



The City of  
**WORCESTER**

**Fiscal Year 2024**

**Capital Budget**

**Eric D. Batista, City Manager**

# Fiscal 2024 CAPITAL IMPROVEMENT PLAN

## Budget Message

This comprehensive, five-year Capital Improvement Plan for Fiscal Years 2024-2028 takes into account the collective priorities of our community, City Council, and my administration following the vision of the City Strategic Plan. As we continue to implement a long-term strategy we also consider the need for flexibility during a time of economic uncertainty and rising capital borrowing costs.

Many of the capital projects proposed in this Capital Improvement Plan will have a positive impact during Fiscal 2024, whereas some are multi-year programs that will yield results in the coming years. In the table below, projects with prior year loan authorization depict ongoing facility and infrastructure programs for which City Council has previously approved loan orders. Projects with new authorization in Fiscal 2024 represent new projects and/or ongoing projects that require increased loan authority.

Funding Source	Remaining Prior Year Authorization	FY24 New Authorization	FY24 Borrowing	Other Funding (Grants, etc.)
Tax Levy	\$ 30,396,333	\$ 52,749,042	\$ 45,656,742	\$ 38,485,172
ESCo	\$ 5,876,000	\$ -	\$ 5,876,000	\$ -
Golf Enterprise	\$ -	\$ 150,000	\$ 150,000	\$ -
Off Street Parking	\$ 2,990,000	\$ 20,000	\$ 3,010,000	\$ 2,000,000
Water Enterprise	\$ 16,425,000	\$ 6,650,000	\$ 22,675,000	\$ 5,000,000
Sewer Enterprise	\$ 7,045,000	\$ 14,540,000	\$ 21,485,000	\$ 13,200,000
DCU	\$ 12,750,000	\$ -	\$ 12,750,000	\$ -
WPS - MSBA	\$ 48,477,642	\$ -	\$ 48,477,642	\$ 36,570,852
<b>Grand Total</b>	<b>\$ 123,959,975</b>	<b>\$ 74,109,042</b>	<b>\$ 160,080,383</b>	<b>\$ 95,256,024</b>

In total, this Fiscal 2024 CIP recommends a total annual borrowing of \$160M, with a majority - \$48.5M or 30% - related to Worcester Public Schools – Massachusetts School Building Authority (MSBA) projects. The Fiscal 2024 CIP also includes a total tax levy capital borrowing of \$45.7M, approximately \$6M above Fiscal 2023 recommendations, enterprise and self-funded borrowing of \$60M, and \$95M in potential grant funding to be invested in the City. I am recommending \$74.1 in new loan authorization for Fiscal 2024 to be approved by City Council. These recommendations include mission critical equipment like new public safety vehicles in Emergency Management, Police, Fire, and Inspectional Services; investments in network security through the Department of Innovation & Technology; investments in core assets like our public schools, police headquarters, the public library, and City Hall; and an investment in Public Work to ensure maintained streets and attractive parks. Additionally, we are recommending key investments in our Water, Sewer, and Off Street Parking enterprise accounts.

Many of the projects listed in the Fiscal 2024 CIP are carryover projects from the Fiscal 2023 CIP due to supply chain issues and other delays for items such as public safety vehicles and other departmental equipment. These projects and pieces of equipment were not delivered or borrowed for in Fiscal 2023, but are anticipated to be received and paid for in Fiscal 2024.

# Fiscal 2024 CAPITAL IMPROVEMENT PLAN

## Allocation by Category and Funding Source

Category	FY24 Tax Levy Borrowing	FY24 Self Supporting Debt	Other Funding (Grants, etc.)	FY24 Total Project Investment
Equipment	\$ 10,373,156.00	\$ 3,150,000.00	\$ -	\$ 13,523,156.00
WPS Equipment	\$ 500,000	\$ -	\$ -	\$ 500,000.00
Facility Improvements	\$ 4,779,408	\$ 17,275,000.00	\$ 11,010,588.00	\$ 33,064,996.00
WPS Facility Improvement	\$ 4,910,703	\$ -	\$ 10,000,000.00	\$ 14,910,703.00
WPS - MSBA Facility Improvement	\$ 48,477,642	\$ -	\$ 36,570,852.42	\$ 85,048,494.00
Infrastructure	\$ 25,093,475	\$ 39,645,000.00	\$ 37,674,584.00	\$ 102,413,059.00
ESCo Infrastructure	\$ 5,876,000	\$ -	\$ -	\$ 5,876,000.00
<b>Grand Total</b>	<b>\$ 100,010,384</b>	<b>\$ 60,070,000</b>	<b>\$ 95,256,024</b>	<b>\$ 255,336,408</b>

### Equipment

For Fiscal 2024, I am recommending a total investment of \$13.5M in new equipment borrowing, of which \$10.4M is tax levy supported. Notable purchases include \$5M in Fire Department engines and ladders, \$1M in Police Department vehicles, and \$1.8M in public safety system radios.

Other major equipment purchases include:

- \$1.2M in Sewer equipment
- \$1.63M in Water equipment
- \$0.8M in Parks equipment
- \$0.5M in Worcester Public Schools equipment

### Facility Improvement

I am recommending an investment of \$133M in facility improvements, \$58.2M of which is tax levy supported. The major contributor to this category is MSBA-related projects totaling \$48.5M in anticipated Fiscal 2024 borrowing. Projects include the construction of Doherty Memorial High School, as well as roof, ADA, and code compliance upgrades at Worcester Arts Magnet Elementary School.

Other facility improvement projects include:

- \$4.9M for non-MSBA school rehabilitation
- \$1M for Police headquarters HVAC replacement and electrical improvements
- \$0.75M for the South Division Firehouse replacement project design
- \$12.75M for DCU renovations
- \$1.5M for Union Station as a match to Federal Transit Authority funding
- \$1.6M for Water & Sewer investments
- \$2.9M for Off Street Parking Board safety and appearance improvements

# Fiscal 2024 CAPITAL IMPROVEMENT PLAN

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## Infrastructure

Of the \$108.3M recommended in infrastructure upgrades, we recommend \$15.6M in borrowing for various DPW and Department of Transportation & Mobility activities such as streetlights and signalization, building rehabilitation, dam improvements, private street conversion, and downtown street and sidewalk improvements. The request also includes \$11M in street resurfacing borrowing.

Other infrastructure projects include:

- \$9.6M for park improvements
- \$19.9M for various sewer infrastructure projects including interceptor rehabilitation and reconstruction projects
- \$19.5M for various water projects including improvements to water mains and lines, as well as repairs and replacement of water meters
- \$5.9M for ESCO borrowing to provide additional energy efficiency projects throughout City assets.

## WPS Equipment and Facility Improvement

I am recommending a total of \$14.9M for various equipment purchases and facility repairs at our Worcester Public Schools. This includes \$3.5M for general building rehabilitation, \$1.4M of tax levy borrowing for ADA and code compliance projects, complemented by \$10M of City ARPA grant funds for these projects, and \$0.5M in capital equipment funding. In addition, as referenced above, I am recommending approximately \$85M, including State contributions, for Massachusetts School Building Authority-related projects, primarily to continue the construction of Doherty Memorial High School and complete roof, ADA, and code compliance upgrades at Worcester Arts Magnet Elementary School.

## Budget Process

Putting fiscal responsibility first and foremost, the Budget Office developed an analytical budget process ensuring all capital requests are assessed and prioritized to formulate a sound, long-term Capital Improvement Plan. As we evaluate the City's short- and long-term capital needs, our current resources and expectations, and the potential of grant funds, we believe the current proposed Fiscal 2024 Capital Improvement Plan represents a solid investment in the City and will assist in maintaining our capacity to respond to present conditions while setting a foundation for continued growth and expansion.

## Capital & Debt Policy

- The City will maintain a multi-year approach for the Capital Improvement Plan
- A capital asset is defined as an asset that has a useful life of one year or more
- Any capital asset to be financed shall have a minimal unit cost of \$5,000, and a useful life of five years or more
- Capital assets with a unit cost of less than \$5,000 and/or a useful life of less than 5 years are to be purchased with cash thru the Operating Budget in the Capital Outlay account
- The City will obtain financing only when necessary
- The debt service related to all borrowing for tax levy funded projects will be capped at 8-10% of the operating budget expenditures

# Fiscal 2024 CAPITAL IMPROVEMENT PLAN

- Debt financing will not be considered appropriate for recurring costs such as operating and maintenance expenditures
- The City will utilize external bond counsel for all debt issues
- Continual review of all outstanding debts will be undertaken to determine refunding opportunities
- Refunding will be considered if and when there is an economic benefit of the refunding
- The City will seek to amortize general obligation bonds with level principal and interest costs over the life of the issue
- The City will seek to issue its general bond obligations in a competitive sale unless determined that such a sale method will not produce the best results for the City.

## Five Year Debt Service Projection

The following table illustrates the current debt service obligations of the City of Worcester before any of the borrowing included in the Fiscal 2024 Capital Improvement Plan. This table shows the amount of debt retired each year as well as a breakdown of the debt obligations by funding source.

Funding Source	FY24 Total Debt	FY25 Total Debt	FY26 Total Debt	FY27 Total Debt	FY28 Total Debt
Tax Levy	\$ 42,333,297	\$ 41,486,464	\$ 36,410,307	\$ 32,741,432	\$ 29,777,472
Water	\$ 7,348,374	\$ 6,772,811	\$ 6,407,218	\$ 5,619,685	\$ 5,131,700
Sewer	\$ 12,045,907	\$ 11,526,692	\$ 10,699,641	\$ 10,003,171	\$ 9,198,075
Building Campaign	\$ 4,322,813	\$ 2,595,780	\$ 748,931	\$ 224,400	\$ -
North High School	\$ 1,172,731	\$ 1,156,476	\$ 1,134,737	\$ 1,117,124	\$ 980,391
New High School	\$ 8,511,509	\$ 4,748,416	\$ 6,912,848	\$ 5,172,898	\$ 4,992,038
Off Street Parking	\$ 2,206,962	\$ 2,312,511	\$ 2,191,315	\$ 2,097,956	\$ 1,898,954
Airport	\$ 5,224	\$ 5,012	\$ 2,783	\$ 1,723	\$ -
DCU Center	\$ 3,544,249	\$ 3,433,913	\$ 3,200,413	\$ 3,063,537	\$ 3,003,819
City Square	\$ 4,104,081	\$ 4,135,688	\$ 4,150,678	\$ 4,177,879	\$ 4,164,973
Golf	\$ 226,923	\$ 225,091	\$ 221,099	\$ 208,698	\$ 187,839
PILOT Parks	\$ 251,776	\$ 244,003	\$ 176,560	\$ 155,846	\$ 131,100
CSX Parks	\$ 104,007	\$ 98,946	\$ 95,412	\$ 92,381	\$ -
HUD	\$ 141,358	\$ 1,249,556	\$ -	\$ -	\$ -
Major Taylor Blvd	\$ 35,197	\$ 36,277	\$ 56,914	\$ 56,234	\$ 54,665
Solar: Net Metering Credits	\$ 864,229	\$ 864,229	\$ 864,229	\$ 864,229	\$ 864,229
Union Station Garage	\$ 302,765	\$ 288,212	\$ 238,729	\$ 205,464	\$ -
Baseball	\$ 6,240,690	\$ 6,575,698	\$ 6,688,102	\$ 7,258,265	\$ 7,352,256
<b>Total</b>	<b>\$ 93,762,092.00</b>	<b>\$ 87,755,775.28</b>	<b>\$ 80,199,916.44</b>	<b>\$ 73,060,921.42</b>	<b>\$ 67,737,510.80</b>

\*Note HUD and Solar Net Metering Credits are set rates and deducted from Tax Levy (General Fund)

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Police	Equipment	Prisoner Transport Wagon	\$ 88,434	\$ -	\$ 88,434	\$ -	\$ -
Police	Equipment	(10) Marked & (10) Unmarked Vehicles (cont. FY23)	\$ 1,031,106	\$ -	\$ -	\$ 1,031,106	\$ -
<b>Police Sub-Total:</b>			<b>\$ 1,119,540</b>	<b>\$ -</b>	<b>\$ 88,434</b>	<b>\$ 1,031,106</b>	<b>\$ -</b>

**Prisoner Transport Wagon** - Replacement of transport wagon that is past its useful life and in poor condition.

**(10) Marked & (10) Unmarked Vehicles (cont. FY23)** - Completion of the FY23 vehicle order authorized in FY23 and delivered in FY24.

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Fire	Capital Outlay	Safety Equipment	\$ -	\$ 143,000	\$ -	\$ -	\$ -
Fire	Equipment	Engine 11 (cont. FY23)	\$ 729,841.00	\$ -	\$ -	\$ 729,841.00	\$ -
Fire	Equipment	Engine 13 (cont. FY23)	\$ 729,841.00	\$ -	\$ -	\$ 729,841.00	\$ -
Fire	Equipment	Ladder 7 (cont. FY23)	\$ 1,799,368	\$ -	\$ -	\$ 1,799,368	\$ -
Fire	Equipment	Ladder 6 (cont. FY23)	\$ 1,799,368	\$ -	\$ -	\$ 1,799,368	\$ -
Fire	Facility	Diversity Rehabilitation	\$ 200,000	\$ -	\$ 375,000	\$ -	\$ -
<b>Fire Sub-Total:</b>			<b>\$ 5,258,418</b>	<b>\$ 143,000</b>	<b>\$ 375,000</b>	<b>\$ 5,058,418</b>	<b>\$ -</b>

**Capital Outlay** - Contractual funding for safety equipment.

**Engine 11** - Completion of the FY23 vehicle order authorized in FY23 and delivered in FY24.

**Engine 13** - Completion of the FY23 vehicle order authorized in FY23 and delivered in FY24.

**Ladder 7** - Completion of the FY23 vehicle order authorized in FY23 and delivered in FY24.

**Ladder 6** - Completion of the FY23 vehicle order authorized in FY23 and delivered in FY24.

**Diversity Rehabilitation** - Firehouse design and construction funding for improvements at seven firehouses that do not provide options for single use toilet and bunkrooms in order to diversify the firefighting companies.

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Emergency Communications & Management	Equipment	Radio System Updates and Required Replacements	\$ 1,759,175	\$ -	\$ 3,362,508	\$ -	\$ -
<b>Emergency Communications &amp; Management Sub-Total:</b>			<b>\$ 1,759,175</b>	<b>\$ -</b>	<b>\$ 3,362,508</b>	<b>\$ -</b>	<b>\$ -</b>

**Radio System Upgrade** - Required upgrades to comply with MA State Police COMIRS radio system. Scope includes upgrades to all radios, replacement of Verint recorder and management servers, and dispatch systems & consoles.

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Inspectional Services	Equipment	AWD Vehicle (cont. FY23)	\$ 35,023	\$ -	\$ -	\$ 35,023	\$ -
Inspectional Services	Equipment	Gasoline Prover	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ -
Inspectional Services	Equipment	Extended Cab Pick-Up Truck	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ -
<b>Inspectional Services Sub-Total:</b>			<b>\$ 140,023</b>	<b>\$ -</b>	<b>\$ 105,000</b>	<b>\$ 35,023</b>	<b>\$ -</b>

**AWD Vehicles** - Delivery and payment of final FY23 vehicle.

**Gasoline Prover** - This equipment will increase the safety and efficiency for Deputy Sealers to test the 75 gas stations across the City.

**Extended Cab Pick-Up Truck** - Vehicle needed transport the gasoline prover to the 75 gas stations across the city.

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Innovation & Technology	Equipment	Network Security Software (cont. FY23)	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -
Innovation & Technology	Equipment	Network Switches	\$ 306,000	\$ -	\$ 306,000	\$ -	\$ -
Innovation & Technology	Facility	Updates to Data Room	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -
<b>Innovation &amp; Technology Sub-Total:</b>			<b>\$ 706,000</b>	<b>\$ -</b>	<b>\$ 406,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>

**Network Security Software** - Ongoing security products are required to strengthen the City's cyber security posture.

**Network Switches** - The City has 24 switches that are past their useful life in FY24. Replacing these network switches will ensure the performance and reliability of the City's network in not disrupted.

**Updates to Data Room** - HVAC and UPS systems in the data room are past their useful life. Updating these systems will prevent outages and help maintain the equipment in the data room.

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Library	Equipment	Phone System Replacement	\$ 140,000	\$ -	\$ 140,000	\$ -	\$ -
<b>Library Sub-Total:</b>			<b>\$ 140,000</b>	<b>\$ -</b>	<b>\$ 140,000</b>	<b>\$ -</b>	<b>\$ -</b>

**Phone System Upgrade** - Current phone system is being discontinued. The replacement phone system will maintain the current service level.

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Public Schools	Equipment	Various School Equipment	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ -
Public Schools	Facility	Various School Rehabilitation	\$ 3,500,000	\$ -	\$ 3,500,000	\$ 1,500,000	\$ -
Public Schools	Facility	Accessibility & Code Compliance	\$ 1,410,703	\$ -	\$ -	\$ 1,410,903	\$ 10,000,000
<b>Public Schools - Total:</b>			<b>\$ 5,410,703</b>	<b>\$ -</b>	<b>\$ 4,000,000</b>	<b>\$ 2,910,903</b>	<b>\$ 10,000,000</b>

**Various School Equipment** - This funding will be used for public school vehicles and equipment.

**Various School Rehabilitation** - This funding will be used to update public school facilities.

**Accessibility & Code Compliance** - Sprinklers at Challenge & Reach Academy are funded through City capital. Additional \$10,000,000 in projects is funded through the City's ARPA award.

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Public Facilities	Capital Outlay	Miscellaneous Repairs, Equipment, & Improvements	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Public Facilities City Hall	Facility	City Hall Rehabilitation (cont. FY22)	\$ 740,635	\$ -	\$ -	\$ 740,635	\$ -
Public Facilities Police	Facility	Police Headquarters Rehabilitation	\$ 1,000,000	\$ -	\$ 6,200,000	\$ -	\$ -
Public Facilities Library	Facility	Main Library Improvements (cont. FY23)	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -
Public Facilities WFD	Facility	South Division Firehouse Replacement (cont. FY23)	\$ 750,000	\$ -	\$ -	\$ 750,000	\$ -
Public Facilities RECC	Facility	RECC Rehabilitation (cont. FY22)	\$ 220,000	\$ -	\$ -	\$ 220,000	\$ -
Public Facilities	Facility	Citywide Facility Masterplan	\$ -	\$ -	\$ 400,000	\$ -	\$ -
<b>Public Facilities Sub-Total</b>			<b>\$ 2,760,635</b>	<b>\$ 100,000</b>	<b>\$ 6,600,000</b>	<b>\$ 1,760,635</b>	<b>\$ -</b>

**Capital Outlay** - Miscellaneous Repairs, Equipment, & Improvements.

**City Hall Rehabilitation (cont. FY22)** - Closeout of City Hall fire alarm system upgrade and Treasury renovations. Design and construction for Law Offices.

**Police Headquarters Rehabilitation** - Replace existing HVAC system and complete required electrical upgrades.

**Main Library Improvements (cont. FY23)** - This project will address necessary envelope upgrades to mitigate water infiltration, and design of a roof replacement.

**South Division Firehouse** - The South Division Firehouse Replacement project will provide a state of the art firehouse, as well as a backup Regional Emergency Communications Center. This funding will be used for the design costs.

**RECC Rehabilitation (cont. FY22)** - HVAC upgrades to Regional Emergency Communications Center.

**Citywide Facility Masterplan** - To strategize and plan for future program and facility needs with consideration to the Green Worcester Plan, growth and building disposition.

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Public Facilities - MSBA	Facility	Doherty High School	\$ 46,765,189	\$ -	\$ -	\$ 46,765,189	\$ 35,279,002
Public Facilities - MSBA	Facility	Worcester Arts Magnet	\$ 1,712,453	\$ -	\$ -	\$ 1,712,453	\$ 1,291,850
<b>Public Facilities - MSBA Sub-Total:</b>			<b>\$ 48,477,642</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 48,477,642</b>	<b>\$ 36,570,852</b>

**Doherty High School** - Construction of new school.

**Worcester Arts Magnet** - Roof and ADA & code compliance upgrades.

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Public Facilities DCU	Facility	DCU Rehabilitation and Equipment	\$ 12,750,000	\$ -	\$ -	\$ 12,750,000	\$ -
<b>Public Facilities DCU Sub-Total:</b>			<b>\$ 12,750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,750,000</b>	<b>\$ -</b>

**DCU Center Design & Construction** - Work will include arena seating, fire alarm notification system, folding chairs, cable fiber, domestic hot water design and construction, and project management fees.

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Public Facilities	Union Station	Union Station Improvements	\$ 1,543,773	\$ -	\$ 537,100	\$ 1,543,773	\$ 9,010,588
<b>Public Facilities Union Station Sub-Total:</b>			<b>\$ 1,543,773</b>	<b>\$ -</b>	<b>\$ 537,100</b>	<b>\$ 1,543,773</b>	<b>\$ 9,010,588</b>

**Union Station Improvements** - Work supported by split grant (80/20). Improvements include, but are not limited to a fire alarm & sprinkler upgrade, FOG system, and shelving. Design costs for accessible lift, HVAC controls, Police Substation, lift, stairs, code compliance, and interior lighting. Borrowing is included for MBTA platform replacement and leak remediation.

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Sustainability & Resilience	Infrastructure	ESCo Citywide Energy Improvements	\$ 5,876,000	\$ -	\$ -	\$ 5,876,000	\$ -
Sustainability & Resilience	Equipment	Lakes & Ponds Pick Up Truck	\$ 70,000	\$ -	\$ 70,000	\$ -	\$ -
Sustainability & Resilience	Infrastructure	Municipal Vulnerability Preparedness	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 45,000
<b>Sustainability &amp; Resilience Sub-Total:</b>			<b>\$ 5,961,000</b>	<b>\$ -</b>	<b>\$ 85,000</b>	<b>\$ 5,876,000</b>	<b>\$ 45,000</b>

**ESCo Citywide Energy Improvements** - Funding to support ongoing ESCo related infrastructure projects throughout the city.

**Pick Up Truck** - Lakes & Ponds pick up truck replacement for vehicle past useful life.

**Municipal Vulnerability Preparedness** - Improving community resilience for flooding and extreme heat - Miyawaki Forests and Crompton Park drainage design & construction. An MVP Grant will fund 75% of the project.

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPW	Equipment	Various Capital DPW Equipment	\$ 700,000	\$ -	\$ 700,000	\$ 700,000	\$ -
DPW	Facility	Building Rehabilitation	\$ 75,000	\$ -	\$ -	\$ 75,000	\$ -
DPW	Infrastructure	Bridge Rehabilitation	\$ 1,500,000	\$ -	\$ 2,400,000	\$ 200,000	\$ -
DPW	Infrastructure	Resurfacing Streets and Sidewalks	\$ 10,950,000	\$ -	\$ 17,225,000	\$ 9,500,000	\$ 10,579,584
DPW	Infrastructure	Private Street Construction	\$ 500,000	\$ -	\$ 300,000	\$ 200,000	\$ -
DPW	Infrastructure	Guardrails	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -
DPW	Infrastructure	Street Light Improvements	\$ 650,000	\$ -	\$ 650,000	\$ 78,000	\$ -
<b>DPW Tax Levy Sub-Total:</b>			<b>\$ 14,425,000</b>	<b>\$ -</b>	<b>\$ 21,275,000</b>	<b>\$ 10,803,000</b>	<b>\$ 10,579,584</b>

**Capital Equipment** - This provides funding for various tax levy equipment as needed during Fiscal 2024.

**Building Rehabilitation** - Design and construction costs for make safe and improvement projects in DPW occupied buildings.

**Bridge Rehabilitation** - Design and construction of needed improvements to City bridges.

**Resurfacing Streets & Sidewalks** - Construction for annual street and sidewalk reconstruction programs. Grant support from Chapter 90.

**Private Street Construction** - Design and construction for the completion of ongoing private street conversion program.

**Guardrails** - This provides funding for various guardrail improvements citywide.

**Street Light Improvements** - Design, replacement, & construction for the City's streetlight system.



Eric D. Batista  
City Manager

Budget Office Division

FY24 CAPITAL BUDGET

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPW Parks	Equipment	Various DPW Parks Equipment	\$ 780,000	\$ -	\$ 625,000	\$ 700,000	\$ -
DPW Parks	Facility	Aquatics Renovations	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -
DPW Parks	Facility	East Park Building	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -
DPW Parks	Infrastructure	Golf Improvements	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ -
DPW Parks	Infrastructure	Bennett Field Improvements	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -
DPW Parks	Infrastructure	East Park	\$ 1,250,000	\$ -	\$ 1,500,000	\$ 500,000	\$ 850,000
DPW Parks	Infrastructure	Indian Hill Park	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -
DPW Parks	Infrastructure	Lincoln Square Memorial	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -
DPW Parks	Infrastructure	Memorial Improvements	\$ 140,000	\$ -	\$ -	\$ 140,000	\$ -
DPW Parks	Infrastructure	Playground Renovations	\$ 250,000	\$ -	\$ 175,000	\$ 75,000	\$ -
DPW Parks	Infrastructure	Green Hill Park	\$ 3,338,475	\$ -	\$ -	\$ 3,338,475	\$ -
DPW Parks	Infrastructure	University Park	\$ 2,500,000	\$ -	\$ 1,900,000	\$ 600,000	\$ 1,000,000
DPW Parks	Infrastructure	Tacoma Street Playground	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	\$ 7,000,000
DPW Parks	Infrastructure	Dog Park Upgrades	\$ -	\$ -	\$ 100,000	\$ -	\$ -
<b>DPW Parks Sub-Total:</b>			<b>\$ 10,508,475</b>	<b>\$ -</b>	<b>\$ 12,950,000</b>	<b>\$ 6,453,475</b>	<b>\$ 8,850,000</b>

**Various DPW Parks Equipment** - Equipment for Parks, Hope Cemetery, and Forestry.

**Aquatics Renovations** - Infrastructure renovations to concrete and interior aquatic functions.

**East Park Building** - Design and construction of a parks building to house equipment, restrooms, concessions.

**Golf Improvements** - Irrigation equipment, pump, & system upgrades.

**Bennett Field Improvements** - Gates Street wall replacement and remediation of containments soils DEP & EPA will be looking for an funding schedule in 2023. Future work to include new field, parking lot upgrades and woodland access.

**East Park** - FY24 Design and FY24 construction of baseball field & parking lot with lights.

**Indian Hill Park** - To complete current project that includes a new softball field with lights and walking path.

**Lincoln Square Memorial** - Renovations to Lincoln Square.

**Memorial Improvements** - Design and construction costs to citywide memorials.

**Playground Renovations** - Safety surfacing replacement for various parks and fields.

**Green Hill Park** - Design & construction of community gardens and paving from Channing St. to Park Rd.

**University Park** - Design and construction of park improvements supported by LWCF grant.

**Tacoma Street Playground** - Design and construction of park improvements including a new spray park supported by ORLP and ARPA grants.

**Dog Park Upgrades** - Design and construction for upgrading various City dog parks.

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPW Sewer	Capital Outlay	Miscellaneous repairs, Improvements, and Purchases	\$ -	\$ 24,500	\$ -	\$ -	\$ -
DPW Sewer	Equipment	Sewer Capital Equipment	\$ 1,200,000	\$ -	\$ 240,000	\$ 960,000	\$ -
DPW Sewer	Equipment	Sewer Generators	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -
DPW Sewer	Facility	Sewer Building Rehabilitation	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -
DPW Sewer	Infrastructure	Sewer Reconstruction	\$ 3,500,000	\$ -	\$ 4,000,000	\$ 3,000,000	\$ 5,900,000
DPW Sewer	Infrastructure	Sewer System Control Plan	\$ 2,000,000	\$ -	\$ 1,000,000	\$ 1,000,000	\$ -
DPW Sewer	Infrastructure	Sewer Interceptor Rehabilitation	\$ 7,400,000	\$ -	\$ 4,000,000	\$ -	\$ 4,300,000
DPW Sewer	Infrastructure	Sewer Pumping	\$ 3,000,000	\$ -	\$ 1,800,000	\$ 1,200,000	\$ -
DPW Sewer	Infrastructure	Infiltration/Inflow	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -
DPW Sewer	Infrastructure	Green Island Flooding	\$ 310,000	\$ -	\$ -	\$ 310,000	\$ -
DPW Sewer	Infrastructure	Surface Drainage	\$ 125,000	\$ -	\$ -	\$ 125,000	\$ 3,000,000
DPW Sewer	Infrastructure	Quinsigamond Ave CSO Treatment Facility Upgrades	\$ 3,500,000	\$ -	\$ 3,500,000	\$ -	\$ -
<b>DPW Sewer Sub-Total:</b>			<b>\$ 21,485,000</b>	<b>\$ 24,500</b>	<b>\$ 14,540,000</b>	<b>\$ 7,045,000</b>	<b>\$ 13,200,000</b>

Eric D. Batista  
 City Manager

Budget Office Division

FY24 CAPITAL BUDGET

<b>Capital Outlay - Miscellaneous repairs, improvements, and purchases</b>
<b>Equipment -</b> This provides the replacement of various critical Sewer department equipment.
<b>Generators -</b> This funding provides for the continuing investment in generator repair and replacement in sewer pump stations.
<b>Sewer Building Rehabilitation -</b> Design and construction costs for sewer buildings.
<b>Reconstruction -</b> Design and construction costs for sewers.
<b>Sewer System Control Plan -</b> This funding is for the implementation of a new sewer control system.
<b>Interceptor Rehabilitation -</b> This funding provides for the continuing improvements to the City's sewer infrastructure.
<b>Sewer Pumping -</b> Updates and rehabilitation for sewer pump & ejector stations at various locations across the city.
<b>Infiltration/Inflow -</b> Design and construction of sewer infrastructure infiltration & inflow systems.
<b>Green Island Flooding -</b> Allows for review and implementation of strategies to reduce flooding in the Green Island neighborhood
<b>Surface Drainage -</b> Design and construction of sewer surface drains.
<b>Quinsigamond Ave CSO Treatment Facility Upgrades -</b> Design and construction regulatory driven upgrades to treatment facility.

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPW Water	Capital Outlay	Miscellaneous repairs, Improvements, and Purchases	\$ -	\$ 25,000	\$ -	\$ -	\$ -
DPW Water	Equipment	Water Capital Equipment	\$ 1,600,000	\$ -	\$ 1,000,000	\$ 600,000	\$ -
DPW Water	Facility	Pump Station Rehabilitation	\$ 425,000	\$ -	\$ -	\$ 575,000	\$ -
DPW Water	Facility	Filtration Plant Modification	\$ 900,000	\$ -	\$ 400,000	\$ 500,000	\$ -
DPW Water	Facility	Water Building Rehabilitation	\$ 200,000	\$ -	\$ 100,000	\$ 100,000	\$ -
DPW Water	Infrastructure	Reservoir Rehab/Water Dams/Tanks	\$ 1,100,000	\$ -	\$ 350,000	\$ 750,000	\$ -
DPW Water	Infrastructure	Water Mains & Clean Line	\$ 3,000,000	\$ -	\$ -	\$ 3,000,000	\$ -
DPW Water	Infrastructure	Water Meters & Installation	\$ 3,300,000	\$ -	\$ 800,000	\$ 2,500,000	\$ -
DPW Water	Infrastructure	Water Land Acquisition	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	\$ -
DPW Water	Infrastructure	Water Transmission Mains	\$ 3,750,000	\$ -	\$ 1,500,000	\$ 2,500,000	\$ 5,000,000
DPW Water	Infrastructure	Water Mains	\$ 7,400,000	\$ -	\$ 2,500,000	\$ 4,900,000	\$ -
<b>DPW Water Sub-Total:</b>			<b>\$ 22,675,000</b>	<b>\$ 25,000</b>	<b>\$ 6,650,000</b>	<b>\$ 16,425,000</b>	<b>\$ 5,000,000</b>

<b>Capital Outlay -</b> This funding will be used to for unplanned & priority capital expenses.
<b>Various Replacement Equipment -</b> For the replacement of various critical Water Division equipment.
<b>Pump Rehab -</b> This funding provides for improvements to the various locations of water pump facilities across the City.
<b>Filtration Plant -</b> This funding provides for the ongoing projects at the Water Filtration plant.
<b>Water Building Rehabilitation -</b> This funding provides for the ongoing improvement and needed rehabilitation at Water facilities.
<b>Reservoir Rehab/Water Dams/Tanks -</b> This funding provides for improvements to city reservoirs including critical water related dam projects, other reservoir improvements, and repairs to city water tanks.
<b>Water Mains Clean &amp; Line -</b> This project eliminates corrosion in unlined cast iron mains and coats the pipe walls with a thin layer of mortar.
<b>Water Meters -</b> This funding allows the City to enhance and accelerate our program of water meter replacements in order to improve functionality of the City's water meters.
<b>Water Mains -</b> This funding provides for improvements to the City's water main and other critical water infrastructure.
<b>Land Acquisition -</b> This funding allows the City to continue to acquire and preserve land adjacent to City reservoirs in order to maintain and improve the quality of the City's water supply.
<b>Transmission Mains -</b> This funding provides for improvements to the City's water transmission mains and other critical water infrastructure.
<b>Cross Connection/Hydrant/Leak -</b> This funding provides for improvements to the City's water hydrants and other critical water infrastructure, leak detection in the city's water systems, and the cross connection elimination program.

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Budget Office Division

FY24 CAPITAL BUDGET

Dept.	Category	Project Title	FY24 Borrowing	FY24 Cash Purchase	FY24 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Transportation & Mobility	Capital Outlay	Speed Bumps	\$ -	\$ 250,000	\$ -	\$ -	\$ -
Transportation & Mobility	Equipment	Off Street Equipment	\$ 50,000	\$ -	\$ 20,000	\$ 30,000	\$ -
Transportation & Mobility	Facility	Parking Garages	\$ 2,500,000	\$ -	\$ -	\$ 2,500,000	\$ -
Transportation & Mobility	Facility	Union Station Garage	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ 2,000,000
Transportation & Mobility	Infrastructure	Parking Lot Rehab	\$ 60,000	\$ -	\$ -	\$ 60,000	\$ -
Transportation & Mobility	Infrastructure	Traffic & Signal Engineering	\$ 500,000	\$ -	\$ 275,000	\$ 500,000	\$ -
Transportation & Mobility	Infrastructure	Transportation Improvement Program	\$ 450,000	\$ -	\$ 450,000	\$ -	\$ -
Transportation & Mobility	Infrastructure	Complete Streets Improvements	\$ 500,000	\$ -	\$ 1,000,000	\$ -	\$ -
Transportation & Mobility	Infrastructure	Annual Street Improvement Program	\$ 500,000	\$ -	\$ 1,250,000	\$ -	\$ -
<b>Transportation &amp; Mobility Sub-Total:</b>			<b>\$ 4,960,000</b>	<b>\$ 250,000</b>	<b>\$ 2,995,000</b>	<b>\$ 3,490,000</b>	<b>\$ 2,000,000</b>
<b>Capital Outlay</b> - Speed humps in Council districts.							
<b>Off Street Equipment</b> - Parking enforcement equipment.							
<b>Parking Garages</b> - Waterproofing, elevators, fire alarm system, stairwell rehabilitation at various City parking garages.							
<b>Union Station Garage</b> - Work supported by split grant (80/20). Improvements to include deck waterproofing, restriping, fire alarm system, and sprinkler upgrade.							
<b>Parking Lots</b> - Construction costs for pay station(s) and signage.							
<b>Traffic &amp; Signal Engineering</b> - This provides funding for various traffic signal improvements including pedestrian flashing signals.							
<b>Transportation Improvement Program</b> - Project development and design of transportation improvements included in the Central Massachusetts Metropolitan Planning Organization's (CMMPO) regional Transportation Improvement Program (TIP), including those projects seeking construction funding from various Mass DOT or Federal funding sources. Current TIP projects under development are Chandler Street (Main Street to Park Avenue) and Chandler Street at May Street.							
<b>Complete Streets Improvements</b> - Funds safety improvements and expanded accommodation for vulnerable roadway users, with an emphasis on pedestrian and bicycle safety. Projects include retrofit of bicycle and micro-mobility improvements, Rectangular Rapid Flashing Beacons (RRFBs), curb extensions, crosswalks, accessibility improvements, and similar projects. Included in this program for FY24 are purchase and installation of RRFBs and complementary pedestrian crossing improvements at 15 high priority locations approved by the Council, including those accessing schools, parks, playgrounds, and other high generators of vulnerable roadway users.							
<b>Annual Street Improvement Program</b> - Development and design of street improvements to be incorporated into street reconstruction and resurfacing projects to ensure that reconstructed streets comply with Federal and State design requirements and incorporate accessibility, safety and complete streets improvements consistent with the city's Complete Streets policy and industry best practices.							

<b>EQUIPMENT</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>
Police \$	1,119,540 \$	820,000 \$	875,000 \$	900,000 \$	950,000
Fire \$	5,058,418 \$	2,000,000 \$	2,500,000 \$	2,500,000 \$	2,750,000
Inspectional Services \$	140,023 \$	120,000 \$	120,000 \$	160,000 \$	130,000
Innovation & Technology \$	606,000 \$	100,000 \$	100,000 \$	100,000 \$	100,000
Emergency Management \$	1,759,175 \$	- \$	50,000 \$	- \$	-
Public Schools \$	500,000 \$	500,000 \$	500,000 \$	500,000 \$	500,000
Public Facilities \$	140,000 \$	- \$	- \$	- \$	-
Sustainability & Resilience \$	70,000 \$	- \$	- \$	- \$	-
Public Facilities DCU \$	- \$	1,250,000 \$	1,000,000 \$	750,000 \$	1,200,000
DPW \$	700,000 \$	850,000 \$	850,000 \$	850,000 \$	850,000
DPW Parks \$	780,000 \$	300,000 \$	500,000 \$	400,000 \$	400,000
DPW Sewer \$	1,500,000 \$	1,150,000 \$	1,150,000 \$	1,150,000 \$	1,150,000
DPW Water \$	1,600,000 \$	1,050,000 \$	1,050,000 \$	1,050,000 \$	1,050,000
DPW Off Street \$	50,000 \$	100,000 \$	100,000 \$	100,000 \$	100,000
<b>Total Equipment \$</b>	<b>14,023,156 \$</b>	<b>8,240,000 \$</b>	<b>8,795,000 \$</b>	<b>8,460,000 \$</b>	<b>9,180,000</b>
<b>Facility Improvements</b>					
DPW \$	75,000 \$	150,000 \$	150,000 \$	150,000 \$	200,000
Police \$	- \$	150,000 \$	150,000 \$	150,000 \$	200,000
Fire \$	200,000 \$	250,000 \$	150,000 \$	175,000 \$	175,000
Public Schools \$	4,910,703 \$	3,500,000 \$	3,500,000 \$	3,500,000 \$	3,500,000
Public Schools - MSBA \$	48,477,642 \$	38,200,000 \$	10,000,000 \$	10,000,000 \$	10,000,000
Public Facilities \$	2,860,635 \$	8,000,000 \$	32,000,000 \$	8,000,000 \$	10,000,000
Public Facilities DCU \$	12,750,000 \$	4,000,000 \$	7,000,000 \$	8,500,000 \$	1,000,000
Public Facilities Union Station \$	1,543,773 \$	500,000 \$	200,000 \$	100,000 \$	100,000
DPW Parks \$	100,000 \$	1,600,000 \$	250,000 \$	250,000 \$	500,000
DPW Sewer \$	100,000 \$	50,000 \$	50,000 \$	50,000 \$	50,000
DPW Water \$	1,525,000 \$	350,000 \$	350,000 \$	350,000 \$	350,000
DPW Off Street \$	2,900,000 \$	2,050,000 \$	1,000,000 \$	1,025,000 \$	1,000,000
Sustainability & Resilience \$	- \$	250,000 \$	250,000 \$	250,000 \$	250,000
<b>Total Facility Improvements \$</b>	<b>75,442,753 \$</b>	<b>59,050,000 \$</b>	<b>55,050,000 \$</b>	<b>32,500,000 \$</b>	<b>27,325,000</b>
<b>Infrastructure</b>					
DPW \$	15,660,000 \$	19,925,000 \$	18,525,000 \$	18,525,000 \$	18,400,000
DPW Golf \$	150,000 \$	75,000 \$	150,000 \$	50,000 \$	250,000
DPW Parks \$	9,478,475 \$	11,000,000 \$	10,000,000 \$	12,000,000 \$	11,000,000
DPW Sewer \$	19,885,000 \$	11,985,000 \$	16,385,000 \$	19,585,000 \$	11,985,000
DPW Water \$	19,550,000 \$	18,350,000 \$	23,350,000 \$	14,350,000 \$	13,850,000
Sustainability & Resilience \$	5,891,000 \$	2,000,000 \$	1,000,000 \$	- \$	-
<b>Total Infrastructure \$</b>	<b>70,614,475 \$</b>	<b>63,335,000 \$</b>	<b>69,410,000 \$</b>	<b>64,510,000 \$</b>	<b>55,485,000</b>
<b>Total Credit Funding Sources \$</b>	<b>(65,961,000) \$</b>	<b>(40,285,000) \$</b>	<b>(51,385,000) \$</b>	<b>(46,860,000) \$</b>	<b>(31,685,000)</b>
<b>FY24 - FY28 TOTAL: \$</b>	<b>94,119,384 \$</b>	<b>90,340,000 \$</b>	<b>81,870,000 \$</b>	<b>58,610,000 \$</b>	<b>60,305,000</b>