



Edward M. Augustus, Jr.
City Manager

CITY OF WORCESTER

cm2015jun19024007

Attachment for Item # 9.24 A

June 23, 2015

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully submit the recommended Fiscal Year 2016 Capital Improvement Plan for the City of Worcester. The attached recommendation outlines priorities as articulated by City Council, expressed by the public, and researched and quantified by my Administration for capital equipment, capital improvements to public buildings and critical reinvestments in our public infrastructure.

These investments will benefit our streets and sidewalks, school buildings, public buildings, parks and playgrounds. In addition, we continue to enhance the City's technology and necessary equipment including police cruisers, snow plows, trash load-packers, and fire apparatus. Wherever possible, we have worked to identify sources other than the City's tax levy budget to fund these priorities. Per the City's Five Point Financial Plan, tax levy supported borrowing is limited by a borrowing cap each year. For FY 16, the cap is set at \$33.5M, inclusive of an inflationary adjustment as well as a carryover of \$7M in previously authorized borrowing from FY 15. With these investments we are leveraging over \$42.6M in other funding sources including the Massachusetts School Building Authority (MSBA) funding, Chapter 90 funding, State and Federal grants, and the DCU special district financing zone.

Equipment	2,440,500	794,350	3,234,850
Infrastructure	12,850,000	12,397,645	25,247,645
Parks Infrastructure	5,130,000	1,880,000	7,010,000
Facility Improvements	5,590,400	6,545,000	12,135,400
Parks Facility Improvement	1,885,000	175,000	2,060,000
New School Construction	2,760,000	11,600,000	14,360,000
WPS Equipment	500,000	0	500,000
WPS Facility Improvement	2,300,000	9,200,000	11,500,000
	33,455,900	42,591,995	76,047,895



Highlights of the FY16 Capital Budget Include the following:

Supporting our commitment to education and our public schools

Improving the learning environments in our public schools is a top priority of this community and is reflected in this capital budget through major investments in improving existing school facilities, constructing new schools and planning for future construction needs. Included in this plan for the upcoming year are the following investments:

- \$11.5M Public Schools repairs and improvements: Our commitment to the improvement and new construction of Worcester Public School facilities continues in partnership with MSBA programs. This budget funds ongoing accelerated repair programs at nine (9) Worcester Public Schools. These projects fund critical improvements in our schools including boiler and window replacements at fifteen (15) Worcester Public Schools. Thanks to MSBA funding, the City's tax levy borrowing for the continuation of these projects in Fiscal 2016 is \$2.3M.
- \$13.6M for the ongoing construction of Nelson Place School. Scheduled for completion in Fiscal 2017, the Nelson Place School project will advance during Fiscal 2016. In partnership with the MSBA, the City's tax levy exposure for the Fiscal 2016 borrowing on this project is expected to be \$2.81M.
- \$750,000 for the continued feasibility study of South High to evaluate a future construction project.
- \$500,000 for needed equipment in the Worcester Public Schools including \$315,000 for technology infrastructure, \$120,000 for transportation equipment and \$65,000 for facilities related equipment.

Providing for improved City infrastructure—streets, sidewalks, bridges and dams

We have an obligation to maintain and improve our City's aging infrastructure. A critical component of the City's economic development agenda revolves around transportation, from our highway access to CSX, to the Worcester Regional Airport. Without an efficient and well maintained road network, our competitive advantage as the Heart of the Commonwealth is lost. In addition, we know that the quality of life in each of our neighborhoods is intimately bound up with our streets and sidewalks. Safety and civic pride are bound together in our common commitment to maintain and improve the City's

appearance and roadway functionality. This capital budget advances those commitments with the following key investments:

- \$25.2M in funding for street and sidewalk improvements of which only \$12.85M is anticipated to require tax levy funding. By partnering with the Commonwealth and maximizing our use of Chapter 90 and other State and Federal funding sources, the City is able to leverage significant investments in our key transportation corridors. Our tax levy commitment includes funding for the continued conversion of private streets, sidewalk and ADA improvements, extensive street resurfacing as well as necessary traffic signal improvements.
- \$1.3M in dam repairs including the critical needs at the Patch Pond Dam.
- \$500,000 for the continued improvements to the City owned streetlight network.
- \$75,000 for guardrails and bridge repairs citywide.

Increasing our commitment to our parks and public green spaces

The City of Worcester continues to enhance the beauty and functionality of its park system. Recent years have seen impressive improvements in parks citywide, often leveraging major outside funding sources including funds from CSX, the sale of the Airport, and City Pilot agreements. Our commitment continues this year with major investments in marquee City parks as well as open space acquisitions and other projects. Parks are routinely cited as a key component of a community's quality of life, and we are proud of the many gems in our portfolio of parks. These investments make good on our promise to properly care for those resources under our stewardship.

- \$8.84M in parks infrastructure and facility improvements of which \$6.75M will be funded with tax levy supported borrowing in Fiscal 2016 including:
 - \$1.25M at Green Hill Park
 - \$1.0M at Indian Hill
 - \$1.0M at Castle Park
 - \$800,000 in open space acquisition
 - \$750,000 at Crompton Park
 - \$900,000 at Shore Park
 - \$650,000 at Elm Park
 - Additional investments across the parks system including Mulcahy Field, Lake Park, Bennet Field, Coes Pond Beach, Bel hill, Hope Cemetery, Tree planting, and City aquatics.

Doing what must be done—Maintaining City facilities and upgrading equipment

The city owns and operates a number of mission critical facilities throughout the City. From fire stations, to historic buildings, to an arena and convention center, the City's responsibilities are great. Similarly, we must maintain and upgrade the equipment our employees use every day to meet the needs of our community. The following investments continue our proper oversight and care of these City structures and equipment.

- \$12.1M in facility improvements citywide, funded by more than \$6.5M in non-tax levy funding sources for a tax levy investment of \$5.59M.
- An investment of \$3.8M in public buildings including the completion of the City's Regional Emergency Communications Center, the City's wayfinding initiative, and improvements to fire stations citywide.
- \$3.3M in citywide capital equipment. The Fiscal 2016 allocations provide for mission critical equipment in a variety of City departments. The City will update the Fire Department fleet with two new engines, one to be funded with allocation of Federal funds and the other supported by general fund borrowing. Also included are funds for 12 new police cruisers, a new DPW load-packer, a 5-ton dump truck, as well as key parks and other departmental equipment.
- Included in the above are \$634,000 in investments for the DCU center that are fully funded by the Special District Financing Zone which redirects state tax collections directly back to the City. These investments include a new concert stage, required upgrades to the fire alarm system, and a comprehensive design for the next phase of major improvements to be funded by the district revenues.
- Additionally, included above is the City's match of \$150,000 to leverage \$600,000 in Federal funds for improvements at Union Station to continue to properly care for that historic facility.
- \$1.0M in parking garage improvements. The City's parking facilities require regular capital improvements to maintain their proper function and safety. These funds will be used at the City's parking facilities for various improvements,

including concrete work and other upgrades. These improvements are funded entirely by the off-street parking revenues.

Water and Sewer Infrastructure Investments

There may be no service more central to the City's well-being than our provision of water and sewer services. Our investments today are improving our system today, but also building a system that will benefit the City 20 and 30 years from now. We continue on an aggressive program of Water and Sewer improvements to minimize the likelihood of problems like water main breaks.

- \$16.98M to improve the City's sewer system and operations. This includes \$16.2M in infrastructure investments, including major projects the interceptor inspection program, Lake Avenue area improvements, Cambridge St. Sewer, and pump station improvements among others. Also included is \$780,000 in sewer equipment investments including a catch basin cleaner, street sweeper, and other trucks and equipment required in the day to day operations of the Sewer Department.
- \$9.74M to improve the City's Water system and operations. Water investments include continued replacement of water mains and gates in conjunction with the City's street resurfacing program, improvement of the City's reservoir network system, filtration plant and other key investments.

Our commitments to public priorities

This capital budget provides a plan for the coming year illustrating our commitment to essential public priorities that require our long term investment. With these borrowing projections and loan orders, we are preparing the City, not only to function at its optimum level next year, but to prepare the City for a future where our critical systems; our streets, our sidewalks, our water, our libraries, and our schools, will all provide evidence that we did our best to care for our City.

Due to the timing of projects and the variability of the construction seasons, some projects are funded with borrowings approved in previous years. Similarly, some of the projects approved this year will not be complete during Fiscal Year 2016 and will require borrowing in subsequent years. The subsequent attachments provide both, a listing of

all anticipated borrowing for Fiscal 2016, as well as a listing of all new loan orders required to support that borrowing.

This communication and the attached project descriptions provide the communication of the capital budget. The enactment of the capital budget occurs through the adoption of the attached loan orders. I respectfully recommend the adoption of the attached loan orders summarized in the table below in support of the FY16 Capital budget.

Respectfully submitted,

A handwritten signature in cursive script that reads "Edward M. Augustus, Jr." The signature is written in black ink and is positioned below the text "Respectfully submitted,".

Edward M. Augustus, Jr.
City Manager



City of Worcester

Fiscal Year 2016

Capital Budget

Edward M. Augustus, Jr., City Manager

Worcester, Massachusetts

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Department and Description--Equipment	General Fund	Other Funds	Total Investment
City Clerk	10,500		10,500
Handheld Scanner			
Scanner for oversized historical documents	1,500		1,500
Interactive Whiteboard			
Interactive whiteboard and polyvision projector technology to enhance the Council	9,000		9,000
DCU	0	289,350	289,350
Arena Drinking Fountains (ADA)			
Drinking fountains will be made ADA compliant in facility	0	9,600	9,600
Barricades			
Replace existing failing barricades	0	9,000	9,000
Commercial Popcorn Popper			
Popcorn popper is a high volume seller and is in need of replacement	0	12,000	12,000
Concert Stage			
Replacement for stage used in the Convention Center that has failed	0	210,000	210,000
Handicap Stage Access Lift (ADA)			
Current lift requires replacement due to mechanical failures	0	12,000	12,000
Miscellaneous Kitchen Equipment			
Various kitchen equipment is in need of replacement, including food warmers and catering equipment	0	30,000	30,000
Snow Blower and Salter Attachments			
Snow blower replacement of failing older equipment	0	6,750	6,750
DPW-Public Works	550,000		550,000
1/2 Ton Pickup Truck			
Replaces pickup truck that is beyond its useful life	28,000		28,000
2 Ton Dump Truck			
Replaces a older dump truck that is beyond its useful life	60,000		60,000
20 Yard Load Packer			
Replaces aging load packer with high maintenance requirements	160,000		160,000
3/4 Ton Pickup Truck 4WD			
Replaces pickup truck that is beyond its useful life	35,000		35,000
5 Ton Dump Truck w/plow & heated body			
Replaces older dump truck that has deteriorated	170,000		170,000
GPS - Survey Equipment			
Replaces old outdated surveyor's equipment	35,000		35,000
Miscellaneous Tools			
Replaces and upgrades miscellaneous tools for Central Garage	10,000		10,000
Pickup Truck (2 @ \$26K)			
Replaces current trucks (2) that are beyond their useful lifespan.	52,000		52,000
Fire Department	510,000	465,000	975,000
Engine 9 & 15			
Replaces Engines 9 & 15, upgrading to new Engines from ones originally purchased	465,000	465,000	930,000
Hose			
Replaces broken or ruptured hose on an as-needed basis	7,000		7,000
Hose Nozzles			
Hose Nozzles: Replace the last sm20 models on all engines, allowing all engines to pump with the same pressure for all nozzles	7,000		7,000
New Fuel Pump			
New Fuel Pump: Replace the 30 year old diesel and gasoline pumps that are experiencing issues and are extremely out dated.	13,000		13,000
Shop Vehicle Lift			
Shop Vehicle Lift: Replace current vehicle lift in the shop which just recently failed inspection and is 20 years old	7,000		7,000
Thermal Imaging Camera			
Thermal Imaging Camera: Replace current camera on L-5 that is 14 years old and unreliable. Parts are becoming obsolete	11,000		11,000
HR	4,000		4,000
Office Furniture			
Improve customer service space and improve privacy for personnel matters	4,000		4,000
Inspectional Services	26,000		26,000
AWD SUV			
Replaces vehicle reaching the end of servicable life with 4X4 vehicle.	26,000		26,000
Parks	300,000	0	300,000
1 Ton Dump W/ Plow & Sander			
Replaces an existing high mileage Dump with Sander	55,000	0	55,000

Department and Description--Equipment	General Fund	Other Funds	Total Investment
1/2 Ton 4X4 W/ Plow			
This vehicle will be added to the fleet dedicated to the inspection, maintenance and repair of public parks playgrounds.	50,000	0	50,000
38" Riding Mowers (3)			
Replaces existing equipment with high hours and use.	18,000	0	18,000
Backhoe W/ Attachments			
Replaces an existing 2004 backhoe with high hours and extensive use.	115,000	0	115,000
Dove Tail Trailer			
Replaces an existing trailer that has out lived it useful life	4,000	0	4,000
Parks Load Packer			
This equipment will be added to the fleet to assist in the removal of trash throughc	0	0	0
Recycling Mower			
Replaces an existing 10 year old mower with high hours and extensive use.	55,000	0	55,000
Underground Fuel Monitor			
This equipment is a required upgrade to the existing fuel tanks at Hope Cemetery.	3,000	0	3,000
Police Department	548,000		548,000
Cell Room Wagon			
Cell Room Wagon: Will replace a Cell Room Wagon with the highest mileage of 103,000 miles. The old Cell Room Wagon will be replacing and animal control van that is in poor condition.	59,000		59,000
Forensic Unit equipment			
Upgrades existing evidence drying cabinet that is 15+ years old and the ultraviolet i	30,000		30,000
Universal Film Scanner			
Upgrades existing equipment that is used to store and retrieve public records. Exis	14,000		14,000
(7) Marked Police Vehicles			
Replaces some WPD fleet vehicles with more than 80,000 miles in fair/poor conditi	275,000		275,000
(5) Unmarked Police Vehicles			
Replaces 5 Unmarked vehicles that are in fair/poor condition	170,000		170,000
Public Library	102,000		102,000
Self-check out station - ADA compliant			
Self-Checkout stations - the library does not have accessible methods for patrons to check out materials and must add these to comply with ADA regulations	20,000		20,000
Shelving for Frances Perkins			
Replaces deteriorating shelving for materials in the branch.	20,000		20,000
Sound system for Banx and Saxe Rooms			
Public (and Library) groups use these rooms for meetings, performances, and event	42,000		42,000
Main Library Furniture			
Replaces dated and worn furniture that receive heavy use.	20,000		20,000
Technical Services	350,000		350,000
Data Storage Increase			
Increases the City's data storage capacity which continues to increase on an annual	30,000		30,000
Internet Platform Replacement			
Replaces the current outdated City's internet hardware platform which is over seve	135,000		135,000
Printer reduction and replacement program			
Completes the FY15 program to review printer use citywide, reducing printers and	140,000		140,000
Worcester Wi-Fi Upgrade			
Worcester Wi-Fi Upgrade: This item will upgrade and expand the current Worcester Wi-Fi platform to newer technology as the current hardware will no longer be supported.	45,000		45,000
Union Station	40,000	40,000	80,000
(5) monitors			
Provides display monitors for the station	30,000		30,000
Interactive Information Kiosk			
Provides information to the public interactively.	10,000	40,000	50,000
Grand Total	2,440,500	794,350	3,234,850

Department and Description--Water and Sewer Equipment	General Fund	Enterprise Fund	Total Investment
Sewer	0	780,000	780,000
1/2 Ton Pickup Truck			
1/2 Ton Pickup Truck: Replacement of (2) 10 year old vehicles that are old and outdated.	0	50,000	50,000
3/4 Ton Pickup Truck w/ plow			
3/4 Ton Pickup Truck: Replacement of 11 year old vehicle that is old and outdated.	0	40,000	40,000
Automobile			
Automobile: Replacement of existing management vehicle which is past it's useful life.	0	25,000	25,000
Catch Basin Cleaner w/ Plow			
Catch Basin Cleaner w/ Plow: Replacement of existing 27 year old Catch Basin Cleaner w/plow (2-18) due to mechanical issues.	0	210,000	210,000
Deck Grinder			
Deck Grinder: Replacement of outdated 2005 Bandit.	0	250,000	250,000
Forklift			
Forklift: Replacement of Ballard Forklift .	0	30,000	30,000
Street Sweepers			
Street Sweepers: Replacement of old and outdated sweeper.	0	175,000	175,000
Water	0	740,000	740,000
3/4 Ton Utility Truck			
3/4 Ton Utility Truck: Replace existing 11 year old utility truck used by Water Operations hydrant maintenance crews	0	35,000	35,000
5 Ton Dump Truck w/plow			
5 Ton Dump Truck w/ plow: Replace existing 10 year old dump truck used by Water Operations construction crews	0	150,000	150,000
Backhoe w/plow			
Backhoe w/ Plow: Replace existing 17 year old backhoe w/plow (4-042) used by Water Operations construction crews	0	130,000	130,000
Compressor/Vacuum Truck			
Compressor/Vacuum Truck: Replace existing compressor/vacuum truck used by crew assigned to valve maintenance and repair. The truck is 12 yrs. old with the on-board compressor and hydraulic systems not working reliably and need to be replaced. The truck chassis and the utility body are also in need of major repairs.	0	125,000	125,000
Crew Cab Truck 4WD w/plow			
Crew Cab Truck 4WD w/plow: Replace older Reservoir Land Management crew vehicle	0	35,000	35,000
Instruments/Computers			
Instruments/Computers: Replace/upgrade network equipment and existing computers at the Filtration Plant, Reservoir office and 18 E. Worcester Street.	0	15,000	15,000
Misc. Tools - Water Filtration Plant			
Misc. Tools (Water Filtration Plant): Replace and upgrade existing Scott air packs, particle counters, phosphate and lime pumps and other aging equipment at the Water Filtration Plant	0	50,000	50,000
Misc. Tools - Water Operations			
Misc. Tools (Water Operations): Replace, upgrade or rebuild/recondition existing soil compactors, confined space retrieval equipment, trench shoring and shielding equipment and other aging items at Water Operations	0	50,000	50,000
Mobile Radios			
Mobile Radios: Purchase new mobile and portable radios and replace existing malfunctioning or inoperable radios	0	15,000	15,000
Pickup Truck 4WD			
Pickup Truck 4WD: Replace older Reservoir Water Pump Station Operators' vehicle	0	35,000	35,000
Water Filtration Plant - Misc. Laboratory Equipment			
Water Filtration Plant-Misc. Laboratory Equipment: Replace, upgrade and/or rebuild/recondition aging original essential laboratory equipment at the Water Filtration Plant	0	100,000	100,000
Grand Total	0	1,520,000	1,520,000

Department and Description--Facility Improvements	General Fund	Other Funds	Total Investment
Communications	2,600,000	1,600,000	4,200,000
RECC Construction			
Construction of Regional Emergency Communications Center.	2,600,000	1,600,000	4,200,000
DCU	0	345,000	345,000
Auto Call Fire Alarm System Update			
Fire alarm system requires major upgrade to meet current requirements	0	175,000	175,000
Convention Center Window Seals (8)			
Replacement of Convention Center Window Seals (8): Several seals have failed in t	0	50,000	50,000
DCU Plan Update/Design for District			
DCU ongoing design to continue to update the facility with the expansion of the Special Financing District	0	100,000	100,000
Wi-Fi/DAS Consultant for Arena			
Wi-Fi/DAS Consultant for Arena and CC: A complete Wi-Fi update is estimated at u	0	20,000	20,000
EAM-City Hall	350,000		350,000
1st, 3rd and 4th floor renovations			
Completes renovations begun in FY15.	140,000		140,000
City Hall Elevators (1)			
The elevators are in constant need of repairs and require to be overhauled. This wi	110,000		110,000
Roof Replacement-Study and Design			
City Hall roof is in need of repair or replacement. Funding will allow for structural s	100,000		100,000
EAM-FPBL	30,500		30,500
Add and upgrade lighting			
Install additional ceiling lights throughout the main floor.	7,500		7,500
Paint Interior			
Paint first and second floor interiors.	14,000		14,000
Repair front Stairs and Hand Railing			
Repairs exterior front stairs and install new ADA compliant hand railing.	9,000		9,000
EAM-Meade St	322,000		322,000
Paint hallway landings			
Addresses paint chipping, especially at top of each landing.	7,500		7,500
Repair hallway landings			
Repairs currently failing landings that are a potential future trip hazard.	5,000		5,000
Replace Basement Pipe			
Pipe in basement hallway requires relocation to maintain code compliance.	4,500		4,500
Replace stair covers			
Repaire or replace failing stair covers that are a potential future trip hazard.	15,000		15,000
Replace two (4) RTUs			
Replacement of four roof top HVAC units which have failed repeatedly in recent ye	275,000		275,000
Repoint exterior brickwork			
Exterior brickwork requires improvements to avoid future degradation.	15,000		15,000
EAM-Senior Center	225,000		225,000
Repave Lot			
Repairs and repaves Senior Center parking lot to address significant deterioration a	225,000		225,000
ED	1,500,000	4,000,000	5,500,000
Wayfinding Initiative			
Wayfinding will establish a comprehensive identification and way finding system that creates a strong identity of the City, for neighborhood districts, and for destinations, while utilizing signature landmarks and gateways and providing consistent sign design.	500,000	1,000,000	1,500,000
Worcester County Courthouse			
This funding will be used for the environmental abatement of the property, in coordination with the Developer's scope of work.	1,000,000	3,000,000	4,000,000
Fire Department	82,900		82,900
Park Ave Boiler			
Replaces existing aging boiler, has required many repairs over the past month	26,000		26,000
Park Ave Dayroom Floor			
Replaces existing linoleum floor which is cracked and pieces missing	5,000		5,000
Park Ave Rear Apron			
Repairs the rear entrance for L-7 apron approach, asphalt is broken apart and creat	5,000		5,000
South Division Paint			
Repairs and paints the walls of the tapper room and kitchen which are peeling.	5,000		5,000
South Division Structural			
Provides and appraisal of ways to address structural fracturing across the northeas	20,000		20,000
Tatnuck AC units w/condensers			

Department and Description--Facility Improvements	General Fund	Other Funds	Total Investment
Replaces air conditioning units with condensers	7,400		7,400
Tatnuck Kitchen Remodel			
Repairs and paints peeling walls, replaces cabinets, sink and counter	14,500		14,500
Police Department	125,000		125,000
Gas Tank Repair			
Gas Tank Repair	100,000		100,000
Phase II Accident Reconstruction Rehab			
Provides for Installation of two key card operated security doors on each floor upoi	25,000		25,000
Technical Services	45,000		45,000
Modify Rood Entry Way Vestibule			
Modify roof entry way vestibule to mitigate snow removal costs and damage.	45,000		45,000
Union Station	170,000	600,000	770,000
20% FTA Grant Match			
Provides the grant match of 150,000 for \$600,000 in funded improvements to Unic	150,000	600,000	750,000
Fencing Storage Areas by Dept.			
Creates storage areas by department in the basement	20,000		20,000
WRA	140,000		140,000
Urban Renewal Plan			
Continues the development of the Urban Renewal plan including the Theater Distri	140,000		140,000
Grand Total	5,590,400	6,545,000	12,135,400

Department and Description--Infrastructure Improvements	General Fund	Other Funds	Total Investment
DPW-Dams	1,300,000		1,300,000
Dam Repairs			
This funding will be used for partial funding of the design of and repairs or replacement of the Patch Pond Dam and the Quinisgamond Pond Dam as well as partial funding of the design of and repairs to the Bell Pond Dam. Additionally, this funding allows for necessary dam safety inspections and hydraulic and hydrologic (H & H) studies.	1,300,000		1,300,000
DPW-Other	75,000		75,000
Bridge Rehabilitation			
These funds will address general maintenance projects at various city owned bridges.	50,000		50,000
Footbridge (blank)	0		
Guard Rails			
Funding will allow for the installation of new approved guard rail or hand rail, and fund repairs of existing rails when they are damaged or failed.	25,000		25,000
DPW-Streetlights	500,000		500,000
Street Lights			
Provides for ongoing replacement and upgrades to the City owned streetlighting network.	500,000		500,000
DPW-Streets	6,475,000	4,000,000	10,475,000
ADA Improvements			
The general sidewalk program addresses sidewalk repair throughout the city as selected by the Public Works Committee, including repair and replacement of sidewalks as streets are being resurfaced, and sidewalk ADA compliance is met citywide.	200,000		200,000
Extended Pavement			
This program provides for reconstruction of private streets. These private streets are built to updated engineering standards to allow them to become public streets. The abutters repay these funds based on the cost per foot of their frontage.	1,000,000		1,000,000
Private St. Conversions			
This program provides for reconstruction of private streets. These private streets are built to updated engineering standards to allow them to become public streets. The abutters repay these funds based on the cost per foot of their frontage.	1,500,000		1,500,000
Sidewalk Improvement			
The general sidewalk program addresses sidewalk repair throughout the city as selected by the Public Works Committee, including repair and replacement of sidewalks as streets are being resurfaced, and sidewalk ADA compliance is met citywide.	600,000		600,000
Sidewalk/Resurfacing			
The general sidewalk program addresses sidewalk repair throughout the city as selected by the Public Works Committee, including repair and replacement of sidewalks as streets are being resurfaced, and sidewalk ADA compliance is met citywide.	750,000		750,000
Street Resurfacing			
The Street Resurfacing program is guided by the ongoing monitoring of the City's Pavement Condition Index (PCI). This effort will be supplemented by state funding expected at \$4.0M under Chapter 90. Combined, these funds will allow for the resurfacing of approximately ten (10) miles of streets.	2,425,000	0	2,425,000
Street Resurfacing (Chapter 90)			
Provides state funded street improvements	0	4,000,000	4,000,000
DPW-TIP Design	4,250,000	8,397,645	12,647,645
Bikeways - Segment 7			

Department and Description--Infrastructure Improvements	General Fund	Other Funds	Total Investment
This T.I.P. project extends the MassDOT statewide bicycle system that starts at the Rhode Island Board. Segment 6 terminates at Quinsigamond Ave. and Segment 7 will continue that route to Worcester's Intermodal Transportation Center at Union Station. The goal of the project is to provide and improve bicycle accommodations for both commercial and recreational use. This request will provide for Right of Way costs.	100,000		100,000
Canal District Harding Street - T.I.P. This MassDOT T.I.P. project will renovate that portion of Harding St. from Winter St. to Kelley Sq. The project includes riding surface upgrades, new sidewalks, ADA compliance, and streetscape elements. The estimated cost of construction (paid by MassDOT) is \$1.1m. The requested funds are for continued design and Right of Way.	300,000		300,000
CitySquare Truck Tunnel The truck tunnel located off of Major Taylor Blvd., near the convention center, is the responsibility of the City. There is a water infiltration issue that need to be resolve to maintain the structural integrity of the tunnel. This allocation will fund the required repairs.	100,000		100,000
Downtown Sidewalks (CBD) Downtown Sidewalks (CBD): This project is a continuation of the 2015 project that improves sidewalks in the City.	3,200,000		3,200,000
Franklin/Plantation Streets This funding, which is authorized by and funded through requested reimbursements to the State, will cover the costs associated with construction for streetscape improvements along roadways in the Brown Square area, Plantation Street, Aitchison Street, Franklin Street, and Hamilton Street.	0	8,397,645	8,397,645
Grafton St. T.I.P. This MassDOT T.I.P. project will renovate Grafton St. from Franklin St. to Massasoit Rd. (Rice Sq.) and includes streetscape elements and a modern roundabout at Billing Sq. Estimated construction costs (paid by MassDOT) is \$6.8m. The requested funds are for continued design and potential right of way.	50,000		50,000
Main/Maywood T.I.P. This MassDOT T.I.P. project will renovate that portion of Main St. from Maywood St. to Beaver St. and Hawthorne St. The project includes new sidewalks, ADA compliance, and streetscape elements. The estimated cost of construction (paid by MassDOT) is \$2.5m. The requested funds are for continued design and Right of Way.	50,000		50,000
Shore Drive This Shore Drive/Grove Street/Drummond Avenue project will realign the intersection and install a new traffic signal system. These finds will continue design.	50,000		50,000
Streetscape This funding will allow for completion of the streetscape work including beautification and lighting improvements.	300,000		300,000
Winthrop Street - TIP Winthrop Street - TIP: This project will renovate Winthrop St., from Vernon St. to Providence St. and Heywood St. from Providence St. to Granite St. The requested funds will continue design and fund Right of Way.	100,000		100,000
DPW-Traffic lights	250,000		250,000
Traffic Signal Detection This funding is used to replace old or failed detection loops or cameras. These improvements will improve traffic flow.	50,000		50,000
Traffic Signal Locations (New) These funds will be used for conceptual design and preliminary estimates for new signal locations.	50,000		50,000
Traffic Signal Upgrades This funding will allow for upgrades of old or failing equipment at various intersections. Upgrades include new controllers to improve efficiency of the traffic flow, or upgrade of other signal equipment to meet current minimum federal requirements.	150,000		150,000
Grand Total	12,850,000	12,397,645	25,247,645

Department and Description--Worcester Public Schools	General Fund	Enterprise Fund	Total Investment
Schools	5,560,000	20,800,000	26,360,000
Accelerated Repair			
Provides for the continuing repairs to a number of Worcester Public Schools under the MSBA accelerated repair program.	2,300,000	9,200,000	11,500,000
Facilities			
Facilities: School and district maintenance equipment and replacement interoperability radios to comply with the City of Worcester radio system upgrade.	65,000		65,000
Nelson Place			
Provides for the ongoing construction of a new Nelson Place school.	2,610,000	11,000,000	13,610,000
South High			
Provides for the ongoing feasibility study for the construction of a new South High :	150,000	600,000	750,000
Technology Updates			
Technology Updates: Replace all network switches and add wireless access points to every classroom and common area at 27 locations. Leverage \$1.8 million in federal E-Rate funds for project.	315,000	0	315,000
Transportation			
Transportation: One special education bus and upgraded radios for existing fleet to comply with the City of Worcester radio system upgrade.	120,000		120,000
Grand Total	5,560,000	20,800,000	26,360,000

Department and Project-- Parks Infrastructure	General Fund	Other Funds	Total Investment
Parks Infrastructure	4,900,000	1,880,000	6,780,000
Parks	4,900,000	1,880,000	6,780,000
Aquatics	75,000		75,000
Bell hill	5,000		5,000
Bennett Field	40,000		40,000
Castle Park	0	1,030,000	1,030,000
City Hall Common	750,000	0	750,000
Crompton Park	0	750,000	750,000
Elm Park	650,000		650,000
Hope Cemetery	475,000	100,000	575,000
Indian hill	1,030,000		1,030,000
Open Space Acquisition	800,000		800,000
Shore Park	900,000	0	900,000
Tree Planting/Inventory	125,000		125,000
Coes Knife	50,000		50,000
Parks Facility Improvements	1,885,000	175,000	2,060,000
Parks	1,885,000	175,000	2,060,000
Green Hill Park	1,250,000		1,250,000
Hope Cemetery Facility Renovations	0	25,000	25,000
Lake Park	100,000		100,000
Mulcahy Field	60,000	0	60,000
Newton Hill	250,000		250,000
Coes Pond	225,000	150,000	375,000
Grand Total	6,785,000	2,055,000	8,840,000

Department and Description--Water, Sewer, City Square, Off Street Parking	Enterprise/Other Fund
DPW--Off Street	1,025,000
Open-Air Lots	
This funding will provide for minor improvements such as weather shelters over the new pay-on-foot machines.	25,000
Parking Structures	
This funding will allow for major rehabilitation projects at the parking garages, especially at Pearl-Elm Garage.	1,000,000
Sewer	16,200,000
Beaver Brook Culvert	
This allocation will allow for the continued funding of a replacement culvert between May and Maywood Streets. The new culvert will enhance water quality and reduce flooding while creating an attractive walkway on the surface.	500,000
Building Rehab	
Sewer Building Rehab: Funds will allow to maintain and upgrade existing buildings, including efforts to bring the facilities into ADA compliance, including updating or rehabilitation of the one hundred year old freight elevator in need of major repairs.	300,000
Cambridge St. Sewer	
Completes the final phase of the Cambridge St. Sewer Project	1,300,000
CMOM Study	
Capacity Management Operations and Maintenance: This program is part of the Administrative Order related to sanitary sewer overflows (SSO's) The components include, but are not limited to, a Priority Cleaning Plan, a Structural Integrity and Long Term Preventative Maintenance, including a new Maintenance Management System (MMS).	200,000
CSO LTCP	
Combined Sewer Overflow, Long Term Control Plan: This project enables the department to continue its on going efforts regarding integrated planning and chemical system and pumping and control systems updates at the Quinsigamond Avenue CSP Treatment Facility.	1,000,000
Generator Rehabilitation	
This funding is to continue a major rehabilitation of the generators servicing sewer pump stations. Generators to be replaced will be done so based on age, condition, and priority over the entire sewer system.	300,000
Green Island Flooding	
This project allows for a continued planning of potential strategies to reduce flooding in the Green Island.	1,000,000
Infiltration Control	
This is an ongoing program which identified and reduces extraneous flows in the sanitary sewer systems, diminishing capacity and causing overflows. This year's focus will be in the area that contributes to the Lake Avenue Pump Station area.	1,000,000
Interceptor Inspection	
This is an ongoing program to inspect and repair critical interceptor pipelines in the collection system. Funding will be used to do repairs to previously identified structurally deficient interceptors.	3,500,000
Lake Ave Area SSES	
This funding will allow for continued improvements to existing aging sewer infrastructure in the Lake Quinsigamond tributary area.	1,000,000
Lake Ave Pump Station	
The FY 16 allocation will provide the final piece of funding of the improvements to the Lake Avenue Pump Station which will increase pumping capacity and reduce potential of overflows.	100,000
New Sewer Construction	
This funding is used to install new sewers in areas where none currently exist. Priority is given to areas of failed septic systems.	500,000
Sewer Pumping Rehab	
This program includes capital improvements to the 31 sewer pumping stations. These improvements increase efficiency and reliability and reduce the potential of environmental damage due to pump station by-pass. This year's program included new pumps and controls at the Arletta Avenue Station and SCADA system upgrades at numerous critical pump stations.	500,000
Sewer Reconstruction Program	

Department and Description--Water, Sewer, City Square, Off Street Parking	Enterprise/Other Fund
This allocation pays for the ongoing rehabilitation of sewers which need to be replaced due to structural deficiencies of simply because they have reached or exceeded their useful life span. Some of this infrastructure was installed in the 1870's and 1880's.	3,000,000
Storm water Permit	
Funding will allow to continue implementation of the City's impending EPA mandated storm water permit.	1,000,000
Surface Drain Control	
This program addresses drainage system improvements to mitigate flooding at various locations.	1,000,000
Water	9,000,000
Building Rehab	
Water Building Rehab: The allocation of these funds for the continued renovations at East Worcester Street associated with offices, exits/entrances, meeting areas, as well as sprinklers, electrical/plumbing upgrades as required and needed.	300,000
Cross Connection Testing	
These funds will allow for the continued surveying of commercial, industrial, municipal and institution facilities for cross connections and the testing of 4,000 existing backflow prevention devices as required by State and Federal regulations and statutes.	150,000
Filtration Plant Modification	
These funds will allow for the continuation of the filter air scour replacement, filter media replacement and the ozone system upgrade.	1,150,000
Hydrants	
These funds will allow for the continuing replacement of old, obsolete public fire hydrants, replacing damaged public fire hydrants as well as maintaining and upgrading of existing public fire hydrants. Water Operations will replace approximately 80 public fire hydrants in FY16.	200,000
Reservoir Rehabilitation	
These funds will allow for the continuing rehabilitation of the dams, gate houses and other appurtenant structures in the City's drinking water reservoir network.	1,700,000
Water Accounting & Analysis	
These funds will be used for the testing of the large raw water and finished water meters at the Water Filtration Plant and various water pumping stations, distribution system leak detection and computer modeling and analysis of the water distribution system.	200,000
Water Main Gates	
These funds will allow for the continuing rehabilitation of the water distribution system. Existing water mains, water services, hydrants and valves will be removed and replaced, upgraded or rehabilitated based on hydraulic, water quality or street resurfacing program needs. The FY 2016 work will include replacing water mains in Colton St. (Southbridge St. to D St.), Illinois St. (Crystal St. to Richards St.), Iowa St. (#36 Iowa St. to end of street), Montague St. (Autumn St. to #44 Monague St.), Mill St. (First St. to Airport Dr.) and rehabilitating the 36" discharge main from the Quinapoxet raw water pumping station. Individual small diameter domestic water services will be rehabilitated on various streets prior to their resurfacing or reconstruction.	4,000,000
Water Meter	
These funds will allow for the continuing maintenance of over 40,000 radio signal automated water meter reading devices. The testing and repair of 500 large commercial/industrial water meters and the right sizing of 1,500 smaller commercial/industrial water meters.	500,000
Water Pump Station	
These funds will allow for the continuing maintenance and rehabilitation of the City's four raw water and eight finished water pumping stations and two secondary chlorinating stations.	250,000
Water Shed Land Acquisition	
These funds will allow for the purchasing of land and conservation restrictions on lands within the City's drinking water reservoirs watersheds to prevent development and to the protect the quality of our surface water supplies.	300,000

Department and Description--Water, Sewer, City Square, Off Street Parking	Enterprise/Other Fund
Water System Security This funding will allow for the continued design and construction of comprehensive, state of the art security system for our water supply facilities. These funds will cover enhancements concerning security throughout the water distribution system.	250,000
City Square	27,500,000
City Square Completion of City Square Parking Garage and Mechanics Plaza.	27,500,000
Sewer-Rte 20	22,000,000
Route 20 Sewer The proposed funding will continue our accumulation of funds authorized over multiple fiscal years, to accomplish the construction of this critical sewer which will allow for the development of this commercial district.	22,000,000

Loan Order Fund and Category	FY16 Loan Order Amt
Equipment	3,950,000.00
DPW-Public Works	550,000.00
1/2 Ton Pickup Truck	28,000.00
2 Ton Dump Truck	60,000.00
20 Yard Load Packer	160,000.00
3/4 Ton Pickup Truck 4WD	35,000.00
5 Ton Dump Truck w/plow & heated body	170,000.00
GPS - Survey Equipment	35,000.00
Miscellaneous Tools	10,000.00
Pickup Truck (2 @ \$26K)	52,000.00
Fire Department	510,000.00
Engine 9 &15	465,000.00
Hose	7,000.00
Hose Nozzles	7,000.00
New Fuel Pump	13,000.00
Shop Vehicle Lift	7,000.00
Thermal Imaging Camera	11,000.00
HR	4,000.00
Office Furniture	4,000.00
Inspectional Services	26,000.00
AWD SUV	26,000.00
Parks	400,000.00
1 Ton Dump W/ Plow & Sander	55,000.00
1/2 Ton 4X4 W/ Plow	50,000.00
38" Riding Mowers (3)	18,000.00
Backhoe W/ Attachments	115,000.00
Dove Tail Trailer	4,000.00
Parks Load Packer	100,000.00
Recycling Mower	55,000.00
Underground Fuel Monitor	3,000.00
Police Department	548,000.00
Cell Room Wagon	59,000.00
Forensic Unit equipment	30,000.00
Universal Film Scanner	14,000.00
(7) Marked Police Vehicles	275,000.00
(5) Unmarked Police Vehicles	170,000.00
Public Library	102,000.00
Self-check out station - ADA compliant	20,000.00
Shelving for Frances Perkins	20,000.00
Sound system for Banx and Saxe Rooms	42,000.00
Main Library Furniture	20,000.00
Sewer	780,000.00
1/2 Ton Pickup Truck	50,000.00
3/4 Ton Pickup Truck w/ plow	40,000.00
Automobile	25,000.00
Catch Basin Cleaner w/ Plow	210,000.00
Deck Grinder	250,000.00
Forklift	30,000.00
Street Sweepers	175,000.00
Technical Services	210,000.00
Data Storage Increase	30,000.00
Internet Platform Replacement	135,000.00
Worcester Wi-Fi Upgrade	45,000.00
Union Station	80,000.00
(5) monitors	30,000.00
Interative Information Kiosk	50,000.00
Water	740,000.00
3/4 Ton Utility Truck	35,000.00
5 Ton Dump Truck w/plow	150,000.00
Backhoe w/plow	130,000.00
Compressor/Vacuum Truck	125,000.00
Crew Cab Truck 4WD w/plow	35,000.00
Instruments/Computers	15,000.00
Misc. Tools - Water Filtration Plant	50,000.00

Loan Order Fund and Category	FY16 Loan Order Amt
Misc. Tools - Water Operations	50,000.00
Mobile Radios	15,000.00
Pickup Truck 4WD	35,000.00
Water Filtration Plant - Misc. Laboratory Equi	100,000.00
Infrastructure	32,075,000.00
DPW-Dams	2,000,000.00
Dam Repairs	2,000,000.00
DPW-Other	75,000.00
Bridge Rehabilitation	50,000.00
Guard Rails	25,000.00
DPW-Streetlights	550,000.00
Street Lights	550,000.00
DPW-Streets	8,350,000.00
ADA improvements	200,000.00
Extended Pavement	1,000,000.00
Private St. Conversions	1,500,000.00
Sidewalk Improvement	600,000.00
Sidewalk/Resurfacing	750,000.00
Street Resurfacing	4,300,000.00
DPW-TIP Design	2,250,000.00
Bikeways - Segment 7	100,000.00
Canal District Harding Street - T.I.P.	300,000.00
CitySquare Truck Tunnel	100,000.00
Downtown Sidewalks (CBD)	1,200,000.00
Grafton St. T.I.P.	50,000.00
Main/Maywood T.I.P.	50,000.00
Shore Drive	50,000.00
Streetscape	300,000.00
Winthrop Street - TIP	100,000.00
DPW-Traffic lights	250,000.00
Traffic Signal Detection	50,000.00
Traffic Signal Locations (New)	50,000.00
Traffic Signal Upgrades	150,000.00
Sewer	15,900,000.00
Beaver Brook Culvert	500,000.00
Cambridge St. Sewer	1,300,000.00
CMOM Study	200,000.00
CSO LTCP	1,000,000.00
Generator Rehabilitation	300,000.00
Green Island Flooding	1,000,000.00
Infiltration Control	1,000,000.00
Interceptor Inspection	3,500,000.00
Lake Ave Area SSES	1,000,000.00
Lake Ave Pump Station	100,000.00
New Sewer Construction	500,000.00
Sewer Pumping Rehab	500,000.00
Sewer Reconstruction Program	3,000,000.00
Storm water Permit	1,000,000.00
Surface Drain Control	1,000,000.00
Water	2,700,000.00
Cross Connection Testing	150,000.00
Filtration Plant Modification	1,150,000.00
Hydrants	200,000.00
Water Accounting & Analysis	200,000.00
Water Meter	500,000.00
Water Pump Station	250,000.00
Water System Security	250,000.00
Parks Infrastructure	7,385,000.00
Parks	7,385,000.00
Aquatics	75,000.00
Bell hill	5,000.00
Bennett Field	1,000,000.00
City Hall Common	1,000,000.00
Hope Cemetery	475,000.00

Loan Order Fund and Category	FY16 Loan Order Amt
Indian Hill	1,030,000.00
Open Space Acquisition	800,000.00
Shore Park	1,500,000.00
Tree Planting/Inventory	500,000.00
Coes Knife	1,000,000.00
Off Street Infrastructure	1,025,000.00
DPW--Off Street	1,025,000.00
Open-Air Lots	25,000.00
Parking Structures	1,000,000.00
Facility Improvements	1,443,000.00
EAM-City Hall	265,000.00
1st, 3rd and 4th floor renovations	65,000.00
City Hall Elevators (1)	200,000.00
EAM-FPBL	31,000.00
Add and upgrade lighting	8,000.00
Paint Interior	14,000.00
Repair front Stairs and Hand Railing	9,000.00
EAM-Meade St	193,000.00
Paint hallway landings	8,000.00
Repair hallway landings	5,000.00
Replace Basement Pipe	5,000.00
Replace stair covers	15,000.00
Replace two (4) RTUs	145,000.00
Repoint exterior brickwork	15,000.00
EAM-Senior Center	225,000.00
Repave Lot	225,000.00
Fire Department	64,000.00
Park Ave Boiler	26,000.00
Park Ave Dayroom Floor	5,000.00
Park Ave Rear Apron	5,000.00
South Division Paint	5,000.00
Tatnuck AC units w/condensers	8,000.00
Tatnuck Kitchen Remodel	15,000.00
Sewer	300,000.00
Building Rehab	300,000.00
Technical Services	45,000.00
Modify Rood Entry Way Vestibule	45,000.00
Union Station	20,000.00
Fencing Storage Areas by Dept.	20,000.00
Water	300,000.00
Building Rehab	300,000.00
Land Acquisition	300,000.00
Water	300,000.00
Water Shed Land Acquisition	300,000.00
Infrastructure-Mains	4,000,000.00
Water	4,000,000.00
Water Main Gates	4,000,000.00
Reservoir Rehab	1,700,000.00
Water	1,700,000.00
Reservoir Rehabilitation	1,700,000.00
WPS Equipment	500,000.00
Schools	500,000.00
Facilities	65,000.00
Technology Updates	315,000.00
Transportation	120,000.00
Parks Facility Improvements	2,560,000.00
Parks	2,560,000.00
Green Hill Park	1,500,000.00
Hope Cemetery Facility Renovations	500,000.00
Mulcahy Field	60,000.00
Coes Pond	500,000.00
Infrastructure--Rte 20	22,000,000.00
Sewer-Rte 20	22,000,000.00
Route 20 Sewer	22,000,000.00

Fiscal Year 2016 Five Year Capital Forecast

Equipment Five Year Capital Plan

Category	FY16	FY17	FY18	FY19	FY20
Assessing	-	57,000	-	-	60,000
DPW-Public Works	550,000	500,000	1,000,000	500,000	500,000
Fire Department	510,000	1,826,000	1,010,000	1,000,000	1,000,000
Human Resources	4,000	-	-	-	4,000
Inspectional Services	26,000	75,000	75,000	75,000	75,000
Library	102,000	175,000	150,000	125,000	100,000
Police	548,000	767,708	876,427	846,397	900,000
Public Works - Parks Division	400,000	980,500	887,000	662,500	800,000
Public Works - Water Division	740,000	852,000	625,000	565,000	565,000
Public Works - Sewer Division	780,000	845,000	745,000	675,000	675,000
Technical Services	210,000	250,000	255,000	385,000	30,000
Union Station	80,000	150,000	150,000	150,000	150,000
Worcester Public Schools	500,000	230,000	255,000	385,000	30,000
Total Equipment	4,450,000	6,708,208	6,028,427	5,368,897	4,889,000

Building Rehab Five Year Capital Plan

Year	FY16	FY17	FY18	FY19	FY20
EAM-City Hall	265,000	75,000	75,000	75,000	75,000
EAM-FPBL	31,000	175,000	150,000	125,000	100,000
EAM-Meade St	193,000	767,708	876,427	846,397	900,000
EAM-Senior Center	225,000	980,500	887,000	662,500	800,000
Fire Department	64,000	1,000,000	1,000,000	1,000,000	1,000,000
Police Station	-	300,000	300,000	300,000	300,000
Public Works	-	250,000	250,000	250,000	250,000
Public Works - Sewer Division	300,000	845,000	745,000	675,000	675,000
Public Works - Water Division	300,000	852,000	625,000	565,000	565,000
Public Works-Parks Division	2,560,000	1,850,000	2,000,000	2,250,000	2,250,000
Technical Services	45,000	200,000	50,000	-	50,000
Union Station	20,000	200,000	250,000	250,000	250,000
Total Building Rehabilitation	4,003,000	7,495,208	7,208,427	6,998,897	7,215,000

Infrastructure Five Year Capital Plan

Year	FY16	FY17	FY18	FY19	FY20
Public Works	13,475,000	9,775,000	9,125,000	9,125,000	9,125,000
Public Works-Parks	7,385,000	10,700,000	9,700,000	7,850,000	7,850,000
Public Works-Hope Cemetery	0	500,000	250,000	250,000	250,000
Public Works - Off-Street Parking	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000
Public Works-Water Division	8,700,000	7,400,000	7,400,000	7,400,000	7,400,000
Public Works-Sewer Division	15,900,000	15,600,000	13,600,000	13,600,000	13,600,000
Public Works-Rte 20	22,000,000				
Total Infrastructure	68,485,000	44,975,000	41,075,000	39,225,000	39,225,000