FY2021 - FY2026
Capital Improvement Plan

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Overview

The proposed FY2021 – FY2026[1] Capital Improvement Program (CIP) for the City of Pittsfield invests more than $213 million in a variety of important capital projects, prioritizing roadway quality, a variety of parks and recreational opportunities, safe and functional vehicles and equipment for staff, and modern water and wastewater treatment facilities that meet Federal and State requirements.

The proposed General Fund Capital Investment Strategy recommends a commitment of 6.5% of GF revenues for capital projects. In addition, the proposed CIP funds all water and wastewater capital projects from enterprise fund revenues (i.e. water/sewer rates) and reflects the City's substantial efforts to seek State grant funds and other funding sources for capital projects.

The comprehensive FY2021 – FY2026 CIP proposed in this report is a roadmap for the future. Equally as important, the background supporting materials that will be provided to City staff will be tools for them to annually extend that roadmap into the future to ensure that the City continues to meet its obligations and goals.

[1] Due to the financial implications and uncertainty associated with the COVID-19 pandemic, the CIP was extended from a five-year to a six-year plan to allow for the necessary constraining of capital spending in FY2021.

Capital Planning: Purpose and Process

According to the Massachusetts Department of Revenue (DOR), a capital plan is a blueprint for planning a community's capital expenditures and "one of most important responsibilities of local government officials." Indeed, a municipality that fails to continually reinvest in its capital assets or fails to plan strategically for capital needs could likely face expensive, emergency expenditures, failure to meet development goals, and even catastrophic safety and health impacts. Furthermore, capital planning is one component of financial management that credit rating agencies consider when assessing credit quality.

The City's Charter and policies provide guidance as to the process and content of the City's Capital Improvement Program. Appendix 1 provides the relevant section of the City's Charter (Section 7-5) and Appendix 2 provides the relevant policy (Capital Planning).

The City of Pittsfield hired the Edward J. Collins, Jr. Center for Public Management at the University of Massachusetts Boston to facilitate preparation of the capital improvement program. The CIP proposed by the Collins Center has several important characteristics, namely:

- It is a comprehensive plan that includes not only City-funded projects, but projects funded through other means as well (e.g., State or Federal funding).

- It is a multi-year plan, which provides multiple benefits, such as strategic debt management, coordination of projects, and the avoidance of emergency costs.

- It includes a capital investment strategy that extends across the six-year period, allowing for a more accurate projection of future capital costs and annual budgetary impact.

The CIP was developed in three phases: 1) Capital Needs Assessment, 2) Development of the Capital Investment Strategy, and 3) Development of the project plan.

Phase 1: Capital Needs Assessment

The Collins Center project team met with leadership of all City departments to explain the process and discuss potential project requests. Departments were provided with the Center's online request form asking them to describe their proposed project(s), justify each project, prioritize projects, and identify the fiscal year(s) in which the project should be completed. In addition, departments were asked to indicate if non-local funds might be available to support the project and to anticipate the impact of the project on the City's operating budget. For example, savings could be realized if the purchase of new equipment could reduce the cost of future repairs. See Appendix 3 for a copy of the online request form. This was a time-intensive process for staff, which required reviewing asset inventories, finding available data on asset condition and performance, and projecting out work for a six-year period.

After working with department heads to obtain as much detail as possible about each project, the project team then scored the projects based on a series of criteria. The criteria included:

- State/Federal mandate or legal obligation or liability

- Threat to health and safety
- Advancement of adopted plans, studies, and goals
- Department priority
- Impact on service to residents/businesses
- Distribution of benefit
- Economic benefits
- Environmental benefits
- Impact on operating budget
- Availability and likelihood of external funding
- Risk and impact of failure
- Impact on internal effectiveness and/or efficiency

Points were awarded by the project team based on the details provided about each project. The scoring methodology relies on complete and accurate data from department heads in order to accurately reflect a project's merits. A project's modest score may be the result of missing or incomplete information about the project and its justification. Such situations underscore the importance of the submission of comprehensive data for each project in order to best reflect the level of importance it deserves. That said, the project scores do not necessarily dictate which projects are or are not included in the final CIP. That decision is based on a number of factors, including the unique values and priorities of the City of Pittsfield.

Phase 2: Development of the Capital Investment Strategy

The project team worked with the Mayor, Finance Director, and the City's financial advisor to gather information about the City's existing debt profile, authorized and unissued debt, capital leases, stabilization and special funds, and revenue and expenditure forecasts. After documenting General Fund spending over a multi-year historical period, the team compared capital spending to net budget. Net budget is defined as the total amount raised on the tax rate recapitulation sheet less any excluded debt or capital exclusions, enterprise funds, community preservation funds, and Massachusetts School Building Authority (MSBA) assistance. The goal is to measure annual General Fund capital spending as a percent of the General Fund operating budget to ensure that an appropriate share of General Fund revenues is reinvested through the capital plan.

Phase 3: Development of the Project Plan

After setting a target investment level, the project team worked with the Mayor and Finance Director to generate a list of top-priority projects. For projects to be funded through debt, the project team conservatively projected the debt service. The cost of the projects was compared with the target capital spending until the total cost of the FY2021 projects was balanced with the available funding. For the remaining five years, the plan shows a deficit which will need to be addressed through each annual cycle. Projects may be removed, postponed, and/or reduced in scope and/or additional resources may be identified.

In addition, the project team provided information about a variety of State grant programs and worked with City staff to ensure that the programmed projects took full advantage of those opportunities.

Managing the Plan in the Future

Annually, City staff will reassess the capital needs of all departments, extending the outlook to include the next year (e.g., in FY2022, the City will complete a plan for the years FY2023 – FY2027). This annual process allows for the reassessment of the scope, timing, and cost of projects that are included in the current CIP. In addition, the City may update the assumptions and targets in the Capital Investment Strategy in order to determine the resources available for the plan's time period. These assumptions and targets should reflect other components of the City's financial plan, such as a five-year financial forecast and policies.

Possible Funding Sources

There are a number of ways to finance municipal capital improvement projects. Some of the most common methods are:

Local Resources

- **Municipal Indebtedness**: The most commonly used method of financing large capital projects is general obligation bonds (also known as "GO Bonds"). They are issued for a period of time ranging from 5 to 30 years, during which time principal and interest payments are made. Making payments over time has the advantage of allowing the capital expenditures to be amortized over the life of the project. Funding sources used to pay back the debt can include:
    - **Bonds funded within the tax limits of Proposition 2½**: Debt service for these bonds must be paid within the tax levy limitations of proposition 2½. Funds used for this debt must be carefully planned in order to not impact the annual operating budget.
    - **Bonds funded outside the tax limits of Proposition 2½**: Debt service for these bonds is paid by increasing local property taxes in an amount needed to pay the annual debt service. Known as a Debt Exclusion or Exempt Debt, this type of funding requires approval by a 2/3 vote of the local appropriating authority and approval by a majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications.[2]

- **Capital Outlay / Pay as You Go:** Pay as You Go capital projects are funded with current revenues (typically tax levy or free cash) and unexpended balances in previously approved projects. The entire cost is paid off within one year, so no borrowing takes place. Projects funded with current revenues are customarily lower in cost than those funded by general obligation bonds because there are no interest costs. However, funds to be used for this purpose must be carefully planned in order to not impact the annual operating budget. For this reason, Pay as You Go capital projects are typically lower in value than projects funded by borrowing.

- **Capital Outlay / Expenditure Exclusion**: Expenditure Exclusion projects are similar to Pay as You Go, above, except taxes are raised outside the limits of Proposition 2½ and are added to the tax levy only during the year in which the project is being funded. As with a Debt Exclusion, Expenditure Exclusion funding requires approval by a 2/3 vote of the local appropriating authority and approval by a majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be

[2] A debt exclusion is different from a property tax override in that a debt exclusion is only in place until the incurred debt has been paid off. An override becomes a permanent part of the levy limit base.

determined so voters can understand the financial implications. Capital outlay expenditures may be authorized for any municipal purpose for which the municipality would be authorized to borrow money.

- **Capital Stabilization Fund:** Local officials can set aside money in a stabilization fund – outside of the general fund - to pay for all or a portion of future capital projects. According to MGL Chapter 40, Sec. 5B, a 2/3 vote is required by City Council to initially set up the fund. Subsequently, a majority vote of City Council is required to appropriate money into the fund and a 2/3 vote is required to appropriate money out of this fund. In addition, City Council, by a 2/3 vote, may dedicate certain revenue streams to a stabilization fund.

- **Sale of Surplus Real Property**: Pursuant to Massachusetts General Laws, when real estate is sold, the proceeds must first be used to pay any debt incurred in the purchase of the property. If no debt is outstanding, the funds "may be used for any purpose or purposes for which the town, city, or district is authorized to incur debt for a period of five years or more…except that the proceeds of a sale in excess of five hundred dollars of any park land by a town, city, or district shall be used only by said town, city, or district for acquisition of land for park purposes or for capital improvements to park land" (MGL Chapter 44, Sec. 63).

- **Free Cash:** Free Cash represents the remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year, actual receipts in excess of revenue estimated on the tax recapitulation sheet, and unspent amounts in budget line items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the June 30 balance sheet, which is submitted by the municipality's auditor, accountant, or comptroller. Free cash is not available for appropriation until certified by the Director of Accounts.

- **Special Purpose Funds**: Communities also have established numerous "Special Purpose Accounts" for which the use is restricted to a specific purpose, some of which may be investment in department facilities and equipment. There are numerous state statutes that govern the establishment and use of these separate accounts. Examples include ambulance, recreation, cemetery lot sale, and parking revenues.

Federal, State, and Private Grants and Loans

Other revenue sources may include grants or loans from federal, state, or private sources. For example, federal money is used for bridge and roadway projects listed on the State Transportation Improvement Plan. Private funds are sometimes available from "Friends of…" groups for local libraries or councils on aging. However, the State provides the most opportunities for funding through various programs.

Key potential State funding sources for the City of Pittsfield include:

- **Massachusetts Chapter 90 Roadway Funds**: Each year, the Massachusetts Department of Transportation (MassDOT) allocates funds to cities and towns for roadway construction, maintenance, or improvement. Funds may also be used for other work incidental to roadway work, such as the construction of a garage to house related vehicles, or the purchase of related vehicles, equipment, and

tools. Chapter 90 is a 100% reimbursable program. Funding is accomplished through the issuance of transportation bonds and apportioned to municipalities based on three factors: 1) accepted road miles, 2) population, and 3) total employment within the municipal borders. Road miles is the most heavily weighted factor at 58.33%; the others are each weighted at 20.83%.

- **MassWorks Infrastructure Program:** This is a competitive grant program through the Executive Office of Housing and Economic Development that provides capital funds for municipalities and other eligible public entities to complete public infrastructure projects that support and accelerate economic and housing development throughout the Commonwealth and/or address roadway safety concerns.

- **MassDOT Complete Streets:** A Complete Street is one that provides safe and accessible options for all travel modes – walking, biking, transit, and motorized vehicles – for people of all ages and abilities. MassDOT has a program to encourage municipalities to move toward a Complete Streets model. One component of the program is construction funding after the municipality has passed a Complete Streets Policy and developed a Prioritization Plan.

- **PARC grant program:** Through the Executive Office of Energy & Environmental Affairs, PARC grants are available for the purchase, construction, or renovation of parks and outdoor recreation spaces. Any town with a population of 35,000 or more year-round residents or any city regardless of size is eligible to apply as long as they have submitted an up-to-date Open Space and Recreation Plan. This is a reimbursement program with the typical maximum award being $400,000. Reimbursement rates are determined by a community's equalized valuation per capita decile rank; The City of Pittsfield is likely eligible for the maximum reimbursement rate of 70%.

- **Community Compact IT grant program:** Through the Community Compact Cabinet, this program offers grants of up to $200,000 for "one-time capital needs such as technology infrastructure, upgrades and/or purchases of equipment or software. Incidental or one-time costs related to the capital purchase such as planning, design, installation, implementation and initial training are eligible."[3]

- **Green Communities Division grants:** The Department of Energy Resources provides grants through its Green Communities Division intended to reduce energy use through clean energy projects, including vehicle/equipment, building, and school facilities projects. For example, projects may include HVAC upgrades, solar, energy audits, idle reduction technology, lighting retrofits, window/door weatherization, hybrid/electric vehicles, and vehicle charging stations, to name a few.

- **Massachusetts School Building Authority (MSBA):** The MSBA provides funding for school repair and construction via a series of programs. In the School Building Program, projects must be accepted into the process in response to the submission of a Statement of Interest which identifies a facility problem to be solved. Subsequently, the community must appropriate funding for schematic design and later for construction before the MSBA will commit to its share of the project. If accepted, the MSBA determines the amount of reimbursement it will offer based upon community need, with a minimum base rate of 31%. The percent of reimbursement can then be increased based upon three factors: community income factor, community property wealth factor, and community poverty factor. Through the Accelerated Repair Program, the MSBA will fund roof, window, and boiler projects with

[3] "Community Compact IT Grant Program," Available: https://www.mass.gov/community-compact-it-grant-program

an expected 18-month completion date. Funding can be provided for multiple projects in a single district in a year. The Major Repairs Program includes roofs, windows, and boilers, but can also include other significant building renovations. Districts are limited to one project per year under the Major Repair Program, but work can be more substantial than under the Accelerated Repair Program.

Capital Assets in Pittsfield

The area that became Pittsfield was originally the homeland of the Mohican Tribe. A group of young European men came and began to clear the land in 1743, but threats of Indian raids associated with the conflict of the French and Indian War soon forced them to leave. In 1752 European settlers returned and a village began to grow, which was incorporated as Pontoosuck Plantation in 1753. By 1761 there were 200 residents and the plantation became the Cityship of Pittsfield, named in honor of British Prime Minister William Pitt, who later championed the colonists' cause before the revolution.

By the end of the revolutionary war, Pittsfield's population had expanded to nearly 2,000 residents. While primarily an agricultural area, because of the many brooks that flowed into the Housatonic River, the landscape was dotted with mills that produced lumber, grist, paper and textiles. With the introduction of Merino sheep from Spain in 1807, the area became the center of woolen manufacturing in the United States, an industry that would dominate the community's employment opportunities for almost a century.

The City's population rose slowly into the early 20th century, with significant increases between 1900 and 1930 during the initial expansion of the Stanley Electric Works and its purchase by General Electric. The City's population peaked in the late 1950s/early 1960s at just under 60,000, driven by the success of GE, which at one point had a local workforce of over 13,000. With the closure/relocation of much of the GE work, the populate declined. Today the population is estimated to be approximately 43,000.

As the population grew and local government services evolved, the City built infrastructure to provide important services to residents such as roads, water and sewer systems, schools, and parks. These systems remain in place today and must be maintained along with the City's vehicles and other equipment to ensure that City can continue to provide valuable services to its residents. Infrastructure components for which the City of Pittsfield is responsible for include:

Facilities

The City of Pittsfield occupies and manages a series of buildings and building complexes that serve a multitude of purposes from City Hall to the Berkshire Athenaeum to the Ralph Froio Senior Center. Each of these facilities must be maintained on a regular basis to ensure the safety of workers and the general public. Buildings and the major components therein, such as the HVAC system, roof, flooring, electrical, plumbing, and elevators, have certain lifespans and so major upgrades and/or replacements are necessary in order to maintain the functionality of these facilities.

The most up-to-date insurance schedule values all City-owned facilities and their contents at more than $396 million. This includes municipal, school, utility, and park/recreation facilities.

PITTSFIELD CITY FACILITIES *Note: School, Utility, and Park/Recreation Facilities will be discussed in subsequent sections*			
Name	**Address**	**Year Constructed/ Renovated**	**Approx. Sq. Ft.**
Airport (Terminal, Hangars)	832 Tamarack Rd		26,489
Berkshire Athenaeum	1 Wendell Ave	1974	45,938
City Hall	70 Allen St	1910	32,090

Lichtenstein Center for the Arts	28 Renne Ave	1927	
Police Station	39 Allen St	1939	25,057
Ralph Froio Senior Center	330 North St	1993/2001	17,700
Captain Villanova Training Center	54 Pecks Rd		
Fire Headquarters (E3)	74 Columbus Ave	1974	16,589
Fire Station (E1)	330 W Housatonic St	1950	3,283
Fire Station (E2)	9 Somerset Ave	1969	6,030
Fire Station (E5) and Training Facility	54 Pecks Rd	1950	6,341 (combined)
Fire Station (E6)	6 Holmes Rd	1963	4,280
Building and Maintenance Administrative Office	81 Hawthorne Ave	1947	11,358
DPS Highway Garage, Salt Shed, etc.	232 W. Housatonic St		38,452
McKay Parking Garage	Depot St	1988	312,508

The City, through its participation in the State's Green Communities program, has received grants for energy efficiency projects. Most recently, in July 2017, the City was granted $49,543 to fund a heating system conversion from electric to high-efficiency natural gas in the Lichtenstein Art Center and $250,000 to fund the conversion of all electric heating system to high-efficiency natural gas powered condensing boiler system at the Berkshire Athenaeum. In addition to these projects, the City has recently converted its streetlight to energy efficient LED, switched to electric vehicles for parking control activities, and is currently replacing all windows within fire stations which in most cases are original to the buildings.

Pittsfield Airport

The Pittsfield Municipal Airport is a regional general aviation airport that is owned and operated by the City of Pittsfield. The airport is under the care, custody and management of a seven-member Pittsfield Municipal Airport Commission. The members of the Commission are appointed by the Mayor. The airport has two lighted asphalt runways and covers 550 acres. Runway 8/26 is 5,791 ft. long while runway 14/32 is 3,496 ft. long. As of October 2019, there were a reported 39 aircraft based at the airport, including 25 single engine planes, 6 multi engine planes, and 8 jet airplanes. Data show an average of 92 aircraft operations per day, of which 59% are locally-based flights, 27% transient general aviation, 11% air taxis, and 3% from military operations.[4]

Information Technology

The City's core information technology (IT) infrastructure includes a citywide fiber optic network, physical and virtualized servers, high availability clustering, network switches / routers, wireless access points, firewalls and content filters, redundant internet connections, VoIP phones (voice over Internet Protocol) and PoE (power over Ethernet) equipment including building access and surveillance equipment. The City's primary data center is located in City Hall with failover and redundancy located locally in other city facilities.

PITTSFIELD SOFTWARE APPLICATONS	
Department	**Software**
All Users	Windows 10 / Office 2016, Sophos Antivirus, Barracuda Email Archiver, Parallels RAS
Assessor	iasWorld

[4] Airnav.com, retrieved from https://www.airnav.com/airport/KPSF, October 25, 2019

PITTSFIELD SOFTWARE APPLICATONS	
Department	**Software**
City Clerk	FileMaker Pro, Full Circle Technologies
Department of Public Work (DPW)	AutoCAD, ESRI ArcGIS, Accela Public Stuff CRM
Finance and Treasury	Tyler Technologies - MUNIS
Fire Department	Emergency Responding, Streetwise
Inspectional and Health Services	Full Circle Technologies
Police Department	IMC

Parks and Open Space

Pittsfield is a major regional center for active and passive recreation with a state forest, a ski area, two major lakes, river access points, and many parks and conservation areas. These points serve not only the local residents and people in the county, but frequently visitors from other parts of Massachusetts and out-of-state as well. With this extensive inventory of resources, the City has recently announced its intention to increase its focus on building upon the outdoor activity economy.

OPEN SPACE FACILITIES OWNED/MANAGED BY CITY OF PITTSFIELD[5]			
Name	**Size (acres)**	**Amenities**	**Address**
Allen Heights Park	2.3	Playground equipment	150 Windsor Ave
Belanger Park	5.5	Baseball field, track, playground, restrooms	372 Newell St
Burbank Park	188	Boat launch, fishing pier, walking trail, picnic grove, beachfront, restrooms, playground	500 Lakeway Dr
Carrie Bak Park	0.7	Playground equipment	150 Danforth St
Christopher R. Porter Park	2.3	Playground equipment	37 Highland Ave
Clapp Park		Baseball fields, walking track, basketball court, splash pad, restrooms	W. Housatonic St
Common	7.1	Splash pad, amphitheater, basketball court, pavilion, restrooms	100 First St
Coolidge Park	28	Fitness equipment cluster, playing field	220 West Union St
Crane Park	1.9	Playground equipment, basketball court, inline hockey rink	100 Dartmouth St
Deming Park	9.6	Baseball fields, playground	84 Meadow Lane

[5] City of Pittsfield Parks/Grounds, retrieved from https://www.cityofpittsfield.org/city_hall/public_services/parks_and_grounds.php, October 25, 2019

OPEN SPACE FACILITIES OWNED/MANAGED BY CITY OF PITTSFIELD[5]			
Name	**Size (acres)**	**Amenities**	**Address**
		equipment, restrooms	
Dorothy Amos Park	2.1	Basketball courts, playground equipment	320 West St
Doyle Complex		Softball complex	Benedict Rd
Durant Park	2.1	Basketball court, restrooms, playground equipment, baseball field	30 John St
Kirvin Park	227	Playing fields, playground equipment	974 Williams St
Lebanon Park	6	Playground equipment, basketball court, playing fields	185 Lebanon Ave
Marchisio Park	19	Baseball field, basketball court, playground equipment, playing field	276 Dalton Division Rd
Osceola Park	9	Baseball field, playground equipment, playing field, sledding hill with rope tow	50 Osceola St
Park Square	0.7	Historic monuments, fountain, sitting area	1 Bank Row
Persip Park	0.1	Performance stage, sitting area, city information kiosk	175 North St
Pittsfield Skate Plaza	0.5	Skate park	1 Appleton Ave
Pontoosuc Lake Park	23	Boat launch, picnic grove, beach front, restrooms	40 Hancock Rd
Ray Crow Park	0.9	Basketball court, playground equipment,	25 Winter St
Sotille Park	0.1	Sitting area	200 North St
South Street Memorial Park	2.2	Historic monument, sitting area	292 South St
Springside Park	246	Nature trails, playground equipment, baseball fields, gardens, greenhouse, Springside House	874 North St
Wahconah Park	102	Baseball stadium, basketball court, playing field	Wahconah St
Wellesley Park	1	Sitting area	50 Wellesley St
West Memorial Park	4	Playground equipment, playing field	50 Cheshire Rd
Wild Acres	112.5	Pavilion, restrooms, nature trails, fishing pond	500 South Mountain Rd

Roads, Bridges and Related Infrastructure

There are approximately 229 miles of roadway in the City, the vast majority of which are City-owned. There are nearly 196 miles of City streets, 17.6 miles of private streets, and 11.5 miles of State roadway maintained by the Massachusetts Department of Transportation (MassDOT). Downtown Pittsfield is at the crossroads of U.S. Route 7 and U.S. Route 20. Other State numbered roadways that pass within City

borders include Interstate-90, Route 8, Route 9, and Route 41. Roads are typically classified into three categories:

- **Local streets** comprise approximately 65% of the roads in Pittsfield. These roads provide access to residential properties and generally have lower speed limits.

- **Collector roads** make up about 12% of the City's road network. These roads primarily collect traffic from local streets and funnel it to arterial streets and vice versa.

- **Arterial roadways** comprise around 22% of roads in the City. These roads are designed for mobility, carrying traffic at greater speeds over longer distance than other roads. These streets are typically numbered. These roadways may be maintained by the State and function as part of a regional highway system[6].

Roads degrade over time through use and as a result of water infiltration, which can cause damage through freeze/thaw cycles common here in New England. Therefore, capital reinvestment as well as ongoing maintenance are necessary.

The Housatonic River flows through the City of Pittsfield, and there are other waterways and railroad tracks that fall within City boundaries. As a result, there many bridges in the City, including 40 bridges and large culverts that are owned by the City of Pittsfield, as evidenced by MassDOT's bridge inventory.[7] The State is responsible for inspecting these bridges, but the City is responsible for repairs and replacement. There are also many smaller municipally-owned culverts in the City.

PITTSFIELD BRIDGES & MAJOR CULVERTS

Facility Carried	Feature Intersected	Structure Type	Year Built/ Reconst'd
East St	Housatonic River	Box Beam or Girders - Single or Spread	1998
Merrill Rd	RR CSX	Stringer/Multi-beam or Girder	2001
Wahconah St	Housatonic River	Slab	1970
Wahconah St	Housatonic River	Stringer/Multi-beam or Girder	1951
US 20 /US7/SOUTH	Housatonic River	Stringer/Multi-beam or Girder	1900/1937
US 20 W HOUSATONIC	Housatonic River	Stringer/Multi-beam or Girder	1947
US 20 W HOUSATONIC	Housatonic River	Tee Beam	1913/1932
US 20 W HOUSATONIC	Housatonic River	Tee Beam	1932
Hancock Rd	Housatonic River	Stringer/Multi-beam or Girder	1996
Pomeroy Ave	Housatonic River	Stringer/Multi-beam or Girder	1949
Linden St	Housatonic River	Slab	1982
Melbourne Rd	Housatonic River	Stringer/Multi-beam or Girder	1938
Pomeroy Ave	Housatonic River	Stringer/Multi-beam or Girder	1936/1993
Hubbard Ave	Housatonic River	Stringer/Multi-beam or Girder	1995
E New Lenox	Sackett Brook	Slab	1936/1989
Holmes Rd	Housatonic River	Stringer/Multi-beam or Girder	1962
Dawes Ave	Housatonic River	Box Beam or Girders - Multiple	1928/1999
Elm St	Housatonic River	Arch - Deck	1911
Barker Rd	Housatonic River	Stringer/Multi-beam or Girder	1946

[6] MassDOT 2017 Road Inventory, https://www.mass.gov/files/documents/2018/03/19/2017-ri-ye-rpt.pdf
[7] MassDOT Open Data Portal, https://geo-massdot.opendata.arcgis.com/datasets/bridges

PITTSFIELD BRIDGES & MAJOR CULVERTS			
Facility Carried	**Feature Intersected**	**Structure Type**	**Year Built/ Reconst'd**
Newell St	Housatonic River	Box Beam or Girders - Multiple	1930/1991
West St	Housatonic River	Arch - Deck	1904
Pecks Rd	Onota Brook	Stringer/Multi-beam or Girder	1987
Lyman St	Housatonic River	Stringer/Multi-beam or Girder	1913/1987
Pontoosuc	Housatonic River	Slab	1993
Hancock Rd	Daniels Brook	Frame (except frame culverts)	1930
US 7 NORTH ST	Other/Pedestrian	Culvert (includes frame culverts)	1997
Ann Dr Ext	Sackett Brook	Culvert (includes frame culverts)	1976
West St	Smith Brook	-	1850/1900
Hubbard Ave	Barton Brook	-	1850/1900
Second St	RR CSX	Box Beam or Girders - Multiple	1999
Taconic Island	Housatonic River	Stringer/Multi-beam or Girder	1920
Cadwell Rd	Housatonic River	Culvert (includes frame culverts)	1996
Cloverdale	Housatonic River	Culvert (includes frame culverts)	
Hungerford	Jacoby Brook	Stringer/Multi-beam or Girder	1850
New Rd	Housatonic River	Truss - Thru	2008
Churchill St	Park Brook	-	1850/1900
Elmvale Pl	Onota Brook	-	1850/1900
ST 41 CNTRL BKSHRE	Shaker Brook	Stringer/Multi-beam or Girder	1850/2007
US 20 W HOUSATONIC	Maloy Brook	Culvert (includes frame culverts)	1913/1932
Pecks Rd	Onota Brook	-	1850/1900
US 20 @ STA 240	Shaker Brook	Tee Beam	1919/1932
Mill St	Housatonic River	Arch - Deck	1907
Columbus Ave	Housatonic River	Box Beam or Girders - Single or Spread	1996
New Rd	Housatonic River	Culvert (includes frame culverts)	1982
Hungerford	Housatonic River	Tee Beam	1935
Hungerford	Housatonic River	Box Beam or Girders - Single or Spread	1947/2009
Lebanon Ave	Housatonic River	Stringer/Multi-beam or Girder	1913/1995
HWY GOVERNMENT D	Center St	Stringer/Multi-beam or Girder	1974
Lakeway Dr	Onota Lake	Stringer/Multi-beam or Girder	1936
ST 41 CNTRL BKSHRE	Beagle Brook	Culvert (includes frame culverts)	1991
Woodlawn Ave	RR CSX	Stringer/Multi-beam or Girder	2016
Hungerford	Housatonic River	Box Beam or Girders - Single or Spread	2009
Gale Ave	RR CSX	Stringer/Multi-beam or Girder	1909/2001
S Merriam St	RR CSX	Stringer/Multi-beam or Girder	1992
North St	RR CSX	Stringer/Multi-beam or Girder	1983
US 7 FIRST ST	RR CSX	Stringer/Multi-beam or Girder	1900/1948
Junction Rd	RR CSX	Girder and Floor beam System	1886/2004
Holmes Rd	RR HRR	Box Beam or Girders - Multiple	1977
US 20 /US7/SOUTH	RR HRR	Stringer/Multi-beam or Girder	1900/1938
US 20 W HOUSATONIC	RR CSX	Stringer/Multi-beam or Girder	1933
Dalton Ave	RR HRR	Stringer/Multi-beam or Girder	1845/1936

School Facilities

Pittsfield's public school system has over 6,000 students with eight elementary schools (Allendale, Capeless, Crosby, Egremont, Morningside, Conte, Stearns, and Williams), two middle schools (Herberg and Reid), and two high schools (Pittsfield High and Taconic High). Public schools in Pittsfield can trace

their founding to 1844 when a town meeting was held to establish the community's first school. Administrative offices are located at 269 First Street.

PITTSFIELD PUBLIC SCHOOL FACILITIES[8]

Facility	Grades	Address	Year Built	Sq. Ft.	Enrollment
Allendale Elementary School	K-5	180 Connecticut Ave	1951	48,133	313
Capeless Elementary School	PK-5	86 Brooks Ave	1951	38,654	243
Conte Community School	PK-5	200 West Union St	1974	69,518	398
Crosby Elementary School	PK-5	517 West St	1962	69,826	415
Egremont Elementary School	K-5	84 Egremont Ave	1951	63,869	488
Herberg Middle School	6-8	501 Pomeroy Ave	1953	108,640	678
Morningside Community School	PK-5	100 Burbank St	1975	69,654	410
Pittsfield High School	9-12	300 East St	1931	203,051	972
Reid Middle School	6-8	950 North St	1953	115,036	633
Stearns Elementary School	K-5	75 Lebanon Ave	1960	40,343	244
Taconic High School	9-12	96 Valentine Rd	1969	189,686	946
Williams Elementary School	K-5	50 Bushey Rd	1957	48,298	332

In addition to the buildings, the athletic fields, parking lots, and roads on the school sites and school vehicles and equipment must be maintained.

Water System

Pittsfield's first water supply system was a two-mile aqueduct of wooden pipes constructed in 1754. Later, as settlement grew in the area, multiple attempts at an efficient water system were unsuccessful and plagued by challenges. Finally, in 1876, the then-Town replaced their method of cement-lined pipes with cast-iron pipes. In 1892, Pittsfield acquired the waterworks from the Pittsfield Fire District.[9]

Today, the City relies on six surface water reservoirs and two water treatment facilities to supply water to its residents and businesses. All six surface water reservoirs are located outside the City. Cleveland and Sackett Reservoirs are located in the Town of Hinsdale; Ashley Lake, Lower Ashley Intake Reservoir, Farnham Reservoir, and Sandwash Reservoir are located in the Town of Washington. The two water treatment facilities are located outside the City as well. The Ashley Water Treatment Plant is located in the Town of Dalton, and the Cleveland Water Treatment Plant in the Town of Hinsdale. Water from the surface reservoirs is pumped from the reservoirs and travels via a complex system of pipes and water mains to one of these two treatment plants.

The majority of the City's drinking water is supplied from the Cleveland Reservoir, yielding approximately 7.5 million gallons per day. Flow from the Windsor and Cady Brooks is also diverted into the Cleveland Reservoir watershed. Water from the Cleveland Reservoir is filtered, pH-adjusted for corrosion control, and disinfected at the Cleveland Water Treatment Plant.

The Ashley Reservoir System includes five reservoirs. Ashley Lake Reservoir flows through Ashley Brook to the Ashley Intake Reservoir. Water from the Sandwash Reservoir flows through an aerator, an open canal, and then a semi-closed aqueduct to the Farnham Reservoir. Water from the Farnham Reservoir

[8] Massschoolbuildings.org retrieved from http://www.massschoolbuildings.org/node/40236, October 31, 2019
[9] Waterworkshistory.us retrieved from http://www.waterworkshistory.us/MA/Pittsfield/, November 19, 2019

flows to the Ashley Intake structure then to the Ashley Water Treatment Plant. Water from the Sackett Brook Reservoir also flows via an aqueduct to the Ashley Intake structure then to the Ashley Treatment Plant. The Ashley Water Treatment Plant operates in the same manner as the Cleveland Treatment Plant; water is filtered, pH adjusted for corrosion control and disinfected prior to distribution.[10]

Treated water reaches homes and businesses through a system of water tanks, pumping stations, and pipes. In 2018, some improvements were made to the City's water system. These include: 7 hydrants were replaced; the water main on outer West Housatonic Street was cleaned and lined; the Valentine Road and Plumb Street tanks were cleaned and internally inspected, and; the rehabilitation of the Upper Sackett Reservoir Dam was completed.[11]

Sewer System

Wastewater from homes and businesses is collected and brought to the treatment plant through a system of pipes and lift stations. Currently, sewer services are available to approximately 95% of Pittsfield's residents. The plant also treats wastewater from Dalton, Hinsdale and sections of Lenox. According to the City, 12 million gallons of wastewater flow are treated per day. The wastewater treatment plant is located on Holmes Rd at the Lenox border. The plant processes the raw sewage through a primary and secondary treatment system and discharges the treated effluent to the Housatonic River.

The City is currently engaged in a $60+ million upgrade to the treatment plant in order to meet Federal Environmental Protection Agency (EPA) effluent standards, reducing phosphorus and aluminum levels, as well as to meet the City's National Pollutant Discharge Elimination System (NPDES) Permit and EPA Consent Order. The upgrades are intended to improve water quality in the City, the surrounding Housatonic River Watershed, as well as in downstream water bodies. The upgrade has four necessary components: Tertiary Treatment Upgrade; Sludge Dewatering Upgrade; Biological Process Upgrade; and Secondary Clarifiers Upgrade.[12] This project is expected to be completed by January 2022.

Storm Water System

In order to protect the water quality in the region and comply with Federal EPA and Massachusetts Department of Environmental Protection (MassDEP) regulations, the City has developed a storm water management program. Part of this program is to ensure that well-maintained infrastructure collect and channel runoff appropriately. While the City is only responsible for maintaining infrastructure on public property, there is also storm water infrastructure on private property throughout the City.

Pittsfield's physical storm water infrastructure consists of curbing, gutters, storm drains, catch basins, pipes, manholes, culverts, outfalls, reservoirs, and other components that function together to collect and convey storm water to larger bodies of water.

Vehicles and Equipment

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[10] MassDEP 2002 Source Water Assessment and Protection (SWAP) Report
[11] MassDEP 2018 Annual Drinking Water Quality Report for the City of Pittsfield
[12] Cityofpittsfield.org retrieved from https://www.cityofpittsfield.org/city_hall/public_works_and_utilities/wwtp_upgrade-_epa_awareness.php, November 19, 2019

City staff use an array of vehicles and equipment to complete their tasks on a daily basis. According to the City's insurance schedules, there are approximately 380 vehicles owned the City, worth nearly $23.25 million when new.

The Department of Public Services has the most at more than 140 vehicles, ranging from trailers and pickup trucks to street sweepers and loaders. An additional 40 or so vehicles are used by the Department of Public Utilities to provide water and sewer service. Many other smaller, handheld pieces of equipment (e.g. asphalt compactors, shovels, and other grounds maintenance tools) are used daily by public works/utilities staff in the execution of their duties.

The public safety departments also utilize a significant inventory of vehicles and equipment, including motorcycles, police cruisers, pickup trucks, fire engines, and fire ladder trucks. Police and Fire also have other small equipment and tools needed for their mission, such as generators and trailers.

Pittsfield Public Schools also owns its bus fleet, transit vans, and several sedans/SUVs.

CITY OF PITTSFIELD INSURED VEHICLES & EQUIPMENT

Department	Year	Manufacturer & Model
ADMIN	2012	FORD - FOCUS
AIRPORT	1980	SOUTH - UTILITY TRAILER
AIRPORT	1988	OSHKOSH - DUMP TRUCK
AIRPORT	1988	AM - TRUCK
AIRPORT	1996	STEWART AND STEVENSON - M1078 CARGO TRUCK
AIRPORT	2003	INTERNATIONAL - DUMP
AIRPORT	2003	JOHN DEERE - LOADER
AIRPORT	2005	JOHN DEERE - 5425 TRACTOR
AIRPORT	2008	VOLVO - VNM64 TRACTOR
AIRPORT	2009	FREIGHT - TRACTOR
AIRPORT	2012	FORD - PICKUP
AIRPORT	2013	INTERNATIONAL - DUMP TRUCK
AIRPORT	2016	FORD - F350
AIRPORT	2016	BIG TEX - UTILITY TRAILER
BLDG. MAINT.	2017	FORD - F-250
BLDG/INSPECT	2007	CHEVROLET - IMPALA
BLDG/INSPECT	2011	FORD - FOCUS
BLDG/INSPECT	2016	CHEVROLET - MALIBU
BLDG/INSPECT	2018	CHEVROLET - CRUZE
BLDG/INSPECT	2018	CHEVROLET - CRUZE
COA	2009	FORD - E350 VAN
COA	2010	FORD - E350 VAN
CONSERVATION	2009	FORD - RANGER
DPW	2010	ELGIN PELICAN - SWEEPER
DPW	2016	FORD - F350
DPW	2016	SOLAR - TRAILER
DPW	2016	SOLAR - TRAILER
DPW	2016	FORD - FOCUS
DPW	2017	FORD - ESCAPE
DPW	2017	FORD - F550
DPW	2017	FORD - F350
DPW	2017	FORD - F550 HOOKLOADER
DPW	2017	JOHN DEERE - TRACTOR

CITY OF PITTSFIELD INSURED VEHICLES & EQUIPMENT

Department	Year	Manufacturer & Model
DPW	2017	EAGER - UTILITY TRAILER
DPW	2018	CHEVROLET - SILVERADO
DPW	2018	CHEVROLET - SILVERADO
DPW	2018	CHEVROLET - SILVERADO
DPW	2018	CHEVROLET - SILVERADO
DPW	2018	CHEVROLET - SILVERADO
DPW	2018	FORD - F-550
DPW	2018	DEERE - 4066
DPW	2018	DEERE - 1600
DPW	2019	INTERNATIONAL - 7000 TRUCK
DPW	2019	FORD - F-350
DPW	2019	FORD - F-350
DPW	2019	CHEVROLET - SILVERADO
DPW	2019	CHEVROLET - VOLT
DPW	2019	FORD - F-350
DPW	2019	FORD - F350
DPW	2019	FORD - F550
DPW/HWY	2008	JOHN DEERE - SKID STEER LOADER
ENGINEERING	2006	CHEVROLET - SILVERADO
FIRE	1992	PIERCE - PUMPER
FIRE	1997	HAULMARK - TRAILER
FIRE	1999	FORD - F450
FIRE	2000	EZ LOADER - UTILITY TRAILER
FIRE	2002	INTERNATIONAL - HAZ MAT DECONTAMINATION
FIRE	2002	SEAGRAVE - FIRE
FIRE	2003	INTERNATIONAL - HAZMAT DECONTAMINATION
FIRE	2004	SPARTAN GLADIATOR - VISION PUMPER
FIRE	2004	FREIGHTLINER - SPRINTER FIRE TRUCK
FIRE	2004	FORD - AEROTE
FIRE	2005	SPARTAN - PUMPER
FIRE	2005	CARRY ON TRAILER - UTILITY LANDSCAPE
FIRE	2005	SEAGRAVE - FIRE TRUCK
FIRE	2006	HEAVY HAULER - UTILITY TRAILER
FIRE	2006	CHEVROLET - SILVERADO
FIRE	2006	CHEVROLET - SILVERADO
FIRE	2006	CHEVROLET - TAHOE
FIRE	2009	FOAM - TANK TRAILER
FIRE	2009	PIERCE - ARROW
FIRE	2010	CHEVROLET - SILVERADO PICKUP
FIRE	2010	FORD - FUSION
FIRE	2011	BLAZE - UTILITY TRAILER
FIRE	2011	BLAZE - UTILITY TRAILER
FIRE	2012	SEAGRAVE - FIRE TRUCK
FIRE	2012	FORD - FUSION
FIRE	2013	CARMATE - TRAILER
FIRE	2013	CARGOMATE - BOOTS TRAILER
FIRE	2014	PIRC - FIRE TRUCK
FIRE	2015	FORD - TRANSIT VAN
FIRE	2016	CARGO - TRAILER
FIRE	2016	SEA - FIRE
FIRE	2016	POLS - RANGER
FIRE	2016	CHEVROLET - TAHOE

CITY OF PITTSFIELD INSURED VEHICLES & EQUIPMENT

Department	Year	Manufacturer & Model
FIRE	2016	BIGTX - UTILITY TRAILER
FIRE	2016	CHEVROLET - TAHOE
FIRE	2018	TRIT - TRAILER
FIRE	2018	LOAD RITE - BOAT TRAILER
FOOD SERVICE	2011	INTERNATIONAL - 400SER TRUCK
HEALTH	2010	PEMFA - UTILITY TRAILER
HEALTH	2016	CHEVROLET - MALIBU
HEALTH	2018	CHEVROLET - CRUZE
HIGHWAY	1977	JOHN DEERE - GRADER
HIGHWAY	1984	DRESSER - FORKLIFT
HIGHWAY	1985	CASE - LOADER
HIGHWAY	1985	AM GENERAL - 5 TON MILITARY DUMP TRUCK
HIGHWAY	1988	VERMEER - STUMP CUTTER
HIGHWAY	1988	FORD - F900 HOOKLOADER
HIGHWAY	1990	KAR - UTILITY TRAILER
HIGHWAY	1990	BMY - DUMP TRUCK
HIGHWAY	1992	STOW - T3000 TRAILER
HIGHWAY	1994	BMY - CARGO
HIGHWAY	1994	TIGER - MOWER
HIGHWAY	1995	CASE - LOADER
HIGHWAY	1995	HOMEMADE - TRAILER
HIGHWAY	1995	FORD - LGTCON
HIGHWAY	1997	STEWARD - CARGO
HIGHWAY	2000	VERMEER - CHIPPER
HIGHWAY	2001	ARMY - UTILITY CARGO TRAILER
HIGHWAY	2002	INTERNATIONAL - DUMP
HIGHWAY	2002	ATLAS - COMPRESSOR TRAILER
HIGHWAY	2003	SUPERLINE - TRAILER
HIGHWAY	2003	INTERNATIONAL - DUMP
HIGHWAY	2004	INTERNATIONAL - DUMP
HIGHWAY	2005	FORD - DRWSUP
HIGHWAY	2005	CHEVROLET - SILVERADO
HIGHWAY	2005	JOHN DEERE - 644T LOADER
HIGHWAY	2006	WILL - UTILITY TRAILER
HIGHWAY	2008	FALCO - UTILITY TRAILER
HIGHWAY	2008	FORD - F350 SUPER CAB
HIGHWAY	2008	INTERNATIONAL - DUMP TRUCK
HIGHWAY	2008	CAM - UTILITY TRAILER
HIGHWAY	2008	FALCON - HOT BOX TRAILER
HIGHWAY	2009	INTERNATIONAL - DUMP
HIGHWAY	2011	FORD - DRWSUP DUMP
HIGHWAY	2011	FORD - DRWSUP DUMP
HIGHWAY	2011	FORD - RANGER
HIGHWAY	2011	CHEVROLET - SILVERADO PICKUP
HIGHWAY	2011	CHEVROLET - SILVERADO
HIGHWAY	2011	CHEVROLET - EXPRESS VAN
HIGHWAY	2011	INTERNATIONAL - 700SER DUMP
HIGHWAY	2011	INTERNATIONAL - 700SER DUMP
HIGHWAY	2011	TRACKLESS - TRACTOR
HIGHWAY	2011	KOMATSU - LOADER
HIGHWAY	2011	BAGELA - ASPHALT RECYCLER
HIGHWAY	2012	CHEVROLET - SILVERADO

CITY OF PITTSFIELD INSURED VEHICLES & EQUIPMENT

Department	Year	Manufacturer & Model
HIGHWAY	2012	CHEVROLET - EXPRESS VAN
HIGHWAY	2012	INTERNATIONAL - DUMP TRUCK
HIGHWAY	2012	WACKER - MINI LOADER
HIGHWAY	2013	FORD - F550 DUMP TRUCK
HIGHWAY	2013	DEERE - TRACTOR
HIGHWAY	2014	MILLER - WELDER
HIGHWAY	2015	INTERNATIONAL - CATCH BASIN CLEANER
HIGHWAY	2016	FORD - F550
HIGHWAY	2016	INTERNATIONAL - HOOK LOADER
HIGHWAY	2016	FORD - F250 4WD PICKUP
HIGHWAY	2017	ELGIN - SWEEPER
HIGHWAY	2017	TRACK - TRACTOR
HIGHWAY	2018	BIG TEX - UTILITY
HIGHWAY	2018	CHEVROLET - SILVERADO
HIGHWAY	2018	CHEVROLET - SILVERADO
HIGHWAY	2019	CHEVROLET - CRUZE
HIGHWAY	2019	FORD - F-350
MAINTENANCE	1992	CROSS COUNTRY - TRAILER
MAINTENANCE	1994	HOMEMADE - TRAILER
MAINTENANCE	1994	LONG - RACK TRAILER
MAINTENANCE	1997	HOMEMADE - TRAILER
MAINTENANCE	2005	TENNENT - PWR SWEEPER
MAINTENANCE	2006	CHEVROLET - SILVERADO
MAINTENANCE	2006	CAM - UTILITY TRAILER
MAINTENANCE	2006	JOHN DEERE - LOADER
MAINTENANCE	2007	CHEVROLET - C5500 TRUCK
MAINTENANCE	2008	CHEVROLET - TRUCK
MAINTENANCE	2008	TRACKLESS - TRACTOR
MAINTENANCE	2009	CHEVROLET - K3500 PICKUP
MAINTENANCE	2009	CHEVROLET - EXPRESS VAN
MAINTENANCE	2009	CHEVROLET - SILVERADO
MAINTENANCE	2010	CHEVROLET - SILVERADO PICKUP
MAINTENANCE	2011	CHEVROLET - EXPRESS VAN
MAINTENANCE	2011	CHEVROLET - EXPRESS VAN
MAINTENANCE	2012	CHEVROLET - SILVERADO
MAINTENANCE	2012	CHEVROLET - EXPVAN
MAINTENANCE	2012	CHEVROLET - EXPVAN
MAINTENANCE	2012	CHEVROLET - CAPTIVA
MAINTENANCE	2012	BRI-MAR - UTILITY TRAILER
MAINTENANCE	2012	CAM - SUPERLINER TRAILER
MAINTENANCE	2013	CHEVROLET - 4 WD PICKUP
MAINTENANCE	2013	CHEVROLET - SILVERADO
PARKS	1970	MASSEY - M30 TRACTOR
PARKS	1986	JOHN DEERE - TRACTOR
PARKS	1996	LANDSCAPER - TRAILER
PARKS	1997	WENGER - STAGE TRAILER
PARKS	2001	JOHN DEERE - TRACTOR
PARKS	2002	RACEMASTER - TRAILER
PARKS	2002	JOHN DEERE - TRACTOR
PARKS	2003	VERMEER - CHIPPER
PARKS	2003	JOHN DEERE - TRACTOR
PARKS	2012	BRI_MAR - UTILITY TRAILER

CITY OF PITTSFIELD INSURED VEHICLES & EQUIPMENT

Department	Year	Manufacturer & Model
PARKS	2014	SCAG - LEAF VAC TRAILER
PARKS	2018	BIG TEX - UTILITY
POLICE	2002	FREIGHTLINE - TRUCK
POLICE	2002	HARLEY DAVIDSON - MOTORCYCLE
POLICE	2002	HARLEY DAVIDSON - MOTORCYCLE
POLICE	2005	HONDA - ACCORD
POLICE	2005	SUZUKI - DRZ400 TRAIL BIKE
POLICE	2005	SUZUKI - DRZ400 TRAIL BIKE
POLICE	2008	FORD - TAURUS
POLICE	2009	TOYOTA - HIGHLANDER
POLICE	2010	FORD - EXPLORER
POLICE	2011	FORD - TAURUS
POLICE	2011	FORD - TAURUS
POLICE	2011	FORD - EXPEDITION
POLICE	2011	FORD - CROWN VICTORIA
POLICE	2011	FORD - CROWN VICTORIA
POLICE	2011	FORD - FUSION
POLICE	2012	FORD - F350 PICKUP
POLICE	2012	FORD - F550 BEARCAT
POLICE	2013	FORD - TAURUS
POLICE	2013	FORD - EXPLORER
POLICE	2013	HARLEY DAVIDSON - MOTORCYCLE
POLICE	2013	HARLEY DAVIDSON - MOTORCYCLE
POLICE	2013	CHEVROLET - EXPVAN
POLICE	2014	FORD - TAURUS
POLICE	2014	FORD - EXPLORER
POLICE	2014	FORD - EXPLORER
POLICE	2014	FORD - EXPLORER
POLICE	2014	ALCO - UTILITY TRAILER
POLICE	2014	NISSAN - NV
POLICE	2015	FORD - EXPLORER
POLICE	2015	FORD - EXPLORER
POLICE	2015	FORD - EXPLORER
POLICE	2015	FORD - EXPLORER
POLICE	2016	FORD - EXPLORER
POLICE	2016	FORD - EXPLORER
POLICE	2016	FORD - EXPLORER
POLICE	2016	FORD - EXPLORER
POLICE	2017	FORD - EXPLORER
POLICE	2017	FORD - EXPLORER
POLICE	2017	FORD - EXPLORER
POLICE	2017	FORD - F-250 PICKUP
POLICE	2017	FORD - EXPLORER
POLICE	2017	FORD - EXPLORER
POLICE	2017	FORD - EXPLORER
POLICE	2017	FORD - EXPLORER
POLICE	2018	FORD - EXPLORER
POLICE	2018	FORD - EXPLORER
POLICE	2018	FORD - EXPLORER
POLICE	2018	FORD - EXPLORER
POLICE	2018	FORD - EXPLORER
RSVP	2012	HONDA - ODYSSEY VAN

CITY OF PITTSFIELD INSURED VEHICLES & EQUIPMENT		
Department	**Year**	**Manufacturer & Model**
SCHOOL	2003	GMC - SAVANA
SCHOOL	2003	GMC - VAN
SCHOOL	2004	PONTIAC - GRAND AM F69
SCHOOL	2004	GMC - SIERRA
SCHOOL	2006	GMC - VAN
SCHOOL	2006	CHEVROLET - YUKON (4)
SCHOOL	2006	CHEVROLET - YUKON (2)
SCHOOL	2006	CHEVROLET - YUKON (1)
SCHOOL	2006	CHEVROLET - YUKON (3)
SCHOOL	2008	CHEVROLET - COLORADO
SCHOOL	2010	FORD - EXPLORER
SCHOOL	2011	FORD - ESCAPE
SCHOOL	2011	FORD - F350 PICKUP
SCHOOL	2012	EZ HAULER - TRAILER
SCHOOL	2014	FORD - E150 CARGO VAN
SCHOOL	2014	EZ HAULER - TRAILER
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
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SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS

CITY OF PITTSFIELD INSURED VEHICLES & EQUIPMENT

Department	Year	Manufacturer & Model
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2015	THOMAS - SCHOOL BUS
SCHOOL	2016	BLUEBIRD - SCHOOL BUS
SCHOOL	2016	BLUEBIRD - SCHOOL BUS
SCHOOL	2016	FORD - TRANSIT CONNECT VAN
SCHOOL	2019	CHEVROLET - SUBURBAN
SCHOOL	2019	CHEVROLET - SUBURBAN
UNAVAILABLE	2017	WRIGHT - TRAILER
UNAVAILABLE	2017	WRIGHT - TRAILER
UNAVAILABLE	2017	WRIGHT - TRAILER
UNAVAILABLE	2017	WRIGHT - TRAILER
VOC HIGH	2014	FORD - E350 VAN
WASTEWATER	1986	INTERNATIONAL - HOUGH LOADER
WASTEWATER	2008	FORD - RANGER
WASTEWATER	2008	FORD - RANGER
WASTEWATER	2008	CHEVROLET - SILVERADO PICKUP
WASTEWATER	2011	FORD - DRWSUP DUMP
WASTEWATER	2015	FORD - F350 4WD TRUCK
WASTEWATER	2016	FORD - F250
WATER	1983	SNOCO - UTILITY TRAILER
WATER	1988	AM GENERAL - HUMVEE 4WD CARGO
WATER	1994	AM GENERAL - HUMVEE 4WD MILITARY CARGO
WATER	1996	INTERNATIONAL - 400SER
WATER	1997	INTERNATIONAL - DUMP
WATER	1998	HOMEMADE - TRAILER
WATER	2000	BADGE - EXCAVATOR
WATER	2000	CROSS - FLATBED TRAILER
WATER	2003	CASE - BACKHOE
WATER	2004	INTERNATIONAL - 4300
WATER	2005	VAC - 4580 GATEBOX EXERCISER
WATER	2006	INTERNATIONAL - 400 SERIES
WATER	2006	JOHN DEERE - BACKHOE
WATER	2007	INTERNATIONAL - 700 SBR
WATER	2008	ANDERSON - UTILITY TRAILER
WATER	2008	TOYOTA - TUNDRA
WATER	2008	TOYOTA - TUNDRA
WATER	2009	FORD - F550 W/PLOW
WATER	2009	FORD - F550 DUMP
WATER	2010	CASE - LOADER
WATER	2011	FORD - DRWSUP DUMP
WATER	2011	FORD - RANGER
WATER	2011	INTERNATIONAL - VAC TRUCK
WATER	2012	CHEVROLET - EXPVAN VAN
WATER	2013	CHEVROLET - SILVERADO
WATER	2013	CHEVROLET - SILVERADO
WATER	2013	ROBIN - PUMP TRAILER
WATER	2013	FORD - F250 PICKUP

CITY OF PITTSFIELD INSURED VEHICLES & EQUIPMENT

Department	Year	Manufacturer & Model
WATER	2013	CHEVROLET - 2 WD PICKUP
WATER	2013	CHEVROLET - 4 WD PICKUP
WATER	2015	WACKER - UTILITY LIGHT TOWER TRAILER
WATER	2016	FORD - F350
WATER	2016	INTERNATIONAL - 7400
WATER	2018	CHEVROLET - EQUINOX
FIRE	2019	SEAGRAVE - FIRE APPARATUS
AIRPORT	2019	CAT - LOADER
DPW	2020	INTERNATIONAL - HV513
HIGHWAY	2019	CHEVROLET - EQUINOX
HIGHWAY	2019	ELGIN - PELICAN
HIGHWAY	2019	CHEVROLET - CRUZE
VOC HIGH	2019	FORD - TRANSIT VAN
SCHOOL		
VOC HIGH	2019	FORD - TRANSIT VAN
DPW	2018	JOHN DEERE - TRACTOR
DPW	2019	CHEVROLET - BOLT EV
DPW	2019	FORD - F350
DPW	2019	FORD - F350
DPW	2019	FORD - RANGER
POLICE	2019	FORD - INTERCEPTOR
POLICE	2019	FORD - INTERCEPTOR
POLICE	2019	FORD - INTERCEPTOR
POLICE	2019	FORD - INTERCEPTOR
DPW	2019	FORD - F350
DPW	2019	FORD - F350
DPW	2019	FORD - F350
FIRE	2019	FORD - F350
POLICE	2019	FORD - EXPLORER
DPW	2019	FORD - F350
DPW	2019	FORD - F350
DPW	2019	FORD - F350
HIGHWAY	2020	FORD - TRANSIT
FIRE	2020	FORD - F350
HIGHWAY	2019	FORD - F550
FIRE	2020	BRAV - ST8514TA4

Capital Needs Assessment[13]

Through a Community Compact grant, the City of Pittsfield hired the Edward J. Collins, Jr. Center for Public Management at the University of Massachusetts Boston to facilitate preparation of the City's six-year Capital improvement program (CIP) for FY2021 to FY2026.

Assessing Capital Needs

The project team worked with leadership of all City departments to explain the process and discuss potential project requests. Departments were provided with the Center's online request form asking them to describe their proposed project(s), justifying and describing each proposed project and identifying the fiscal year(s) in which the project should be completed. In addition, departments were asked to indicate if non-local funds might be available to support the project and to anticipate the impact of the project on the City's operating budget. For example, the savings that could be produced by purchasing and new piece of equipment through reduced annual repairs.

This was a time-intensive process for staff, which required reviewing asset inventories, finding available data on asset condition/performance, and projecting out work for a six-year period. The project team did not physically inspect the infrastructure to validate the urgency for replacement of buildings, vehicles or equipment, but accepted the department head's submission and attempted to organize the projects based on their merits in such a way as to facilitate decisions about the proposed spending plan.

Overall, department heads submitted 130 projects with a total projected cost of approximately $238 million. Significant expenditures include Public Utilities, which combined account for approximately 37.58% of total project costs, and the Police Department, which accounts for 24.76% of total projects costs. Costs and projects counts by department are detailed in the table below.

[13] This section is accurate as of April 8th, 2020. Departments may have refined cost estimates, timing, and other details for certain projects as of this date.

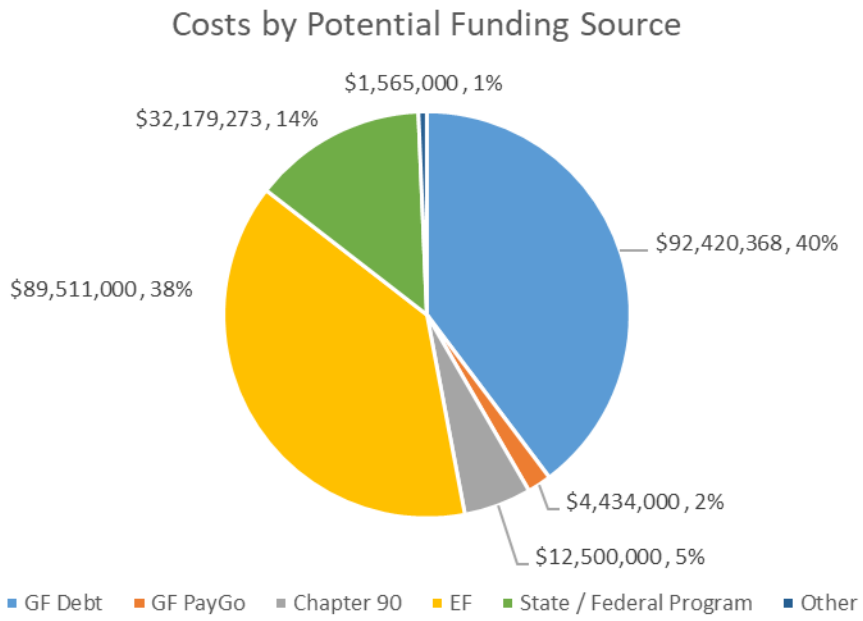
Capital Needs by Department

Department	Project Count	Total Project Cost
Airport	9	$15,700,000
Building Maintenance	15	$6,922,000
Community Development	24	$27,720,000
Fire	8	$1,625,000
Inspections-Building/Health	1	$105,000
Information Technology	4	$4,400,000
Library	3	$452,300
Police	10	$58,968,000
Public Services	28	$29,756,341
Public Services-Parking	1	$35,000
Public Utilities-Sewer	9	$21,120,000
Public Utilities-Water	17	$68,391,000
Schools	1	$3,000,000
Grand Total	**130**	**$238,194,641**

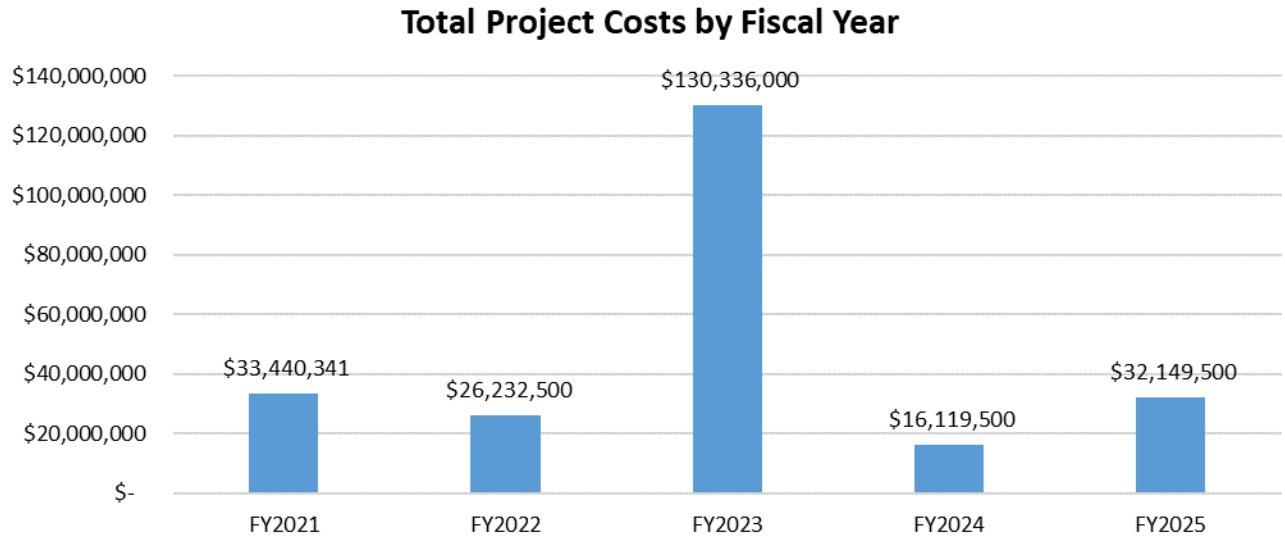
There were ten (10) projects that were $5 million or more:

1) Upgrading Pittsfield's two water treatment plants for $51 million;
2) New police headquarters facility and campus for $50 million;
3) Designing and building the Columbus Ave Parking Garage for $14 million;
4) Ongoing improvements to the Wastewater Treatment Plant (WWTP) for 12.67 million;
5) Repaving and reconstructing streets as part of Chapter 90 for $12.5 million;
6) Reducing inflow and infiltration from the City's sewer collection system for $6.265 million;
7) Realigning and reconstructing a taxiway at the airport for $6 million;
8) Improving water mains for $6 million;
9) Improving the storm water system for 5.25 million; and
10) New station design and planning for $5 million.

Approximately 40% of all projects are accounted for through General Fund debt financing, followed closely by the Enterprise Fund at approximately 38%. More than $32 million, or approximately 14%, will be used to finance projects in the CIP. This is indicative of Pittsfield's efforts to maximize investment on behalf of the taxpayers.



The chart below shows total project costs by fiscal year. Notice the significant increase in FY2023: this fiscal year will account for more than half of all proposed spending in the Capital Needs Assessment. Costs associated with the construction of a new police station and upgrades to Pittsfield's two water treatment plants accounted for approximately $100 million in FY2023 alone, an indication of significant need for capital investment in capacity and infrastructure. Aside from these two projects, total costs in the five year CIP are spread out somewhat evenly over time, with a dip in FY2024 to a low of approximately $16.1 million.



The City's capital assets can be categorized into major types of projects. The table below summarizes capital project requests by asset types. It is clear from this table that the City of Pittsfield faces a significant need for investment in municipal facilities and in water infrastructure. As stated previously, $50 million for a new police station and $51 million for upgrades to Pittsfield's two water treatment centers over the

course of the five year CIP represent a sizeable portion of municipal facilities and water infrastructure, respectively.

Projects by Asset Type

Asset Type	# of Project	Total Project Cost	% of Total
Bridge/Large Culvert*	1	$0	0.00%
Information Technology	9	$6,117,300	2.57%
Municipal Facility	23	$88,973,000	37.35%
Other	4	$1,383,000	0.58%
Parks/Recreation Facility	17	$8,035,000	3.37%
Pavement	4	$20,700,000	8.69%
School Facility	4	$1,500,000	0.63%
Sewer Infrastructure	3	$20,375,000	8.55%
Storm water Infrastructure	3	$6,635,000	2.79%
Vehicle/Equipment	50	$15,976,341	6.71%
Water Infrastructure	12	$68,500,000	28.76%
Grand Total	**130**	**$238,194,641**	**100.00%**

*The Public Services Department submitted DPS17 – Upgrade Culverts Near Berkshire Community College. As of now this project is a placeholder until a figure can be determined.

Summary of General Fund Capital Investment Strategy

The Collins Center project team gathered a variety of financial data about the City of Pittsfield, including the existing debt profile, existing capital leases, authorized and unissued debt, as well as past operating budgets. Any existing relevant policies or reports were also reviewed. In collaboration with the Mayor, Finance Director, and the City's financial advisor, the project team developed a proposed General Fund (GF) Capital Investment Strategy that targets 6.5% of general fund revenues for capital investment. In addition, the strategy calls for all water and wastewater projects to be fully funded from Enterprise Fund revenues and for the City to continue to be aggressive in seeking grants and other non-tax funding sources.

The table below summarizes the City's historical GF capital investments. Over the past four fiscal years, the City has invested an average of 6.69% of GF revenues in capital projects.

	2017	2018	2019	2020 est.
Committed Capital Investment				
Existing General Fund Non-Excluded Debt	10,205,504	9,875,692	9,701,698	9,490,000
Authorized & Unissued General Fund Non-Excl. Debt	0	0	0	0
Capital Leases	0	15,000	15,000	15,000
General Fund Pay as You Go Spending	356,980	342,097	422,210	550,000
Total Committed Capital Investment	**10,562,484**	**10,232,789**	**10,138,908**	**10,055,000**
Net Budget	146,288,035	151,168,629	154,761,923	161,566,182
Capital Spending as % of Net Budget	7.22%	6.77%	6.55%	6.22%

The table on the following details the financial components of the FY2021 – FY2026 CIP. Using the 6.5% spending target, and taking into consideration the funds the City has already committed through previously issued debt as well as debt that was previously authorized and is projected to be issued during the six-year period, the FY2021 capital budget is balanced and shows a more than $300,000 surplus. The remaining years of the plan currently show a deficit, which will be addressed annually when the City goes through its process of evaluating

needs and resources for the capital budget. Due to the significant cost of the Police Headquarters project ($55 million), associated debt service is broken out separately and the surplus/deficit is shown with and without taking into consideration the debt for this project.

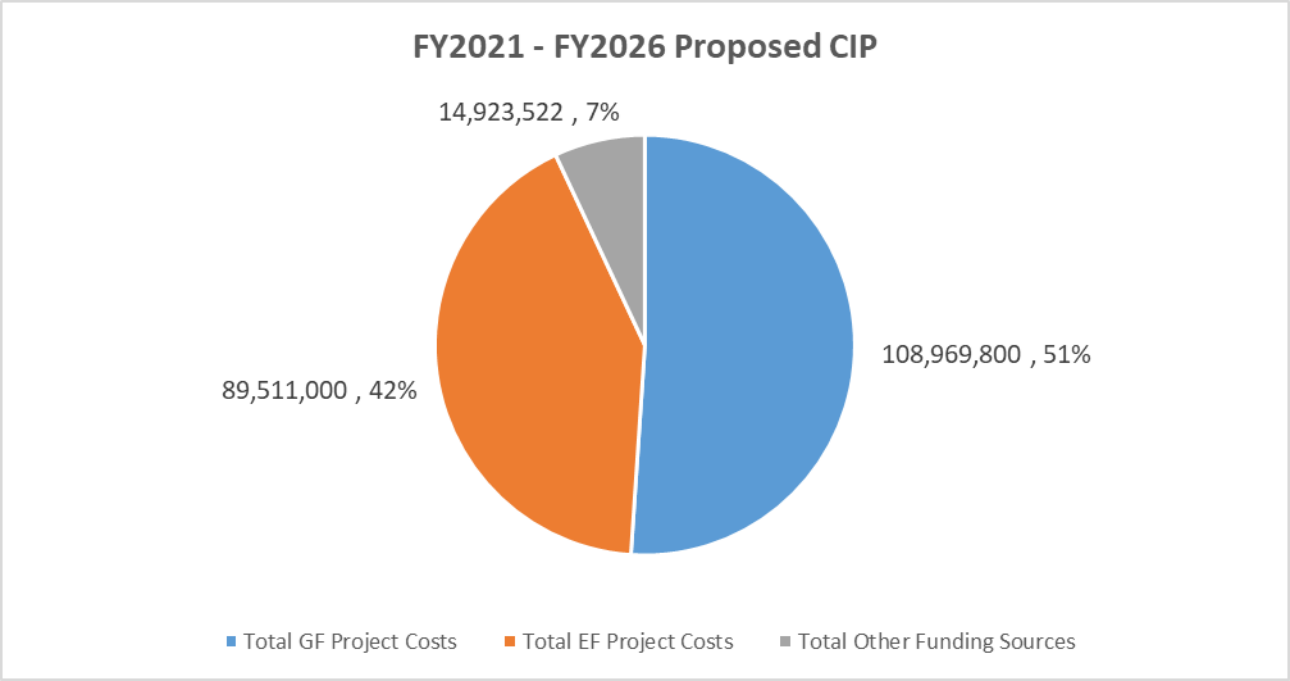
General Fund Capital Investment Strategy	**FY2021 - FY2026 General Capital Improvement Plan**					
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Committed Capital Investment						
Existing GF Non-Excluded Debt	9,705,626	9,158,583	8,955,927	8,675,341	8,585,483	8,305,370
Authorized & Unissued GF Non-Excl. Debt	0	618,167	967,353	1,305,800	1,548,200	1,626,100
Capital Leases	0	0	0	0	0	0
Total Committed Capital Investment	9,705,626	9,776,750	9,923,280	9,981,141	10,133,683	9,931,470
Projected Net Budget^	163,989,675	168,089,417	173,972,546	180,061,585	186,363,741	192,886,472
Capital Spending as % of Net Budget	**6.50%**	**6.50%**	**6.50%**	**6.50%**	**6.50%**	**6.50%**
Target Capital Spending Amount	10,659,329	10,925,812	11,308,216	11,704,003	12,113,643	12,537,621
Available for New Capital Investment	**953,703**	**1,149,062**	**1,384,935**	**1,722,862**	**1,979,960**	**2,606,151**

Proposed FY2021 - FY2025 Project Plan	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
GF PayGo (Cash-Funded)	40,000	514,500	530,000	529,000	496,500	543,000
GF Annual Debt Service	606,200	3,014,795	3,782,511	9,484,373	9,977,923	10,211,626
Total Annual GF Cost (Budgetary Impact)	646,200	3,529,295	4,312,511	10,013,373	10,474,423	10,754,626
*Surplus/Deficit**	*307,503*	*(2,380,233)*	*(2,927,576)*	*(8,290,511)*	*(8,494,463)*	*(8,148,475)*
Debt Service Associated with Police HQ	*0*	*450,000*	*440,000*	*4,930,000*	*4,820,000*	*4,710,000*
Surplus/Deficit (w/o Police HQ)	*307,503*	*(1,930,233)*	*(2,487,576)*	*(3,360,511)*	*(3,674,463)*	*(3,438,475)*

^Net budget is projected to grow 1.5% in FY21, 2.5% in FY22, and 3.5% annually thereafter.
*Surplus/Deficit is compared to "Target Capital Spending Amount"

FY2021 - FY2026 CIP: Project Plan

The City of Pittsfield's proposed FY2021 - FY2026 capital improvement program invests $213.4 million in 102 projects across the general and enterprise funds, paid for through a variety of sources, including local tax levy, local indebtedness, State grant funds, and private donations. These capital investments will allow the City to maintain and improve its capital assets, which represent hundreds of millions of dollars of taxpayer investment.



Projects are also spread across different functional units of City government. However, slightly more than 45% of all projects and more than half of the total cost of all projects fall under the management of the Departments of Public Services and Public Utilities, as is expected due to the high cost and breadth of capital assets such as roads, vehicles, water/wastewater treatment facilities, etc. In addition, about 10% of projects and nearly 28% of costs are attributable to the Police Department, but this includes $55 million for designing and building a new police headquarters. Projects in municipal buildings and at City open space and recreation facilities represent about one-third of all projects, but less than 10% of total cost.

The table below provides the detail of cost and project count by department.

FY2021 – FY2026 CIP Projects by Department

Department	# of Projects	% of Total	Cost of Projects	% of Total
Berkshire Athenaeum	3	2.9%	$ 452,300	0.2%
Building Maintenance	12	11.8%	$ 6,377,000	3.0%
Community Development	18	17.6%	$ 13,450,000	6.3%
Dept of Public Services	22	21.6%	$ 35,072,822	16.4%
Dept of Public Utilities	25	24.5%	$ 89,511,000	41.9%

Department	# of Projects	% of Total	Cost of Projects	% of Total
Fire Dept	6	5.9%	$ 1,935,000	0.9%
Inspections	1	1.0%	$ 105,000	0.0%
IT	4	3.9%	$ 4,483,200	2.1%
Police Dept	10	9.8%	$ 59,018,000	27.7%
Public Schools	1	1.0%	$ 3,000,000	1.4%
Grand Total	**102**	**100.0%**	**$ 213,404,322**	**100.0%**

The table below shows the total spending by funding source and fiscal year in the proposed FY2021 – FY2026 CIP. The first two rows, General Fund PayGo and Debt, represent the City's committed funds and total nearly $109 million. This represents approximately half of the total CIP project costs. Another 40% or $89.5 million would come from water and sewer revenues. A total of 7% would come from other sources such as State Chapter 90 roadway funds, Community Preservation Act funds, parking revenues, State grant funds, and private donations. Some of these funding sources are competitive, so it is not guaranteed that the City will receive the funding.

FY2021 – FY2026 CIP Spending by Funding Source and Fiscal Year

Funding Source	# of Projects	% of Total	Cost of Projects	% of Total
General Fund Pay Go	13	12.7%	$ 2,653,000	1.2%
General Fund Debt	58	56.9%	$ 106,316,800	49.8%
Enterprise Fund Debt	25	24.5%	$ 89,511,000	41.9%
Other Funding Sources^	6	5.9%	$ 14,923,522	7.0%
Grand Total	**102**	**100.0%**	**$ 213,404,322**	**100.0%**

^6 projects are exclusively funded by other sources and 10 are funded through combination of General Funds and other sources.

A full project listing for the FY2021 – FY2026 CIP can be found on the following pages.

Complete Project Listing

FY2021 – FY2026 CIP Projects by Department

Dept	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total Cost	Funding Source
Building Maint	Repair roofs at various school buildings		750,000	750,000	750,000	750,000		3,000,000	GF Debt
Building Maint	Repair ramp at PHS (Stage 2 - waterproofing)		200,000	-		-		200,000	GF Debt
Building Maint	Upgrade heating controls at various school and City buildings			270,000				270,000	GF Debt
Building Maint	Retrofit heating controls at PHS	500,000						500,000	GF Debt
Building Maint	Replace Parks Office and garage roof		85,000					85,000	GF Debt
Building Maint	Replace boilers at PHS				50,000	750,000		800,000	GF Debt
Building Maint	Repair/Replace windows at fire stations		100,000	100,000	100,000			300,000	GF Debt
Building Maint	Repair or replace roof at the Berkshire Athenaeum		600,000	-	-	-		600,000	GF Debt
Building Maint	Purchase One Ton Van		42,500	43,000	43,000	43,500		172,000	GF PayGo
Building Maint	Improve Springside Park greenhouse		75,000					75,000	CPA
Building Maint	Add mini-splits to all fire stations	-	25,000	25,000	25,000			75,000	GF PayGo

Dept	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total Cost	Funding Source
Building Maint	Rehab grandstand kitchen at Wahconah Park				300,000			300,000	GF Debt $200,000; CPA $100,000
Community Development	Complete ADA projects at City facilities		200,000					200,000	GF Debt
Community Development	Construct a pickleball facility			300,000	-			300,000	GF Debt $90,000; PARC grant/CPA $210,000
Community Development	Develop downtown microgrid		1,050,000	50,000				1,100,000	GF Debt $100,000; $1m MVP
Community Development	Westside Riverway Park		1,500,000		-	-		1,500,000	GF Debt $600,000; PARC grant, CPA, private foundations $900,000
Community Development	Bike Path Middle Section (Crane Ave to Merrill Rd) Environmental Permitting & Engineering Design	75,000	2,000,000	1,000,000	-			3,075,000	MADOT
Community Development	Athletic Court Surfacing		80,000	80,000	80,000	80,000	80,000	400,000	GF Debt
Community Development	Construct a dog park at Burbank Park	300,000						300,000	GF Debt $90,000; $210,000 Stanton Foundation
Community Development	Skate Park Phase II	350,000						350,000	GF Debt $150,000; CDBG $200,000

Dept	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total Cost	Funding Source
Community Development	Improve Osceola Park playground and parking			200,000	200,000			400,000	GF Debt
Community Development	Improve Lebanon Park playground			75,000				75,000	GF Debt
Community Development	Conservation Property Dam - Remove one and maintain other dam at Wild Acres	40,000						40,000	GF PayGo
Community Development	Improve Pontoosuc Lake boat ramp		350,000					350,000	CPA
Community Development	Berkshire Lightscape				100,000	100,000		200,000	GF Debt $100,000; CPA $100,000
Community Development	Complete Berkshire High Road					250,000	250,000	500,000	GF Debt
Community Development	Address Flooding at Wahconah Park			30,000			30,000	60,000	GF PayGo
Community Development	Improve Pontoosuc Lake Park			150,000	700,000			850,000	GF Debt
Community Development	Rehabilitate Springside Pond			750,000				750,000	GF Debt $500,000; CDBG, State environmental grants $250,000
Community Development	Restore Springside House	2,600,000	400,000					3,000,000	GF Debt $2.9m; historic preservation, CPA

Dept	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total Cost	Funding Source
									$100,000
Dept of Public Services	Repave/Reconstruct streets	3,865,887	3,865,887	3,865,887	3,865,887	3,865,887	3,865,887	23,195,322	GF Debt $15m; Chp90 $8,195,322
Dept of Public Services	Multipurpose Tractor with attachments		54,000	54,000	55,000	55,000	55,000	273,000	GF Debt
Dept of Public Services	Improve storm water system		1,250,000	1,000,000	1,000,000	1,000,000	1,000,000	5,250,000	GF Debt
Dept of Public Services	Hot Box Asphalt Recycler		40,000	-	-	-		40,000	GF Debt
Dept of Public Services	Buy bucket truck for signal maintenance		140,000	-	-	-		140,000	GF Debt
Dept of Public Services	Purchase Tandem hook Lift all season truck		260,000	260,000				520,000	GF Debt
Dept of Public Services	Compressor Truck		250,000	-	-	-		250,000	GF Debt
Dept of Public Services	Compact sedan		21,000	21,000	22,000	22,000	22,000	108,000	GF PayGo
Dept of Public Services	Street Sweeper		-	230,000	-	-		230,000	GF Debt
Dept of Public Services	Paver						260,000	260,000	GF Debt
Dept of Public Services	1 ton Pickup Truck		90,000	90,000	90,000	90,000	90,000	450,000	GF Debt

Dept	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total Cost	Funding Source
Dept of Public Services	Articulating tractor					135,000		135,000	GF Debt
Dept of Public Services	Skid steer loader			55,000	55,000			110,000	GF Debt
Dept of Public Services	Over the guardrail mower		135,000					135,000	GF Debt
Dept of Public Services	Portable stage			150,000				150,000	GF Debt
Dept of Public Services	Backhoe			130,000				130,000	GF Debt
Dept of Public Services	1 Ton Hook Lift all season truck (dump plow sand)with attachments		122,000	122,000	125,000	125,000		494,000	GF Debt
Dept of Public Services	Electric Vehicle					35,000		35,000	Parking revenue; Green Communities
Dept of Public Services	Wheel Loader		290,000	-	-	290,000		580,000	GF Debt
Dept of Public Services	5 Ton Hook Lift all season truck (snow fighter)with attachments		225,000	230,000	232,500	235,000		922,500	GF Debt
Dept of Public Services	1 Ton Utility Body Truck with plow		120,000	55,000	55,000	55,000	55,000	340,000	GF Debt
Dept of Public	Partial replacement of storm water system at			125,000	1,200,000			1,325,000	GF Debt

Dept	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total Cost	Funding Source
Services	Waconah Park								
Dept of Public Utilities	Reduce Inflow and Infiltration (I/I)	1,550,000	1,350,000	1,565,000	1,300,000	500,000		6,265,000	EF Debt
Dept of Public Utilities	Second Street Sewer Relocation	1,440,000						1,440,000	EF Debt
Dept of Public Utilities	Wastewater Treatment Plant (WWTP) Ongoing Improvements	240,000	1,500,000	1,010,000	1,950,000	7,970,000		12,670,000	EF Debt
Dept of Public Utilities	1 Ton Utility Body Truck					55,000		55,000	EF Debt
Dept of Public Utilities	One Ton Pickup with plow		45,000	46,000	46,000	46,000		183,000	EF Debt
Dept of Public Utilities	Telescoping boom forklift		102,000					102,000	EF Debt
Dept of Public Utilities	Forklift				35,000			35,000	EF Debt
Dept of Public Utilities	Wheel Loader			250,000				250,000	EF Debt
Dept of Public Utilities	1 Ton hook lift		120,000					120,000	EF Debt
Dept of Public Utilities	Ashley Lake Dam Repairs	100,000						100,000	EF Debt
Dept of Public Utilities	1 Ton pick up truck (Water)		45,000	45,000	45,000	45,000	45,000	225,000	EF Debt

Dept	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total Cost	Funding Source
Dept of Public Utilities	Purchase backhoe (Water)		130,000	-	130,000			260,000	EF Debt
Dept of Public Utilities	Tandem dump truck			260,000				260,000	EF Debt
Dept of Public Utilities	AWD SUV				26,000			26,000	EF Debt
Dept of Public Utilities	Gate box exerciser		145,000					145,000	EF Debt
Dept of Public Utilities	Jet rodder				270,000			270,000	EF Debt
Dept of Public Utilities	1 ton van					45,000		45,000	EF Debt
Dept of Public Utilities	Water Resources Office/Maintenance Facility/Laboratory						3,700,000	3,700,000	EF Debt
Dept of Public Utilities	Upgrade Cleveland/Ashley Water Treatment Plant		1,000,000			#########		51,000,000	EF Debt
Dept of Public Utilities	Improve Cleveland Reservoir Diversion Structure (Phase 2)	1,000,000						1,000,000	EF Debt
Dept of Public Utilities	Lebanon Ave Water Tank Improvements/Painting			1,000,000				1,000,000	EF Debt
Dept of Public Utilities	Clean and line West Street Water Main		1,000,000					1,000,000	EF Debt

Dept	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total Cost	Funding Source
Dept of Public Utilities	Construct western pressure zone tank	3,000,000						3,000,000	EF Debt
Dept of Public Utilities	Improve water mains			2,000,000	2,000,000	2,000,000		6,000,000	EF Debt
Dept of Public Utilities	1 Ton Hook Lift all season truck (dump plow sand)with attachments (Water)		120,000	120,000	120,000	-		360,000	EF Debt
Fire Dept	Upgrade communications equipment		355,000					355,000	GF Debt
Fire Dept	Replace Engine 1 on frontline		650,000					650,000	GF Debt
Fire Dept	Purchase new engine for Station 2				650,000			650,000	GF Debt
Fire Dept	Replace Fire inspection vehicle (2010 Ford Fusion)				40,000			40,000	Green Communities
Fire Dept	Replace Fire Dept. plow truck (2006 Chevy Silverado)						50,000	50,000	GF PayGo
Fire Dept	Replace 8 Self-Contained Breathing Apparatus (SCBA) units	60,000	30,000	30,000	35,000	35,000		190,000	GF Debt
Inspections	Annual replacement of inspectors vehicles		21,000	21,000	21,000	21,000	21,000	105,000	GF PayGo

Dept	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total Cost	Funding Source
IT	IT Infrastructure Upgrade	150,000						150,000	GF Debt
IT	Citywide IT security upgrade		4,000,000					4,000,000	GF Debt
IT	Annual PC Replacement Program	-	50,000	50,000	50,000	50,000	50,000	250,000	GF PayGo
IT	Purchase time & attendance solution ExecuTime	83,200						83,200	Community Compact IT grant
Berkshire Athenaeum	Library Carpeting Replacement		10,000	250,000				260,000	GF Debt
Berkshire Athenaeum	Library Inventory Control & Security Update		107,800	59,500				167,300	GF Debt
Berkshire Athenaeum	Library Renovation Planning		25,000					25,000	GF PayGo
Police Dept	Replace Chief's cruiser		-	-	60,000	-		60,000	GF Debt
Police Dept	Replace Police computers		50,000	50,000	50,000	50,000	50,000	250,000	GF PayGo
Police Dept	Replace Police communications equipment		200,000	200,000	200,000	250,000	250,000	1,100,000	GF Debt
Police Dept	Replace special purpose and support vehicles		150,000	160,000	170,000	180,000	190,000	850,000	GF Debt
Police Dept	Replace Police firearms				18,000			18,000	GF PayGo
Police Dept	New Police Headquarters		-		50,000,000	-	-	50,000,000	GF Debt

Dept	Project Title	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total Cost	Funding Source
	Facility and Campus								
Police Dept	New Station Design and Planning		5,000,000	-	-	-	-	5,000,000	GF Debt
Police Dept	PD Technology/Software Implementation Program		40,000	40,000	40,000	40,000	40,000	200,000	GF PayGo
Police Dept	Replace mobile data terminals (MDTs)		48,000	48,000	48,000	48,000	48,000	240,000	GF Debt
Police Dept	Replace frontline cruisers on cycles	-	240,000	250,000	260,000	270,000	280,000	1,300,000	GF PayGo
Public Schools	Replacement of Bus Fleet				3,000,000			3,000,000	GF Debt

Appendices

Appendix 1: Section 7-5 Capital Improvement Program, City of Pittsfield Charter
Appendix 2: "Capital Planning," City of Pittsfield Financial Policies Manual
Appendix 3: Online Capital Project Request Form

Appendix 1: Section 7-5 Capital Improvement Program, City of Pittsfield Charter

"SECTION 7-5 CAPITAL IMPROVEMENT PROGRAM.

(a) Submission - The mayor shall submit a capital improvement program to the city council at least 60 days before the start of each fiscal year. The capital improvement program shall include:

(1) A general summary of its contents;
(2) A list of all capital improvements proposed to be undertaken during the next five years, with supporting information as to the need for each capital improvement;
(3) Cost estimates, methods of financing and recommended time schedules for each improvement; and
(4) The estimated annual cost of operating and maintaining each facility and piece of major equipment involved.

This information shall be annually revised by the mayor with regard to the capital improvements still pending or in the process of being acquired, improved or constructed.

(b) Public Hearing - The city council shall publish in at least one newspaper of general circulation in the city a notice stating: (i) the times and places where entire copies of the capital improvements program are available for inspection by the public; and (ii) the date, time and place of a public hearing on the plan to be held by the city council not less than 14 days after publication of the notice.

(c) Adoption - At any time after the public hearing but before the last day of the last month of the current fiscal year, the city council shall by resolution adopt the capital improvements program, which may be amended, provided that each amendment shall be voted on separately and that an increase in the capital improvements program as submitted shall clearly identify the method of financing to accomplish the proposed increase."

Appendix 2: "Capital Planning," City of Pittsfield Financial Policies Manual

CAPITAL PLANNING

PURPOSE

The goal of this policy is to provide a means for planning the maintenance and improvement of Pittsfield's capital assets and infrastructure, whose upkeep is vitally important to the delivery of quality services. It outlines guidance for reviewing, planning, and coordinating capital improvements so as to promote a systematic acquisition and replacement schedule and to ensure that, given limited resources, the City's capital needs are met.

APPLICABILITY

This policy sets guidelines and expectations for all City departments in planning for and requesting capital projects, and outlines consensus budgetary goals for the Mayor and City Council.

POLICY

The City shall maintain its physical assets by providing funding to protect its capital investments and minimize future maintenance and replacement costs. The City sustains a capital improvement program (CIP) overseen by the Finance Director and Mayor to identify and prioritize projects, analyze funding, and create a long-term financial plan achievable within the City's budget limitations. The City shall sustain a six-year plan for capital improvements, which will be updated annually. Included in the CIP shall be those projects that will provide and preserve the infrastructure needed to achieve the highest levels of public services and quality of life possible within the available financial resources. The City will emphasize preventive maintenance as a cost-effective approach to capital reinvestment and replace exhausted goods as necessary.

A. Definition of a CIP Project

A capital improvement is a tangible asset or project estimated to cost over $10,000 and estimated to have or to extend, five or more years of useful life. These include:

- Real property acquisitions, construction, and long-life capital equipment
- Major renovations of existing capital items that extend their useful lifespans, as distinguished from normal operating expenditures
- Major improvements to physical infrastructure, including streets, sidewalks, storm water drains, water distribution systems, and sanitary sewer systems

- Planning, feasibility studies, and designs for potential capital projects
- Items obtained under a long-term lease
- Bulk purchases of similar items, like software or furniture, with expected useful lifespans of five or more years that, when aggregated, have total costs exceeding the capital threshold

B. Evaluation of CIP Projects

The Finance Director in consultation with the Mayor and department heads will evaluate and prioritize capital projects using the below criteria:

- Required by state or federal laws or regulations
- Supports adopted plans, goals, objectives, and policies
- Stabilizes or reduces operating costs
- Replaces a clearly obsolete facility or makes better use of an existing facility
- Maintains or improves productivity or existing standards of service
- Eliminates a hazard to public health and safety
- Directly benefits the City's economic base by increasing property values
- Provides new programs having social, cultural, historic, economic, or aesthetic value
- Uses outside financing sources, such as grants

C. Multiyear Capital Plan

In accordance with the City Charter, the Finance Director will annually update and propose for adoption by the Mayor and City Council a six-year capital improvement program, including the upcoming fiscal year's capital improvement budget and a four-year projection of capital needs and expenditures that details their estimated costs, descriptions, and anticipated funding sources.

D. Capital Financing

Long-term debt is an appropriate funding source for certain types of projects; however, current revenues should be used for assets with short useful lifespans and/or with estimated costs of $25,000 or less. The City will strive to budget three to four hundred thousand of the general fund operating budget, net of debt, on capital investment allocations annually.

The CIP shall be prepared and financed in accordance with the following policies:

- Grant funding shall be pursued and used to finance the capital budget whenever possible.
- Capital projects for any business-type operation shall be financed solely from the operation's revenues.
- Major capital projects, such as new construction or major renovations to existing facilities, may be accomplished through capital or debt exclusions.

- Infrastructure or facility maintenance budgets built into the general operating budget will not be reduced to fund other departmental budgets.

E. Capital Project Closeouts

The City will endeavor to complete approved capital projects within eighteen months of City Council authorization and to close out all capital projects within six months of completion. As these projects are closed out, the Finance Director will do the following:

- For bonded projects with residual balances, the Finance Director will propose reallocating any balances for other capital projects as well as proposing to rescind any unused borrowing capacity.

- For projects funded with available revenue (tax levy or reserves) having residual balances, the Finance Director will propose reallocating the balances for other capital projects or close the balances to the appropriate fund surplus.

EFFECTIVE DATE

This policy was approved by the Mayor-April 2017

Appendix 3: Online Capital Request Form

Pittsfield CIP
project request form