-15%	8%-15%	8%-15%	8%-15%	8%-15%	8%-15%	
Population (Census based)	66,149	66,149	66,149	66,149	66,149	66,149	
Per capita net debt service	\$ 338	\$ 353	\$ 367	\$ 382	\$ 420	\$ 447	
Per Capita Income (2% increase every 2 years)	\$ 41,522	\$ 41,522	\$ 42,352	\$ 42,353	\$ 43,200	\$ 44,064	
1.5% of Per Capita Income	\$ 623	\$ 623	\$ 635	\$ 635	\$ 648	\$ 661	
Oustanding debt as of June 30 prior year	\$ 272,137,261	\$ 256,482,748	\$ 266,692,247	\$ 272,139,295	\$ 301,770,064	\$ 317,498,741	
Debt per capita	\$ 4,114	\$ 3,877	\$ 4,032	\$ 4,114	\$ 4,562	\$ 4,800	
Non-enterprise Oustanding Debt (Net)	\$ 208,694,399	\$ 198,012,101	\$ 201,246,125	\$ 211,776,856	\$ 238,812,216	\$ 251,215,124	
Non-enterprise debt per capita	\$ 3,155	\$ 2,993	\$ 3,042	\$ 3,202	\$ 3,610	\$ 3,798	
Moody's "moderate" indicator (net debt)	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	
S&P "moderate" range (net debt)	\$2,000-\$5,000	\$2,000-\$5,000	\$2,000-\$5,000	\$2,000-\$5,000	\$2,000-\$5,000	\$2,000-\$5,000	
State equalized valuation (1% est. increase)	7,520,000,000	7,535,000,000	7,610,350,000	7,686,453,500	7,763,318,035	7,840,951,215	
Debt %, total debt OS	3.6%	3.4%	3.5%	3.5%	3.9%	4.0%	
Debt %, non-ent debt OS (Net)	2.8%	2.6%	2.6%	2.8%	3.1%	3.2%	
Net debt %	2.78%	2.63%	2.64%	2.76%	3.08%	3.20%	
S&P "moderate" range (net debt)	3%-6%	3%-6%	3%-6%	3%-6%	3%-6%	3%-6%	
Mill Rate Est.	18.28	18.82	18.98	19.36	20.08	20.53	

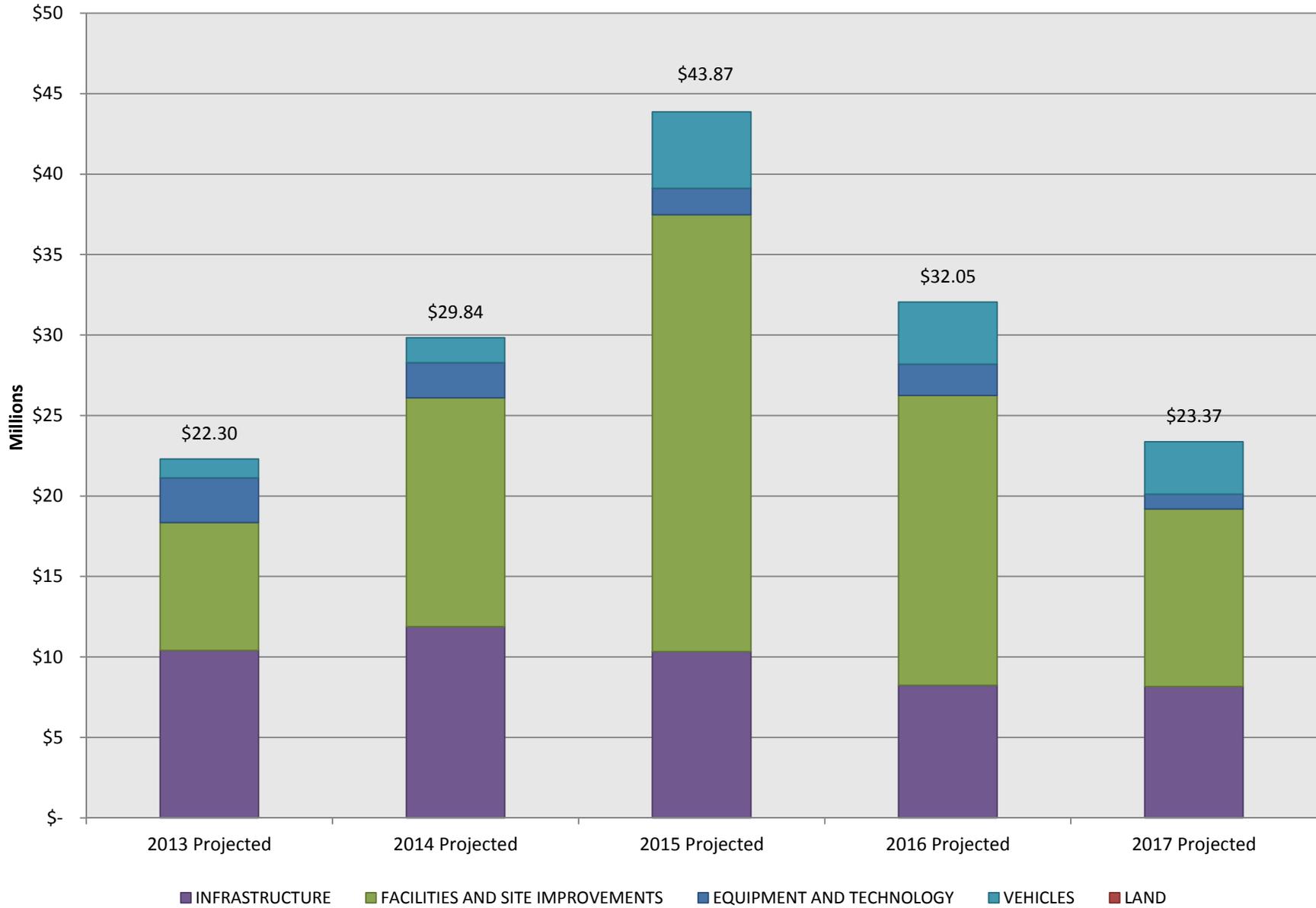
\* As of January 25, 2012

\*\*For Aa rated cities

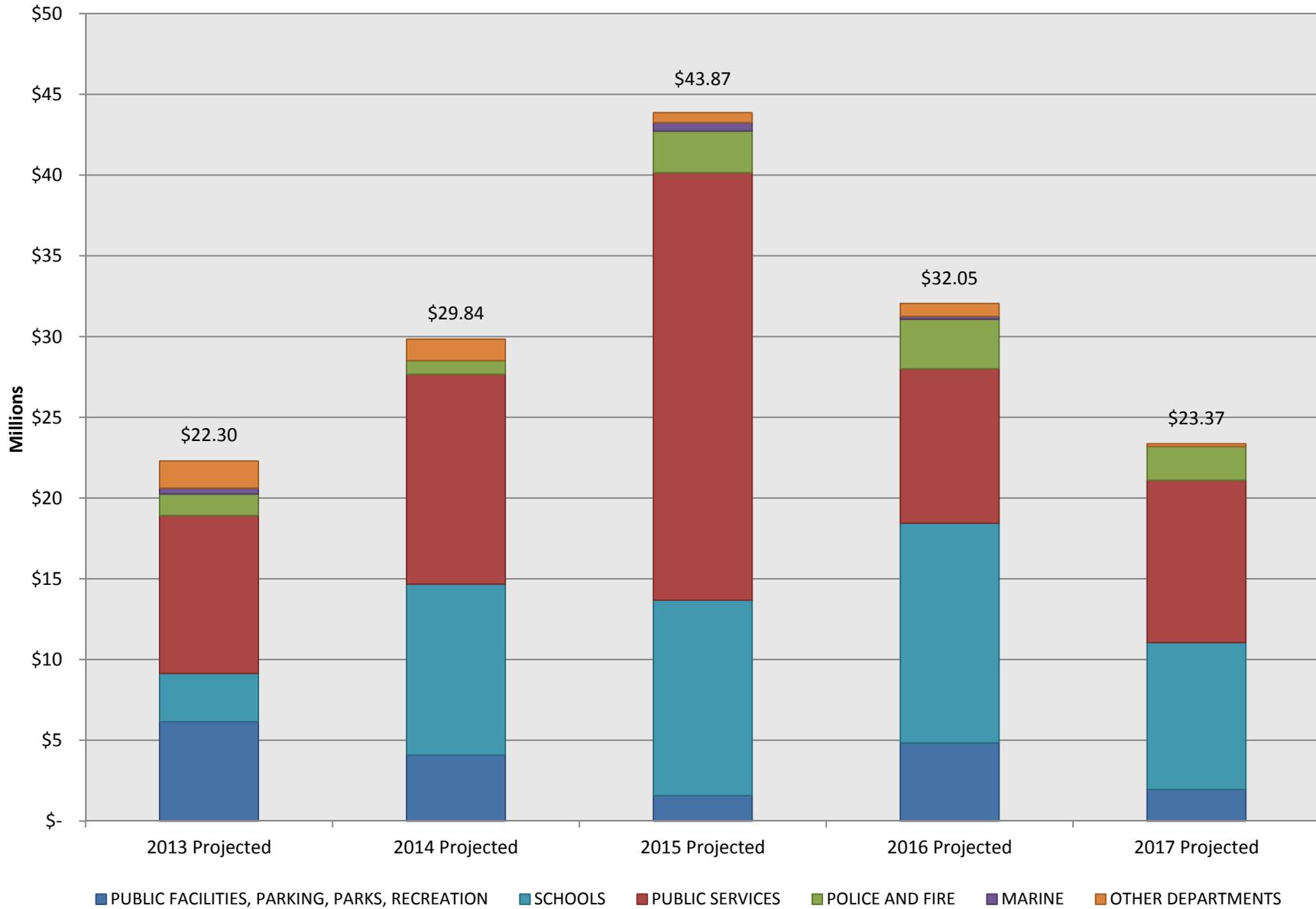
## General Fund Debt Service Projections and Net Debt Service as a Percentage of General Fund Revenue



## General Fund: Recommended Asset Category Capital Expenditures



## General Fund: Recommended Department Capital Expenditure



## **Recommended Projects**

**General Fund Recommended Projects**

Project Title	ID	Score	Total Grants/ Other Funds	2013 Rec	2014 Rec	2015 Rec	2016 Rec	2017 Rec	Total Rec	
<b>FY 2013</b>										
<b>Facilities</b>										
<b>Barron Center</b>										
- Replace Fencing at Barron Center 2	* 793	29		17,000					17,000	
- Renovate Lobby at Barron Center 2	* 795	25		25,000					25,000	
- Replace Fire Alarm System at Barron Center 2	* 792	25		22,000					22,000	
<b>Fire</b>										
- Replace Roof at Riverton Fire Station	747	44		47,000					47,000	
- Repair Skylights at Central Fire Station	* 748	25		30,000					30,000	
<b>Public Buildings</b>										
- Repair Concrete Deck at Elm Street Parking Garage	661	33		375,000					375,000	
- Replace Bulletproof Glass and Intercom System to I/O and Dispatch	* 624	40	27,000	1,500					1,500	
- Construct Great Diamond Island Transfer Station	432	30		200,000	221,000				421,000	
- Design and Construct New Public Services Operations and Maintenance Facility	602	17		100,000	1,120,000	14,000,000			15,220,000	
- Replace Ceiling and Upgrade Sprinkler at Public Safety	186	45		90,000					90,000	
- Replace Upper Roof at Cummings Center	158	40		120,000					120,000	
- Replace Fitzpatrick Stadium Lights/Sound System	361	34		420,000					420,000	
- Replace Windows and Doors at the Exposition Building	306	32		90,000					90,000	
- Replace Windows at 55 Portland St	289	30		150,000					150,000	
- Repoint Mortar at City Hall	129	30		650,000	637,500				1,287,500	
- Install Catering Prep Area at Ocean Gateway	* 218	28		20,000					20,000	
- Repair Horse Barn Masonry and Remove Dog Kennel Section of the Building	397	28		150,000					150,000	
- Replace Fender System at POT	212	26		350,000					350,000	
- Replace Windows/Rotted Trim at Observatory	166	26	96,000	60,000					60,000	
- Replace Stage Curtains Merrill Auditorium	* 360	24		35,000					35,000	
<b>Schools</b>										
- Replace Clock/Intercom System at Deering High School	242	41		70,000					70,000	
- Replace Clock/Intercom System at Portland High School	248	37		70,000					70,000	
- Replace Exterior Doors at Portland High School	247	34		80,000					80,000	
- Replace Front Doors at Deering High School	241	33		70,000					70,000	
- Additional Scoping of Elementary School Renovations Including West School	835	26		300,000					300,000	
- Replace Hall School	583	26		400,000	8,000,000	8,000,000			16,700,000	
<b>Facilities Subtotal</b>				123,000	3,942,500	9,978,500	22,000,000	-	-	35,921,000
<b>Information Technology</b>										
<b>MIS</b>										
- Replace Two Server and Upgrade Server Software	428	46	110,000	-					-	
- Purchase New Data Storage Server	* 363	28		12,000					12,000	
<b>Schools</b>										
- Schools Technology Improvement	830	21		2,000,000	1,700,000	850,000	850,000		5,400,000	

\* - Pay-As-You-Go Recommendation  
 -Subtotals and Grand Totals are running totals

**General Fund Recommended Projects**

Project Title	ID	Score	Total Grants/ Other Funds	2013 Rec	2014 Rec	2015 Rec	2016 Rec	2017 Rec	Total Rec
<b>Information Technology Subtotal</b>			110,000	2,012,000	1,700,000	850,000	850,000	-	5,412,000
<b>Parks, Fields, Trails</b>									
<b>Parks</b>									
- Replace the Western Cemetery Fence and Section of the Retaining Wall	442	37	40,000	10,000					10,000
- Expand Evergreen Cemetery	427	29		550,000	212,500				762,500
- Extend Fore River Parkway Sidewalk/Trail	535	26	155,750	50,000					50,000
- Improve Deering Oaks Pond	435	19	1,300,000	500,000					500,000
- Restore Fort Allen Park	436	4	127,650	980,000					980,000
- Libbytown Trail Crossing Fore River Parkway	833		117,300	-					-
<b>Recreation</b>									
- Replace Fence at Deering High School Harlow Field	176	30		60,000					60,000
<b>Parks, Fields, Trails Subtotal</b>			1,740,700	2,150,000	212,500	-	-	-	2,362,500
<b>Transportation</b>									
<b>Sidewalks</b>									
- Implement Bayside Neighborhood Sidewalk and Streetlighting Improvements	674	28	600,000	-	-				-
- Implement Sidewalk Improvements	649	25		700,000	700,000	700,000	700,000	700,000	3,500,000
- Handicapt Ramp Upgrades and Construction	834		50,625	-					-
<b>Streetlights and Traffic</b>									
- Install Streetlighting on Cumberland Avenue between Preble St and Forest Ave	818	29		248,860					248,860
- Upgrade Traffic Signals at Various Locations	561	34		154,000					154,000
- Install Railroad Quiet Zone Equipment	603	28		150,000					150,000
<b>Streets - Match</b>									
- Pedestrian and Bicycle Safety Improvements to Forest Avenue - Exit 6	620	44	1,000,000	250,000					250,000
- Pave Capisic Street (FHWA - entire)	294	39	709,601	159,534					159,534
- Pave Congress St (FHWA - E. Prom to Washington Ave)	299	39	404,760	80,990					80,990
- Reconfigure Park Avenue Bike/Ped (FHWA - St. John to Deering)	339	39	231,998	53,002					53,002
- Reconfigure St. John St. (FHWA - Congress to Park)	340	39	496,125	80,125					80,125
- Street Improvements on Congress St (MDOT - Stevens Ave to Johnson Rd)	309	39	1,300,000	72,500					72,500
- Redesign and Reconstruct Spring Street	688	35	400,000	50,000	100,000				150,000
- Pave Baxter Blvd (FHWA - Forest to Preble)	292	34	99,750	56,000					56,000
- Redesign and Reconfigure Woodford's Corner and Forest Avenue Intersections	565	33	1,040,000	250,000	100,000	100,000	60,000		510,000
- Resurface Washington Ave	572	30	74,250	34,250					34,250
- Implement Traffic & Streetscape Studies: Congress Street Corridor	566	28	60,000	175,000					175,000
<b>Streets - Local</b>									
- Pavement Preservation and Rehabilitation Program	539	29		2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	12,750,000
- Implement CSO Abatement (Ineligibles)	413	43		500,000	425,000	425,000	425,000	425,000	2,200,000
- Reconstruct Street Related to Sewer Replacement/Separation on Deering Street	826	40		517,000					517,000
- Implement Byway Improvements - Portland Transportation Center	562	19		60,000					60,000
<b>Transportation Subtotal</b>			6,467,109	6,141,261	3,875,000	3,775,000	3,735,000	3,675,000	21,201,261

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**General Fund Recommended Projects**

Project Title	ID	Score	Total Grants/ Other Funds	2013 Rec	2014 Rec	2015 Rec	2016 Rec	2017 Rec	Total Rec	
<b>Equipment and Vehicles</b>										
<b>Equipment</b>										
- Replace Patient Monitor/Defibrillators	777	39		245,000					245,000	
<b>Vehicles</b>										
- Replace Medcu	813	40		225,000	225,000	225,000	225,000	225,000	1,125,000	
- Replace Parking Control Vehicle	* 646	28		23,000					23,000	
- Replace Police Cruisers	* 610	41		266,000	266,000	266,000	266,000	266,000	1,330,000	
- Replace Marked Traffic Vehicle	* 615	37		38,000	38,000		38,000	38,000	152,000	
- Replace Evidence Technician Vehicle	614	28		50,000					50,000	
- Purchase New Mobile Command Vehicle	622	10	500,000	-					-	
- Replace Sidewalk Tractor 8071	449	28		130,000					130,000	
- Replace Pickup Truck 2201	* 431	26		23,000					23,000	
- Replace Van	* 742	34		20,000					20,000	
<b>Equipment and Vehicles Subtotal</b>				<u>500,000</u>	<u>1,020,000</u>	<u>529,000</u>	<u>491,000</u>	<u>529,000</u>	<u>3,098,000</u>	
<b>FY 2013 Total</b>				<u>8,940,809</u>	<u>15,265,761</u>	<u>16,295,000</u>	<u>27,116,000</u>	<u>5,114,000</u>	<u>4,204,000</u>	<u>67,994,761</u>

**General Fund Recommended Projects**

Project Title	ID	Score	Total Grants/ Other Funds	2013 Rec	2014 Rec	2015 Rec	2016 Rec	2017 Rec	Total Rec
<b>FY 2014</b>									
<b>Facilities</b>									
<b>Barron Center</b>									
- Replace Freight Elevator at Barron Center 2	* 790	30			40,000				40,000
- Replace of Tray Line Heating System	* 797	29			30,000				30,000
- Replace Outdoor Lighting at Barron Center 1	* 789	27			105,292				105,292
- Replace Patient Call System	* 799	21			20,000				20,000
<b>Public Buildings</b>									
- Replace Exterior Stairs at Exposition Building	* 123	37			70,000				70,000
- Replace Roof at Hadlock Field	* 173	34			80,000				80,000
- Replace Seating at Hadlock Field	* 177	32			170,000				170,000
- Replace Windows at Public Safety	* 183	32			382,500				382,500
- Replace Metal Siding at Hadlock Field	* 175	30			60,000				60,000
- Replace Filter System at Reiche and Kiwanis Pools	* 194	28			50,000				50,000
- Replace Roof Sections of the Outer Congress St Salt Shed	* 165	26			40,000				40,000
- Rehabilitate Exterior Masonry at Exposition Building	* 117	25			297,500				297,500
- Rehabilitate Exterior Masonry and Replace Windows at Cummings Center	* 159	24			190,000				190,000
- Replace Boiler at Peaks Community Center	* 164	24			80,000				80,000
<b>Schools</b>									
- Replace Entrance Doors at Lyseth School	* 232	37			102,000				102,000
- Replace Windows at PATHS	* 376	26			212,500				212,500
- Install Domestic Hot Water Boiler at Deering High School	* 725	24			25,000				25,000
- Pave Multiple School Campuses	* 219	24			500,000	425,000			925,000
- Install Condensate Return Pump at Deering High School	* 723	21			20,000				20,000
- Replace Steam Condensate Tank at PATHS	* 721	21			25,000				25,000
<b>Facilities Subtotal</b>					12,478,292	22,425,000	-	-	38,845,792
<b>Information Technology</b>									
<b>Barron Center</b>									
- Purchase Electronic Document Storage System	* 801	24			124,700				124,700
<b>MIS</b>									
- Upgrade Network Firewall with Intrusion Protection	* 592	38			20,000				20,000
- Replace Servers Backup Systems	* 731	34			55,000				55,000
- Upgrade City Phonemail System	* 593	28			40,000				40,000
<b>Information Technology Subtotal</b>					1,939,700	850,000	850,000	-	5,651,700
<b>Parks, Fields, Trails</b>									
<b>Parks</b>									
- Design and Construct West Commercial Street Trail	686	26	560,000		140,000				140,000
- Repair "Dead House" and City Tomb at Eastern Cemetery	* 538	21			25,000				25,000

\* - Pay-As-You-Go Recommendation  
 -Subtotals and Grand Totals are running totals

**General Fund Recommended Projects**

Project Title	ID	Score	Total Grants/ Other Funds	2013 Rec	2014 Rec	2015 Rec	2016 Rec	2017 Rec	Total Rec
<b>Recreation</b>									
- Replace Turf at Fitzpatrick Stadium	* 187	32			425,000				425,000
- Replace and Update Playground at Longfellow School	* 195	27			127,500				127,500
- Renovate Lyman Moore Sports Complex	* 185	25			233,750				233,750
<b>Parks, Fields, Trails Subtotal</b>			<b>560,000</b>		<b>1,163,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,313,750</b>
<b>Transportation</b>									
<b>Streets - Match</b>									
- PACTS / FHWA Projects Local Share	532	33	8,100,000		255,000	255,000	340,000	340,000	1,190,000
- Pave Eastern Promenade (FHWA - Atlantic to Washington)	345	31	990,314		130,561				130,561
- Pave Fore St. (FHWA - Franklin to Center)	346	31	605,648		89,443				89,443
- Pave Veranda St (FHWA - Washington to 1/2 mile north)	347	31	316,424		91,666				91,666
									-
<b>Streets - Local</b>									
- Resurface Washington Ave	574	34	170,500		144,925				144,925
- Reconstruct Vesper St	* 547	29			584,375				584,375
- Reconstruct Cottage St	* 545	25			220,000				220,000
- Reconstruct Munjoy St	* 546	25			584,375				584,375
- Expand Bikeway Network	683	32	160,000		20,000		20,000		40,000
<b>Transportation Subtotal</b>			<b>10,342,885</b>		<b>5,995,346</b>	<b>4,030,000</b>	<b>4,095,000</b>	<b>4,015,000</b>	<b>24,276,607</b>
<b>Equipment and Vehicles</b>									
<b>Equipment</b>									
- Install Multi-space or Replace Single-space Meters	* 668	35			212,500		340,000		552,500
- Replace Entry/Exit Gates at Spring Street Garage	* 670	26			24,000				24,000
<b>Vehicles</b>									
- Replace Van	* 787	22			27,000				27,000
- Replace 1-Ton Dump Truck	* 785	21			30,000				30,000
- Replace Box Truck	* 779	21			30,000				30,000
- Replace Box Truck	* 825	21			30,000				30,000
- Replace Car 2	* 808	24			50,000				50,000
- Replace Car 1	* 807	22			50,000				50,000
- Replace Car 41	* 804	22			15,000				15,000
- Replace Parking Control Vehicle	* 741	24			23,000	23,000	23,000		69,000
- Replace Criminal Investigation Division Vehicles	* 640	24			17,000				17,000
- Replace Criminal Investigation Division Vehicles	* 819	24			17,000				17,000
- Replace Criminal Investigation Division Vehicles	* 820	24			17,000				17,000
- Replace Criminal Investigation Division Vehicles	* 821	24			17,000				17,000
- Replace Administrative Vehicle	* 616	22			33,000	33,000	33,000	33,000	132,000
- Replace Sidewalk Tractor 8100	* 461	28			110,500				110,500
- Replace Dump Truck 3042	* 470	26			50,000				50,000
- Replace Roll-off Truck 4018	* 469	26			123,250				123,250

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**General Fund Recommended Projects**

<b>Project Title</b>	<b>ID</b>	<b>Score</b>	<b>Total Grants/ Other Funds</b>	<b>2013 Rec</b>	<b>2014 Rec</b>	<b>2015 Rec</b>	<b>2016 Rec</b>	<b>2017 Rec</b>	<b>Total Rec</b>
- Replace Pickup Truck 2010	* 446	24			30,000				30,000
- Replace Pickup Truck 2121	* 456	24			30,000				30,000
- Replace Pickup Truck 2126	* 455	24			30,000				30,000
- Replace Pickup Truck 2163	* 459	24			30,000				30,000
- Replace Rubbish Packer 4035	* 465	22			153,000				153,000
- Replace Van	* 744	18			20,000				20,000
<b>Equipment and Vehicles Subtotal</b>					<b>1,698,250</b>	<b>547,000</b>	<b>925,000</b>	<b>562,000</b>	<b>4,752,250</b>
<b>Economic Development</b>									
- Construct Portland Technology Park Road - Phase II	608	27	574,780		500,000				500,000
<b>Economic Development Subtotal</b>			<b>574,780</b>		<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500,000</b>
<b>FY 2014 Total</b>					<b>23,775,338</b>	<b>27,852,000</b>	<b>5,870,000</b>	<b>4,577,000</b>	<b>77,340,099</b>

**General Fund Recommended Projects**

Project Title	ID	Score	Total Grants/ Other Funds	2013 Rec	2014 Rec	2015 Rec	2016 Rec	2017 Rec	Total Rec
<b>FY 2015</b>									
<b>Facilities</b>									
<b>Barron Center</b>									
- Replace Roofing at All Barron Center Buildings	* 794	26				90,000			90,000
<b>Fire Department</b>									
- Install Fire Alarm System and Fireproof Back Stairwell at Central Fire Station	* 749	32				11,000			11,000
- Install an Elevator at Central Fire Station	* 750	20				55,000			55,000
<b>Public Buildings</b>									
- Paint Steel at Elm Street Parking Garage	* 676	27				35,000			35,000
- Relocate Silver Bullet Recycling Center	* 441	20				50,000			50,000
- Install Perimeter Drainage at Peaks Community Center	* 193	34				35,000			35,000
- Pave Queuing Lanes at POT	* 217	25				106,250			106,250
- Replace Roof at POT	* 216	24				340,000			340,000
- Replace Roof at 55 Portland St	* 287	22				106,250			106,250
- Replace Windows at City Hall	* 131	22				50,000			50,000
- Rebuild Pump Room and Replace Pumps at Reiche Pool	* 223	20				30,000			30,000
- Demolish and Replace Building at 90 Anderson St	* 169	22				340,000			340,000
<b>Schools</b>									
- Replace Roof and Upgrade HVAC at Reiche School	* 147	32				382,500			382,500
- Replace Roof at Portland High School	* 254	28				212,500	212,500	212,500	637,500
- Rebuild Plaza at Lyman-Moore School	* 230	26				70,000			70,000
- Improve Accessibility Entrance at Longfellow School	* 237	23				95,000			95,000
- Replace Heat Circulation Pipe at King Middle School	* 726	22				30,000			30,000
- Replace Windows and Front Doors at Longfellow School	* 238	22				340,000	425,000		765,000
- Upgrade Telephones at Lyman-Moore School	* 229	22				102,000			102,000
- Improve Site Drainage at Deering High School	* 267	21				170,000			170,000
- Renovate Reiche School	* 607	25				191,597	1,237,184	1,087,184	2,515,965
- Expand Longfellow School	* 599	20				374,747	2,091,359	2,091,359	4,557,465
- Expand Lyseth School	* 600	18				434,116	2,448,520	2,448,520	5,331,156
- Expand Presumpscot School	* 588	17				430,783	2,433,521	2,433,521	5,297,825
<b>Facilities Subtotal</b>						26,506,743	8,848,084	8,273,084	60,048,703

**General Fund Recommended Projects**

Project Title	ID	Score	Total Grants/ Other Funds	2013 Rec	2014 Rec	2015 Rec	2016 Rec	2017 Rec	Total Rec
<b>Information Technology</b>									
<b>MIS</b>									
- Replace City Phone System	* 594	38				425,000			425,000
- Purchase and Install Human Resources Software Application	* 429	22				40,000			40,000
<b>Police</b>									
- Purchase and Install In-Car Video Monitoring System	618	22	33,000			182,550			182,550
<b>Information Technology Subtotal</b>			<b>33,000</b>			<b>1,497,550</b>	<b>850,000</b>	<b>-</b>	<b>6,299,250</b>
<b>Parks and Recreation</b>									
<b>Parks</b>									
- Design and Construct Tukey Street Pathway Improvement	687	26	160,000			40,000			40,000
<b>Recreation</b>									
- Renovate "B" Multipurpose Field at Payson Park	* 196	25				100,000			100,000
- Renovate Softball Field at Riverton School	* 197	23				75,000			75,000
- Replace Playground at Riverton School	* 204	23				212,500			212,500
- Replace/Repair Payson Park Playground and Splashpad	* 180	23				50,000			50,000
<b>Parks and Recreation Subtotal</b>			<b>160,000</b>			<b>477,500</b>	<b>-</b>	<b>-</b>	<b>3,791,250</b>
<b>Transportation</b>									
<b>Streets - Match</b>									
- Redesign and reconfigure Congress/High/Free Intersection	682	31	200,000			50,000			50,000
<b>Streets - Local</b>									
- Reconstruct Mabel St	* 549	29				701,250			701,250
- Implement Traffic & Streetscape Studies: Libbytown	* 568	23				150,000			150,000
- Reconstruct Riverside Industrial Parkway	* 548	23				701,250			701,250
- Redesign and Reconfigure Temple/Union/Middle/Spring Intersection and Spring Street	* 567	23				350,000			350,000
- Reconstruct Alba St	* 551	21				677,875			677,875
- Reconstruct Rowe Ave	* 377	21				1,000,000			1,000,000
- Reconstruct Woodford St	* 537	21				275,000			275,000
<b>Transportation Subtotal</b>			<b>200,000</b>			<b>7,935,375</b>	<b>4,095,000</b>	<b>4,015,000</b>	<b>28,181,982</b>
<b>Equipment and Vehicles</b>									
<b>Equipment</b>									
- Replace Dispatch Consoles	* 704	21				110,500			110,500
<b>Vehicles</b>									
- Replace 3/4-Ton Pick-up Truck	* 786	20				24,000			24,000
- Replace Bus	* 788	20				33,000			33,000
- Replace Ladder 1	* 767	38				1,275,000			1,275,000
- Replace Car 62	* 809	26				30,000			30,000
- Replace Car 3	* 811	24				50,000			50,000
- Replace Car 7	* 810	24				50,000			50,000
- Replace Car 4	* 805	20				50,000			50,000

**General Fund Recommended Projects**

<b>Project Title</b>	<b>ID</b>	<b>Score</b>	<b>Total Grants/ Other Funds</b>	<b>2013 Rec</b>	<b>2014 Rec</b>	<b>2015 Rec</b>	<b>2016 Rec</b>	<b>2017 Rec</b>	<b>Total Rec</b>
- Replace Meter Service Vehicle	* 719	22				27,000			27,000
- Replace Unmarked Traffic Vehicle	* 637	42				38,000			38,000
- Replace Supervisor Vehicle	* 613	23				40,000	40,000	40,000	120,000
- Replace Police Activities League Vehicle	* 643	22				32,000			32,000
- Replace Arrest Vehicle	* 641	21				94,500		49,500	144,000
- Replace Dump Truck 3094	* 476	26				140,250			140,250
- Replace Sidewalk Tractor 8101	* 475	26				110,500			110,500
- Replace 1-Ton Crew Cab Pickup Truck 2014	* 454	24				38,000			38,000
- Replace Dump Truck 3093	* 451	24				160,000			160,000
- Replace Mower 7158	* 462	24				60,000			60,000
- Replace Mower 7162	* 478	24				50,000			50,000
- Replace Rubbish Packer 4033	* 452	24				180,000			180,000
- Replace Rubbish Packer 4039	* 477	24				153,000			153,000
- Replace Wheel Loader 5089	* 450	24				190,000			190,000
- Replace Backhoe 5085	* 481	22				75,000			75,000
- Replace Bull Dozer 5090	* 482	22				276,250			276,250
- Replace Dump Truck 3087	* 463	22				127,500			127,500
- Replace Onroad Tractor 5047	* 468	22				30,000			30,000
- Replace Pulp Loader 5097	* 466	22				161,500			161,500
- Replace Skidsteer 5025	* 464	22				55,000			55,000
- Replace Snow Blower 7112	* 474	22				102,000			102,000
- Replace Utility Turf Vehicle 7004	* 480	22				35,000			35,000
- Pavement Roller - 5087	* 467	20				15,000			15,000
- Replace Backhoe 5066	* 453	20				75,000			75,000
- Replace Pickup Truck 2033	* 472	20				25,000			25,000
- Replace Pickup Truck 2188	* 473	20				25,000			25,000
- Replace Tool Cat	* 198	32				75,000			75,000
- Replace Tractor	* 178	24				95,000			95,000
- Replace 1-1/2 Ton 4x4 Dump Truck	* 408	22				80,000			80,000
- Replace 15-Passanger Van	* 192	22				55,000			55,000
- Replace 1-Ton Truck With Plow	* 191	22				65,000			65,000
<b>Equipment and Vehicles Subtotal</b>						<b>4,855,000</b>	<b>965,000</b>	<b>651,500</b>	<b>9,189,750</b>
<b>FY 2015 Total</b>			<b>393,000</b>			<b>41,272,168</b>	<b>14,758,084</b>	<b>12,939,584</b>	<b>107,510,935</b>

**General Fund Recommended Projects**

Project Title	ID	Score	Total Grants/ Other Funds	2013 Rec	2014 Rec	2015 Rec	2016 Rec	2017 Rec	Total Rec
<b>FY 2016</b>									
<b>Facilities</b>									
<b>Barron Center</b>									
- Replace Air Handlers at Barron Center 1	* 784	34					231,200		231,200
- Replace Building Locks	* 800	17					20,000		20,000
- Replace Dietary Transportation Carts	* 802	17					40,500		40,500
- Pave Parking Lots and Campus Roadway	* 780	15					79,000		79,000
- Renovate Employee Locker Room	* 796	13					25,000		25,000
- Expand Walk-in Refrigeration Room	* 798	4					10,500		10,500
<b>Fire Department</b>									
- Replace Roof at Bramhall Fire Station	* 752	18					60,000		60,000
- Replace Roof at East Deering Fire Station	* 753	18					45,000		45,000
- Repave Driveway Apron at Central Fire Station	* 756	17					20,000		20,000
- Rehabilitate Exterior Masonry at Central Fire Station	* 751	15					12,000		12,000
- Repave Driveway Apron at Munjoy Hill Fire Station	* 754	15					20,000		20,000
- Repave Driveway Apron at the Bramhall Fire Station	* 755	15					20,000		20,000
<b>Public Buildings</b>									
- Waterproof Decking at Temple Street Parking Garage	* 691	19					250,750		250,750
- Repair Roof Deck at Spring Street Parking Garage	* 662	17					1,100,000		1,100,000
- Repaint Steel at Spring Street Garage	* 700	13					170,000		170,000
- Rehabilitate Stairs on Plum Street Alley	* 690	17					8,000	80,000	88,000
- Repair and Repoint Wilde's Chapel Roof	* 437	15					100,000		100,000
- Pave Residential Access to Peaks Island Transfer Station and Garages	* 556	5					100,000		100,000
- Rehabilitate Passenger Elevator at City Hall	* 130	31					30,000		30,000
- Replace Roof at the Exposition Building	* 116	26					221,000		221,000
- Replace Copper Roof at City Hall	* 128	23					1,275,000		1,275,000
- Repoint Mortar at 55 Portland St	* 288	19					50,000		50,000
- Install Ultra Violet Water Treatment System at Riverton Pool	* 200	18					50,000		50,000
- Rebuild Plaza/Rear Garage/Dispatch at Public Safety	* 145	17					80,000		80,000
- Repurpose Waterfront Building	* 222	14					75,000		75,000
- Install Air conditioning in Conference Rooms at Exposition Building	* 127	13					40,000		40,000
- Purchase New Stage & Stage Barricade	* 358	13					150,000		150,000
- Repaint Sidewalls/ Roof Fort Allen Gazebo	* 226	13					30,000		30,000
- Install Cruise Ship Water Service	* 220	12					100,000		100,000
- Purchase Portable Concessions Trailer	* 399	5					20,000		20,000
<b>Schools</b>									
- Replace Clock/Intercom System at Longfellow School	* 284	33					70,000		70,000
- Replace Clock/Intercom System at Lyman-Moore School	* 283	33					70,000		70,000
- Replace Clock/Intercom System at Lyseth School	* 286	33					70,000		70,000
- Replace Windows at Portland High School	* 379	30					255,000		255,000

**General Fund Recommended Projects**

Project Title	ID	Score	Total Grants/ Other Funds	2013 Rec	2014 Rec	2015 Rec	2016 Rec	2017 Rec	Total Rec
- Replace Boiler at Lincoln Middle School	* 281	22					70,000		70,000
- Replace Windows at Deering High School	* 271	22					425,000	425,000	850,000
- Rehabilitate Exterior Masonry at Lincoln Middle School	* 239	19					500,000		500,000
- Rehabilitate Exterior Masonry at PATHS	* 378	19					170,000		170,000
- Rehabilitate Exterior Masonry at Riverton School	* 150	19					60,000		60,000
- Renovate Interior of Peaks Island School	* 255	19					212,500		212,500
- Renovate Restrooms at King Middle School	* 243	19					70,000		70,000
- Upgrade Network Data Cable at Portland High School	* 252	19					175,000		175,000
- Improve School Emergency Preparedness Facilities	* 585	18					191,250	191,250	382,500
- Rehabilitate Exterior Masonry at Peaks Island School	* 256	17					212,500		212,500
- Rehabilitate Exterior Masonry at Longfellow School	* 234	15					425,000		425,000
- Repair Masonry at Portland High School - Phase II	* 253	13					637,500		637,500
- Install Air Conditioning in Front Office and Nurses Area at Deering High School	* 269	10					212,500		212,500
- Install Rooftop Air Handling Unit at Deering High School	* 724	10					30,000		30,000
- Install Air Conditioning at Riverton School	* 722	0					50,000		50,000
<b>Facilities Subtotal</b>							<b>17,187,284</b>	<b>8,969,334</b>	<b>69,084,153</b>
<b>Information Technology</b>									
- Purchase and Install Police Scheduling Software	* 617	18					68,336		68,336
<b>Information Technology Subtotal</b>							<b>918,336</b>	<b>-</b>	<b>6,367,586</b>
<b>Parks and Recreation</b>									
<b>Parks</b>									
- Repair Cremation Garden at Evergreen Cemetery	* 440	19					13,000		13,000
- Realign North Side of Back Cove Trail and Remove Retaining Wall	* 419	17					165,000		165,000
- Reconstruct Western Promenade Walkways and Retaining Wall Sections	* 557	15					90,000		90,000
- Repair Back Cove Trail Erosion	* 420	13					20,000		20,000
<b>Recreation</b>									
- Renovate Practice Fields at Deering High School	* 203	25					102,000		102,000
- Replace Lights and Install Irrigation at Deering Oaks Baseball Field	* 201	21					297,500		297,500
- Replace Playground at Hall School	* 188	21					127,500		127,500
<b>Parks and Recreation Subtotal</b>							<b>815,000</b>	<b>-</b>	<b>4,606,250</b>
<b>Transportation</b>									
<b>Sidewalks</b>									
- Improvements to Pedestrian Safety and Streetscape on Portland Street - Forest Avenue to Brattle Street	* 827	17					150,000		150,000
- Connect West End Sidewalk to West Commercial Trail	* 828	13					35,000		35,000
- Redesign West-Clark-Pine Street Intersection and Streetscape	* 829	13					17,500		17,500
- Replace Brick Sidewalks at Deering High School	* 270	15					100,000		100,000

\* - Pay-As-You-Go Recommendation  
 -Subtotals and Grand Totals are running totals

**General Fund Recommended Projects**

Project Title	ID	Score	Total Grants/ Other Funds	2013 Rec	2014 Rec	2015 Rec	2016 Rec	2017 Rec	Total Rec
<b>Streetlights and Traffic</b>									
- Install Streetlights on Middle Street	* 581	10					16,200		16,200
- Replace and Install New Streetlighting on Commercial Street	* 555	10					172,000	98,600	270,600
- Improve Streetlighting and Sidewalk on Chestnut Street	* 589	6					150,000		150,000
- Expand Streetlighting along Fore Street	* 648	4					43,500		43,500
<b>Streets - Local</b>									
- Improvements to Franklin Street - Phase I	* 717	13					15,000		15,000
- Purchase Recycling Carts Pilot Project	* 831	13					163,000	711,450	874,450
- Reconstruct Morning St	* 552	21					584,375		584,375
- Reconstruct Mountfort St	* 553	21					490,875		490,875
- Implement Arterial Street Crossing Improvements	* 563	18					100,000	100,000	200,000
- Implement Byway Improvements	* 657	8					100,000	100,000	200,000
<b>Transportation Subtotal</b>							<b>6,232,450</b>	<b>5,025,050</b>	<b>31,329,482</b>
<b>Equipment and Vehicles</b>									
<b>Equipment</b>									
- Purchase and Implement Electronic Handheld Parking Ticket Devices	* 673	15					75,000		75,000
- Replace Ticket Dispensers at Spring Street Parking Garage	* 692	17					45,000		45,000
- Replace Ticket Dispenser at Elm Street Parking Garage	* 693	15					15,000		15,000
<b>Vehicles</b>									
- Replace Engine 11	* 772	32					595,000		595,000
- Replace Service Truck 7	* 759	18					35,000		35,000
- Replace Engine 9	* 758	17					675,000		675,000
- Replace Rescue 1	* 763	17					850,000		850,000
- Replace Garage Maintenance Truck	* 675	26					23,000		23,000
- Replace Criminal Investigation Division Vehicles	* 716	24					17,000		17,000
- Replace Criminal Investigation Division Vehicles	* 823	24					17,000		17,000
- Replace Criminal Investigation Division Vehicles	* 824	24					17,000		17,000
- Replace Criminal Investigation Division Vehicles	* 822	24					17,000		17,000
- Replace Dump Truck 3084	* 484	26					50,000		50,000
- Replace Dump Truck 3085	* 485	26					50,000		50,000
- Replace Dump Truck 3105	* 493	26					50,000		50,000
- Replace Bucket Truck 5098	* 487	24					170,000		170,000
- Replace Dump Truck 3101	* 489	24					50,000		50,000
- Replace Mower 7155	* 486	24					75,000		75,000
- Replace Pothole Patcher 5103	* 488	24					40,000		40,000
- Replace Dump Truck 3103	* 492	22					50,000		50,000
- Replace Mower 7156	* 490	22					75,000		75,000
- Replace Rubbish Packer 4050	* 491	22					153,000		153,000
- Replace Sidewalk Tractor 8104	* 483	22					110,500		110,500

**General Fund Recommended Projects**

<b>Project Title</b>	<b>ID</b>	<b>Score</b>	<b>Total Grants/ Other Funds</b>	<b>2013 Rec</b>	<b>2014 Rec</b>	<b>2015 Rec</b>	<b>2016 Rec</b>	<b>2017 Rec</b>	<b>Total Rec</b>
- Replace Dump Truck 3106	* 494	18					50,000		50,000
- Replace Compact Pickup 2018	* 460	4					18,000		18,000
- Replace Pickup Truck	* 743	18					35,000		35,000
<b>Equipment and Vehicles Subtotal</b>							<b>4,322,500</b>	<b>651,500</b>	<b>12,547,250</b>
<b>FY 2016 Total</b>							<b>29,475,570</b>	<b>14,645,884</b>	<b>123,934,721</b>

**General Fund Recommended Projects**

Project Title	ID	Score	Total Grants/ Other Funds	2013 Rec	2014 Rec	2015 Rec	2016 Rec	2017 Rec	Total Rec
<b>FY 2017</b>									
<b>Facilities</b>									
<b>Public Buildings</b>									
- Repair Roof Deck at Temple Street Parking Garage	* 696	19						382,500	382,500
- Replace Bleachers at Ice Arena	* 208	29						100,000	100,000
- Replace Three Air Handling Units at Public Safety	* 189	22						212,500	212,500
- Replace Exterior Myrtle St Windows and Doors at Merrill Auditorium	* 172	21						280,500	280,500
- Replace Gym Floor at Riverton School	* 210	15						127,500	127,500
<b>Schools</b>									
- Replace Roof at Presumpscot School	* 274	30						212,500	212,500
<b>Facilities Subtotal</b>								<b>10,284,834</b>	<b>70,399,653</b>
<b>Information Technology</b>									
<b>MIS</b>									
- Update Revenue Control Software at Spring Street Garage	* 697	17						40,000	40,000
- Update Revenue Control Software at Elm Street Garage	* 698	15						30,000	30,000
- Update Revenue Control Software at Temple Street Garage	* 699	13						36,500	36,500
<b>Information Technology Subtotal</b>								<b>106,500</b>	<b>6,474,086</b>
<b>Parks and Recreation</b>									
<b>Recreation</b>									
- Replace "A" Softball Field Lights at Payson Park	* 207	27						212,500	212,500
- Replace Softball Field Lights at Riverton School	* 205	19						233,750	233,750
- Install New Tennis Court Lighting at Deering Oaks Park	* 206	6						297,500	297,500
<b>Parks and Recreation Subtotal</b>								<b>743,750</b>	<b>5,350,000</b>
<b>Transportation</b>									
<b>Streets - Local</b>									
- Reconstruct Local Streets (Unspecified)	* 554	27						1,700,000	1,700,000
<b>Transportation Subtotal</b>								<b>6,725,050</b>	<b>33,029,482</b>
<b>Equipment and Vehicles</b>									
<b>Vehicles</b>									
- Replace Ladder 4	* 774	30						1,275,000	1,275,000
- Replace Car 64	* 812	26						30,000	30,000
- Replace Animal Control Officer Van	* 701	24						27,500	27,500
- Replace Peaks Island Vehicle	* 644	24						42,000	42,000
- Replace Evidence Service Vehicle	* 703	22						24,500	24,500
- Replace Special Reaction Team Vehicle	* 702	17						36,000	36,000
- Replace Dump Truck 3098	* 501	22						136,000	136,000
- Replace Rubbish Packer 4051	* 550	22						153,000	153,000
- Replace Sidewalk Tractor 8105	* 500	22						110,500	110,500
- Replace Dump Truck 3095	* 499	20						136,000	136,000

\* - Pay-As-You-Go Recommendation  
 -Subtotals and Grand Totals are running totals

**General Fund Recommended Projects**

<b>Project Title</b>	<b>ID</b>	<b>Score</b>	<b>Total Grants/ Other Funds</b>	<b>2013 Rec</b>	<b>2014 Rec</b>	<b>2015 Rec</b>	<b>2016 Rec</b>	<b>2017 Rec</b>	<b>Total Rec</b>
- Replace Dump Truck 3096	* 497	20						136,000	136,000
- Replace Dump Truck 3097	* 498	20						136,000	136,000
- Replace Backhoe 5031	* 502	18						75,000	75,000
- Replace Dump Truck 3099	* 496	18						127,500	127,500
- Replace Wheel Loader 5093	* 495	18						161,500	161,500
<b>Equipment and Vehicles Subtotal</b>								<b>3,258,000</b>	<b>15,153,750</b>
<b>FY 2017 Total</b>								<b>21,118,134</b>	<b>130,406,971</b>
<b>Grand Total</b>			<b>20,509,790</b>	<b>15,265,761</b>	<b>23,775,338</b>	<b>41,272,168</b>	<b>29,475,570</b>	<b>21,118,134</b>	<b>130,906,971</b>

**Enterprise Fund Recommended Projects**

Project Title	ID	Score	Total Grants/ Other Funds	2013 Rec	2014 Rec	2015 Rec	2016 Rec	2017 Rec	Total Rec
<b>FY 2013</b>									
<b>Golf Course</b>									
- Repair Men's Bathroom at the Riverside Golf Course Club House	645	36		50,000					50,000
<b>Wastewater</b>									
- Sewer System Assessment and Development of O&M Plan	580	35		713,000					713,000
- Replace Riverside Pump Station Influent Grinder	598	27		12,000					12,000
- Sewer Replacement/Separation on Deering Street	417	27		865,000					865,000
- Improve Neighborhood Stormwater Facilities	605	18		150,000					150,000
- Combined Sewer Overflow Abatement Program	832	23		11,000,000	2,500,000	7,500,000	10,000,000	10,000,000	41,000,000
<b>FY 2013 Total</b>				<b>12,790,000</b>	<b>2,500,000</b>	<b>7,500,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>42,790,000</b>
<b>FY 2014</b>									
<b>Ice Arena</b>									
- Refinish Roof at Ice Arena	* 157	22			155,000				155,000
<b>Golf Course</b>									
- Replace Greens Mower 3081	* 457	24			35,000				35,000
- Replace Greens Mower 3082	* 458	22			35,000				35,000
- Replace Tee Mower 4384	* 471	18			35,000				35,000
<b>Wastewater</b>									
- Repair Outer Congress Street Snow Depository Drainage System	* 337	24			40,000				40,000
- 2141 - Pickup Truck	* 503	26			28,000				28,000
- 7504 - Street Sweeper	* 504	26			165,000				165,000
- 5063 - Vacuum Sewer Cleaner	* 505	24			350,000				350,000
- Replace Sewer - Mountfort St	* 595	27			75,000				75,000
- Replace Sewer - O'Brion St	* 597	27			75,000				75,000
- Sewer Rehabilitation Program	* 411	23			300,000	300,000	300,000	500,000	1,400,000
<b>FY 2014 Total</b>					<b>3,793,000</b>	<b>7,800,000</b>	<b>10,300,000</b>	<b>10,500,000</b>	<b>45,183,000</b>

## Enterprise Fund Recommended Projects

Project Title	ID	Score	Total Grants/ Other Funds	2013 Rec	2014 Rec	2015 Rec	2016 Rec	2017 Rec	Total Rec
<b>FY 2015</b>									
<b>Golf Course</b>									
- Replace Tee Mower 4386	* 479	24				35,000			35,000
<b>Wastewater</b>									
- Install Vehicle Wash Station at Central Maintenance	* 338	25				40,000			40,000
- 3083 - Dump Truck	* 509	26				50,000			50,000
- 7503 - Street Sweeper	* 518	26				165,000			165,000
- 7505 - Street Sweeper	* 507	26				165,000			165,000
- 2026 - Pickup Truck	* 511	18				25,000			25,000
- 3116 - Dump Truck	* 510	18				45,000			45,000
- 2192 - Utility Truck	* 513	13				40,000			40,000
- Replace Culvert - Washington Ave	* 341	17				200,000			200,000
- Install Stormwater/Watershed Education Kiosks	* 389	4				45,000			45,000
<b>FY 2015 Total</b>						8,610,000	10,300,000	10,500,000	45,993,000
<b>FY 2016</b>									
- 3110 - Dump Truck	* 520	26					150,000		150,000
- 3112 - Dump Truck	* 521	26					150,000		150,000
- Install Educational Signs and Replace Landscaping in the Back Cove Rain Garden	* 348	16					12,000		12,000
<b>FY 2016 Total</b>							10,612,000	10,500,000	46,305,000
<b>FY 2017</b>									
- Install Underground Stormwater Storage and Filtration Systems at Sagamore Village	* 395	16						1,246,060	1,246,060
<b>FY 2017 Total</b>								11,746,060	47,551,060
<b>Grand Total</b>				12,790,000	3,793,000	8,610,000	10,612,000	11,746,060	47,551,060

## **Appendix A:**

Log of Changes to CIP from the City Manager's Recommended CIP  
to the Finance Committee Recommended CIP

Log of Changes from CIP (City Manager Recommendation) to CIP (Finance Committee Recommendation)

Funding Recommendation	City Manager Recommended Funding					Total	Finance Committee Recommended Funding					Total	Change (Total)	
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017			
<b>Funding Recommendation</b>	<b>13,306,894</b>	<b>30,146,145</b>	<b>29,654,706</b>	<b>41,490,422</b>	<b>39,429,671</b>	<b>154,027,838</b>							<b>154,027,838</b>	
<i>Amended</i> - Purchase New Mobile Command Vehicle (#622)					100,000	100,000	0.00						0.00	(100,000)
- Replace Hall School (#583)	400,000	16,561,577	9,133,156			26,094,733	400,000	8,000,000	8,000,000				16,400,000	(9,694,733)
- Expand Lyseth School (#600)				3,031,812	3,464,928	6,496,740			434,116	2,448,520	2,448,520	5,331,156		(1,165,584)
- Expand Presumpscot School (#588)				3,760,601	2,507,068	6,267,669			430,783	2,433,521	2,433,521	5,297,825		(969,844)
- Renovate Reiche School (#607)				1,378,871	1,575,854	2,954,725			191,597	1,237,184	1,087,184	2,515,965		(438,760)
- Expand Longfellow School (#599)				2,589,768	2,959,305	5,549,073			374,747	2,091,359	2,091,359	4,557,465		(991,608)
- Improve School Emergency Preparedness Facilities (#585)				500,000	800,000	1,300,000				225,000	225,000	450,000		(850,000)
- Pavement Preservation and Rehabilitation Program (#539)	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000	12,750,000		(2,250,000)
<i>Added</i> - Schools Technology Improvement (#830)						0.00	2,000,000	2,000,000	1,000,000	1,000,000		6,000,000		6,000,000
- Additional Scoping of Elementary School Renovations including West School (#835)						0.00	300,000					300,000		300,000
- Purchase Recycling Carts Pilot Project (#831)						0.00				163,000	837,000	1,000,000		1,000,000
- Libbytown Trail Crossing Fore River Parkway (#833)	0.00						0.00					0.00		-
- Handicap Ramp Upgrades and Construction (#834)	0.00						0.00					0.00		-
<i>Moved</i> - Design and Construct West Commercial Street Trail (#686)	140,000					140,000		140,000				140,000		-
- Construct Portland Technology Park Road - Phase II (#608)	500,000					500,000		500,000				500,000		-
- Design and Construct New Public Services Operations and Maintenance Facility (#602)				5,300,000	14,000,000	19,300,000	100,000	1,120,000	14,000,000			15,220,000		(4,080,000)
- Implement Byway Improvements - Portland Transportation Center (#562)				100,000		100,000	60,000					60,000		(40,000)
- Improve Deering Oaks Pond (#435)				500,000		500,000	500,000					500,000		-

**Log of Changes from CIP (City Manager Recommendation) to CIP (Finance Committee Recommendation)**

	City Manager Recommended Funding						Finance Committee Recommended Funding					Change (Total)	
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017		Total
<i>Moved (cont.)</i> - Restore Fort Allen Park (#436)				980,000		980,000	980,000					980,000	-
<i>Deleted</i> - Construct New Central Kitchen - Additional Funding (#415)	891,133					891,133						0.00	(891,133)
- Rehabilitate West School (#407)		1,500,000				1,500,000						0.00	(1,500,000)
- Replace Heating Pipe at Lyman-Moore School (#737)		25,000				25,000						0.00	(25,000)
- Rehabilitate Exterior Masonry and Chimney at 82 Hanover St (#153)			110,000			110,000						0.00	(110,000)
- Replace Windows at 82 Hanover St (#209)			70,000			70,000						0.00	(70,000)
- Replace Windows /Doors at 52 Hanover St (#293)			45,000			45,000						0.00	(45,000)
- Replace Overhead Doors at 52 Hanover St (#213,735)			40,000	40,000		80,000						0.00	(80,000)
- Expand Casco Bay High School and Relocate Administrative Offices to Portland High School (#584)			200,000	300,000		500,000						0.00	(500,000)
- Expand Ocean Avenue Elementary School (#587)				563,274	375,516	938,790						0.00	(938,790)
- Build Solid Waste Office and Storage Facility (#447)				34,560		34,560						0.00	(34,560)
- Purchase New and Replace Code Enforcement Vehicles (#718)				110,000		110,000						0.00	(110,000)
- Replace Roof at 82 Hanover St (#298)					127,500	127,500						0.00	(127,500)
<b>Subtotal - changes, additions, amendments, and deletions</b>	<b>4,931,133</b>	<b>21,086,577</b>	<b>12,598,156</b>	<b>22,188,886</b>	<b>28,910,171</b>	<b>89,714,923</b>	<b>6,890,000</b>	<b>14,310,000</b>	<b>26,981,243</b>	<b>12,148,584</b>	<b>11,672,584</b>	<b>72,002,411</b>	<b>(17,712,512)</b>
<i>Discount</i> - Reduction of 15% on all other projects over \$100,000 and administrative changes (except Police Cruisers and Medcu)	8,375,761	9,059,568	17,056,550	19,301,536	10,519,500	64,312,915	8,375,761	9,465,338	14,290,925	17,326,986	9,445,550	58,904,560	(5,408,355)
<b>Funding Recommendation</b>							<b>15,265,761</b>	<b>23,775,338</b>	<b>41,272,168</b>	<b>29,475,570</b>	<b>21,118,134</b>	<b>130,906,971</b>	<b>130,906,971</b>

**Notes:**  
 - Project #833 and #834 are CDBG Funded Projects added to the CIP  
 - Grant Funding not Included in Log of Changes

# **Appendix B:**

## Project Request Scoring Criteria

## City of Portland Capital Improvement Plan – Project Request Scoring Criteria

### Criteria A – Legal Obligations and Compliance with Adopted Plans and Studies

**Rationale:** Projects that are under legal mandate, fulfill a policy of a Council adopted plan, or have completed a study related to the project will receive higher ratings than those projects that do not.

**Considerations:** Ratings for this criterion will consider these factors:

- A. Whether the City is under direct court order to complete this project.
- B. Whether the project is needed to meet requirements of federal or state legislation.
- C. Whether the project advances one or more policies of a Council adopted plan.
- D. Whether the project advances the recommendations of a completed study.

**Rating Factors:**

- 20 – City is currently under court order to take action.
- 16 – The project is necessary to meet current state or federal requirements.
- 12 – The project advances more than one policy of a Council adopted plan.
- 8 – The project advances one policy of a Council adopted plan.
- 4 – The project advances the recommendations of a completed study.
- 0 – There is no legal requirement, plan, or study guiding the completion of this project.

### Criteria B – Impact of Service to the Public

**Rationale:** Higher priority will be given to projects that address life-safety and accreditation needs as well as improve the operations of a department or improve service delivery to a “high priority” public need service compared to projects that do not.

**Considerations:** Ratings for this criterion will consider these factors:

- A. Whether the project expands the scope of services provided by the City.
- B. Whether the project has an imminent impact on service, life-safety, or accreditation.
- C. Whether the project focuses on a service that is a “high priority” public need.

**Rating Factors:**

- 16 – The project addresses an *imminent* life-safety, accreditation, or critical service need.
- 12 – The project improves service delivery to a “high priority” public need.
- 8 – The project improves the operation of a department.
- 4 – The project maintains the current level of service.
- 0 – The project expands the scope of services provided by the City.

## City of Portland Capital Improvement Plan – Project Request Scoring Criteria

### Criteria C – Asset Maintenance Needs

**Rationale:** Projects that are essential to protect investments, or repair assets that have ceased to function will receive higher ratings compared to those that do not.

**Considerations:** Ratings for this criterion will consider these factors:

- A. Whether the project will restore the functionality of an asset that is no longer functional.
- B. Whether the project is the most cost-effective method of maintaining an asset.
- C. If the asset is functional, the likelihood that the asset will cease to be functional in the next two years is the project is not funded.
- D. Whether a comprehensive maintenance/rehabilitation/replacement plan has been prepared and the project is scheduled under that plan.

**Rating Factors:**

- 16 – An asset is currently non-operational and the project will restore functionality in the most cost-effective manner possible.
- 12 – An asset is likely to cease to operate in the next two years if the project is not funded.
- 8 – The project is necessary for regular maintenance and replacement and a maintenance/rehabilitation/replacement plan has been prepared.
- 4 – The project is necessary for regular maintenance and replacement; however, a maintenance/rehabilitation/replacement plan has not been prepared.
- 0 – There is minimal risk of asset failure if the project is not funded.

### Criteria D –Funding Source

**Rationale:** Projects that have a large proportion of external funding will receive higher ratings than those projects that do not.

**Considerations:** Ratings for this criterion will consider these factors:

- A. Whether the project is funded by an outside agency, grant funds, or matching funds.
- B. Whether external funding will be lost if the project is delayed.

**Rating Factors:**

- 10 – Project requires less than 30% City funding.
- 5 – Project requires less than 50% City funding.
- 0 – Project requires more than 50% City funding.

## City of Portland Capital Improvement Plan – Project Request Scoring Criteria

### Criteria E – Budget Impact

**Rationale:** Projects that have a net decrease in operating costs will receive higher ratings than those projects that do not.

**Considerations:** Ratings for this criterion will consider these factors:

- A. Impact of the project on operating costs, personnel levels, fee revenue and tax revenue.

**Rating Factors:**

- 10 – Project results in a net decrease in operating costs.
- 5 – Project results in no change to operating costs.
- 0 – Project results in a net increase in operating costs.

### Criteria F – Prior Phases

**Rationale:** Some projects need to be developed in phases due to their complexity, scheduling, or size. Priority will be given to continuation of viable projects funded in past years.

**Considerations:** Ratings for this criterion will consider these factors:

- A. Whether the project has received prior year funding.
- B. Whether the project requires additional funding to be operational.
- C. Whether the project is still viable according to the justification for the project.

**Rating Factors:**

- 8 – All but the final phase of the project has been funded and the project remains viable.
- 6 – Past phases of the project have been funded and the project remains viable.
- 4 – All phases of the project have been funded, but the project requires additional funding to be operational and the project remains viable.
- 2 – The first phase of the project has been funded and the project remains viable.
- 0 – No prior phases of the project have been funded or the project does not require phasing.

### Criteria G – Departmental Priority

**Rationale:** Divisions are requested to indicate which projects are most important to their mission.

**Considerations:** Ratings for this criterion will consider these factors:

- A. Department ranking of each individual project.
- B. The total number of project requests that are turned in by each Department.

**Rating Factors:**

- 8 – Top 20% of the highest departmentally ranked project requests.
- 6 – The next 20% of the highest departmentally ranked project requests.
- 4 – The next 20% of the highest departmentally ranked project requests.
- 2 – The next 20% of the highest departmentally ranked project requests.
- 0 – The last 20% of departmentally ranked project requests.

## City of Portland Capital Improvement Plan – Project Request Scoring Criteria

<b>Criteria</b>	<b>Maximum Score</b>
Criteria A	20
Criteria B	16
Criteria C	16
Criteria D	10
Criteria E	10
Criteria F	8
Criteria G	8
Total	88

**Appendix C:**  
Debt Management Policy

## **City of Portland, Maine Debt Management Policy**

### **Policy Statement**

The City borrows money to finance its Capital Improvement Program and other capital assets. It also borrows money to fund workers' compensation settlements, loan programs, non-recurring extraordinary circumstances (such as funding pension obligations) and economic development activities. The City's ability to achieve the lowest possible financing costs is tied directly to its fiscal management, including the existence and adherence to formal fiscal policies. Because of the significant annual cost of debt service, and to assure both taxpayers and bond rating agencies that debt levels and ability to pay debt service are actively managed, the City of Portland adopts this policy.

### **Purpose**

The purpose of this policy is to provide the City with a guide to manage debt levels by evaluating the need for capital investment against the capacity to pay for financing the costs of meeting that need. The primary focus of this policy is to measure debt secured by the full faith and credit of the City (general obligation, or GO), for which the debt service is supported. The goal of this policy is to equip the City Council, administration, and taxpayers with guidelines and information that can inform good decisions on borrowing money to accomplish the fiscal and operational mission of the City.

The City currently has limited instances of debt issuance that is not supported by taxes. The Jetport issues debt that is secured solely by the revenues generated by the Jetport operations. These types of borrowings are not covered by this policy, as they are analyzed using commercially-based methods, such as debt service coverage ratios and other financial covenants.

The City also has instances of debt requirements that, while ultimately backed by a GO pledge of the City, is by its nature self-supporting through user fees or other non-tax sources of revenue.

### **Governing Factors**

The City shall maintain an outstanding GO debt total that complies with State law, which currently limits long-term debt outstanding to 15% of the State assessed valuation of the City. The City Charter describes conditions that require a referendum vote to borrow funds. It also contains the conditions under which financing can be used. Issuance of General Obligation debt requires affirmative votes of seven members of the City Council.

It is understood, and imperative, that the School Department capital investment financing is included in this policy, as it is also GO debt of the City and debt service is supported by tax dollars. All

calculations within this policy will also include debt service that is all or partially reimbursed, such as State School Funding.

The City shall not issue debt to fund current or ongoing operations of the City or Schools, except in the form of Tax Anticipation Notes (TANs) when applicable; in compliance with State law and in conformance with Internal Revenue Service (IRS) regulations.

The City shall not lend its borrowing capacity to or guarantee debt of any other entity.

Maturity of debt obligations must be no more than the useful life of the capital investment being financed, or than the final maturity of refunded debt; pursuant to Maine law which may not exceed 30 years from issuance.

Refunding opportunities will be evaluated annually to achieve future interest cost savings.

Rules of borrowing and this Policy also cover lease purchases, as they are secured by the general obligation of the City.

## **Debt Limitations**

The City's Capital Improvement Program is based on a Capital Plan . This Plan includes projections for replacement of assets as well as anticipating investment in new assets that may be needed. The Plan is expected to be updated periodically to reflect additions, deletions and other changes in assets or circumstances. It is expected that investment in operating equipment, fleet and technology will be transitioned such that acquisitions will be made through annual budget appropriations when applicable, as determined by management and City Council.

Borrowing capacity will be evaluated first by the Governing Principles, and then using a number of factors, specifically:

1. *Demand*—what is the need for borrowing
  - a. Demand is measured by the needs presented by the Capital Plan. It can also be based on opportunities that arise from time to time which require capital investment by the City.
2. *Capacity*—what is the maximum amount to borrow
  - a. The maximum amount to be borrowed at any given time will be determined by evaluating the following factors:
    1. Current and projected annual debt service level, based on current outstanding debt.
    2. Market conditions (ability to access the financing market, interest rates, etc.).
    3. Economic conditions, including cost of construction.

4. Opportunity for participation in low interest financing programs, debt service reimbursement, grant opportunities, or other situations beneficial to the City.
3. *Affordability*—what is the fiscal impact
  - a. A projection of annual debt service impact for each borrowing will be done, incorporating the elements of Capacity. It will include budgetary impact, as well as a projection of tax impact. Debt service will be calculated as annual amount needed to satisfy principal and interest payments, net of any applicable revenue.
    1. Net debt service\* payments should not exceed 15% of general fund expenditures.
    2. Net debt service payments should not exceed 1.5% of per capita income.\*\*
    3. Debt per capita should not exceed the “moderate” range by Moody’s, currently at \$5,000.
    4. Total outstanding debt should not exceed 5% of the State equalized valuation of the City.
4. *Term*—length of payback period
  - a. Financing shall be secured with the goal of paying back the debt in the shortest term that is economically feasible.
5. *Payment Structure*—how payments are applied
  - a. Payments will be structured with level principal and declining interest over the life of the debt, except
  - b. In instances where level debt service payments offer economic benefit, such as for rate stabilization.
6. *Advance Refundings*— bond issuance used to pay off another outstanding bond, issued at a lower rate
  - a. Opportunities for advance refunding will be reviewed when issuing other GO bonds in order to package issues.
  - b. Opportunities for advance refunding will be considered independently for issues where the net savings, after costs of issuance, is estimated to be at least \$50,000 annually for the new financing period.

### **Pension Obligation Bonds (POB’s)**

In 2002, the city refinanced its unfunded pension liability with the Maine State Retirement system through Variable Rate Demand Obligation (VRDO) financing. This saves and estimated \$21 million in interest costs over the 25 year term.

The VRDO structure bears interest at a floating rate that is adjusted at specified intervals (daily, weekly, monthly) and can be redeemed at the holder’s option when the rate changes. This structure requires a Standby Bond Purchase Agreement (SBPA), and is managed by a remarketing agent.

While this financing offered the City significant savings, it is the goal of the City to refinance this obligation into a more standard and predictable debt. However, refinancing of this type of debt is

costly to do because of the buyout requirements. The Finance Director will periodically review the status of the cost of buyout and refinancing, and pursue any reasonable opportunity.

## **Bond Ratings**

Debt issuance is rated by agencies specializing in the analysis of organizations' ability to pay off their debt. The City is rated for each bond issue, and also during an annual affirmation of ratings. As of 2011, the City is rated AA by Standard & Poor's and Aa1 by Moody's.

It is the goal of the City to maintain these ratings, as it allows easy entry into the bond sale market and favorable interest rates. This policy, in conjunction with other fiscal policies of the City and overall good fiscal management are critical in rating maintenance.

## **Debt Issuance**

The City relies on the sale of bonds for the majority of its financing needs. These sales are conducted through the use of a financial advisory firm and recognized bond counsel. This allows the City continued access to the bond market and ensures compliance with all Securities and Exchange Commission (SEC), Municipal Securities Rulemaking Board (MSRB) and IRS regulations. The City may also enter into lease purchase agreements if it is determined to be cost effective.

Each issuance of general obligation debt will be evaluated to determine compliance with this policy, and that information will be submitted to the City Council as they deliberate actions on financing approvals.

## **Reporting**

The City's debt information is part of the Comprehensive Annual Financial Report (CAFR). Annual debt service requirements are budgeted as part of the annual budget approval process. Bond ratings received by rating agencies are published and available for public review.

The City Council will receive an annual report on the overall debt status of the City. This will include a specific discussion on the status of the Pension Obligation Bonds.

The City is required to provide certain information to investors periodically and financial information annually. This information is filed through the Electronic Municipal Market Access system (EMMA), provided by the MSRB.

## **Administration**

This Policy is for use in guiding financing decisions of the City, and can be interpreted by the City Council as part of overall discussions related to debt issuance. It is administered in conjunction with the City's other fiscal policies, including Investment and Fund Balance policies. It may be amended or revised from time to time as determined by the City.

*\*Net Debt Service equals budgeted debt service net of Enterprise Funds and State reimbursed School Debt Service*

*\*\*Per Capita Personal Income, as published by the U.S. Bureau of Economic Analysis (BEA), Bearfacts, for Portland-South Portland-Biddeford region.*

*Recommended by City Council Finance Committee, October 6, 2011*