



Edward M. Augustus, Jr.
City Manager

CITY OF WORCESTER

cm2016jun03034452

Attachment for Item #

9.26 A

June 7, 2016

TO THE WORCESTER CITY COUNCIL

COUNCILORS:

I respectfully submit the recommended Fiscal Year 2017 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. Consistent with the FY17 operating budget, these capital allocations are designed to address the basics—maintaining our streets and parks, repairing our schools and fire stations, and providing basic equipment for municipal services.

Per the City's Five Point Financial Plan, tax levy supported borrowing is limited by a borrowing cap each year. For FY17, the cap is set at \$25M. In addition, \$5.9M is carried forward from previously authorized but unissued borrowing from FY 16 for a total anticipated tax levy capital outlay of \$30.9M. Combined with over \$115M in other funding sources including the Massachusetts School Building Authority (MSBA) funding, Water and Sewer Enterprise, ESCO Energy Savings, Chapter 90 funding, and State and Federal grants, the City is allocating \$146M in capital investments in our community in Fiscal Year 2017.



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	FY17 TL Borrowing	FY17 Non TL Borrowing	FY17 Total Investment
Equipment	3,605,460	2,355,000	5,960,460
Infrastructure	13,580,000	44,300,000	57,880,000
Parks Infrastructure	4,550,000	3,500,000	8,050,000
WPS Facility improvement	3,250,000	7,200,000	10,450,000
Facility Improvement	1,224,850	9,750,000	10,974,850
New School Construction	4,000,000	16,000,000	20,000,000
Parks Facility Improvement	140,000	0	140,000
WPS Equipment	550,000	0	550,000
ESCO	0	32,000,000	32,000,000
Grand Total	30,900,310	115,105,000	146,005,310

Highlights of the FY17 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:

- \$10.45M 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 in the Worcester Public Schools. These projects fund critical improvements in our schools. With the partnership of the MSBA in a majority of public school rehabilitation projects, the City's tax levy borrowing for the continuation of these projects is around 20% of the total cost of the projects. Additional building improvements are funded as well to allow the Worcester Public Schools to make targeted investments outside of the MSBA program, including beginning to address capital related elements of their safety audit. After MSBA reimbursements, the City's tax levy outlay is expected to be \$3.25M for these investments.
- \$20M for the ongoing construction of Nelson Place School. Scheduled for completion in December 2017 and funded through a 80/20 partnership with the MSBA.

- \$550K for needed equipment in the Worcester Public Schools including technology, transportation, and security.

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

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:

- \$17.5M in funding for streets, sidewalks, and related infrastructure improvements. By partnering with the Commonwealth and maximizing our use of \$4M Chapter 90 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, bridge repair, guardrails, sidewalk and ADA improvements, requiring a tax levy investment of \$13.58M.
- This budget continues the City's ambitious and ongoing ESCO energy program. In FY17, we will begin converting our streetlights to energy efficient LED lights. In addition, we will construct the state's largest municipal solar array at the Greenwood street landfill. These represent \$32M in investments that will be more than fully funded with energy savings from these two programs.

Increasing our commitment to our parks and public green spaces

The City's green spaces are precious to residents and visitors. Parks are routinely cited as a key component of a community's quality of life, and we are meeting our basic obligations to maintain and improve these areas in this budget.

- \$8.19M in parks infrastructure and facility improvements of which \$4.69M will be funded with tax levy supported borrowing in Fiscal 2017 including:
 - \$1.5M at Green Hill Park
 - \$1.4M for a lighted rectangular turf field at Glodis Field
 - \$1.4M for Coes Knife and adjacent Parking
 - \$500K for Elm Park/Newton Hill
 - \$250K at Hope Cemetery
 - \$200K for Tree Management
 - \$100K for Playgrounds
 - \$100K for a Dog Park Plan

- \$100K for Historical Monument Preservation
- Additional investments across the parks system

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

Our commitment to addressing our basic obligations as a City includes the proper maintenance of our public facilities. This capital budget makes significant investments in improvements to our fire stations and other public buildings to assure their safety and functionality for years to come.

- \$10.97M in facility improvements citywide, including Water, Sewer, CDBG and DCU funded improvements. These investments are funded by more than \$9.6M in non-tax levy funding sources for a net tax levy investment of \$1.2M. Fire Stations and the Senior Center are particular priorities this year with \$675K in CDBG funds allocated for improvements at the Senior Center and \$610K in those funds directed toward rehabilitation of our aging fire stations.
- \$5.96M in citywide capital equipment, of which \$3.6M will be supported through tax levy borrowing. The Fiscal 2017 allocations provide for mission critical equipment in a variety of City departments. The City will update the Fire Department fleet with a new rescue vehicle, 10 new police cruisers, a new DPW load-packer, a 5-ton dump truck, as well as key parks, Technical Services and other departmental equipment.
- Included in the above are \$4.6M 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 Wifi installation, a new scoreboard, lighting improvements, and a new sports floor.
- \$12.0M in parking garage improvements primarily to restore the Pearl Elm garage and will address critical needs at other parking facilities as well. With the depth and breadth of development underway downtown, it is imperative that the City maintain its parking infrastructure. These improvements are funded entirely by the off-street parking revenues.

Water and Sewer Infrastructure Investments

It is difficult to overstate the importance of the City's water and sewer services. We continue to invest in a way that will meet the needs of the City now as well as 30 years from now.

- \$15.18M to improve the City's sewer system and operations. This includes \$14.4M 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 \$780K in sewer equipment investments including a video inspection van, a backhoe, a street sweeper, and other trucks and equipment required in the day to day operations of the Sewer Department.
- \$15.3M 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 upgrades and other key investments.

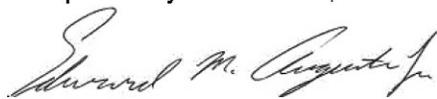
Managing Debt and Meeting Basic Obligations

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 2017 and will require borrowing in subsequent years. The subsequent attachments provide both a listing of all anticipated borrowing for Fiscal 2017, 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 FY17 Capital budget.

Loan Order Number/Group	Sum of Loan Order amount
Off Street Equipment	25,000
Sewer Equipment	780,000
Citywide Capital Equipment	3,581,460
Water Equipment	795,000
WPS Equipment	550,000
Water Infrastructure	2,500,000
Water Meters	300,000
Water Reservoirs	2,700,000
Streets Infrastructure	5,000,000
Streets Bicycle Plan	95,000
Streets Infrastructure Sidewalks	2,150,000
Streets Private Street	1,500,000
Streets Bridge Rehab	50,000
Streets Guard Rails	25,000
Streets Newton Square	400,000
Streets Other	100,000
Water Pump/Systems	1,400,000
Off Street Parking	12,025,000
Hope Cemetery	250,000
Parks Infrastructure	6,100,000
Parks Forestry	200,000
Blackstone Gateway Park	2,000,000
Parks Coes Knife	1,400,000
Parks Lake Park	50,000
Parks Hadwen Park	50,000
Water Mains Gates	6,000,000
Water Transmission Mains	1,000,000
Water Cross Connection	100,000
Traffic Signals	280,000
Library Master Plan Construction	4,000,000
Citywide Building Rehabilitation	974,850
RECC	300,000
Water Building Rehab	200,000
Water Land Acquisition	300,000
WPS Building Rehab	3,250,000
Sewer Building Rehab	100,000
Parks Building Rehab	140,000
Sewer Infrastructure1	14,300,000
Street Lights	550,000
Dam Repairs	2,000,000
Grand Total	77,521,310

Respectfully submitted,



Edward M. Augustus, Jr.
City Manager



City of Worcester

Fiscal Year 2017

Capital Budget

Edward M. Augustus, Jr., City Manager

Worcester, Massachusetts

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Equipment			
Department and Descriptions	FY17 TL Borrowing	FY17 Non TL Borrowing	FY17 Total Investment
Equipment	3,605,460	2,355,000	5,960,460
DPW- Central Garage	60,000	0	60,000
3/4 Ton Pickup Truck			
Replacement of a current truck that is beyond its useful life.	35,000	0	35,000
Computer Equipment			
To replace various desktop PC's and Scanners as they breakdown and become obsolete.	10,000	0	10,000
Misc. Tools			
To purchase miscellaneous tools for the garage, which are used to repair city vehicles.	15,000	0	15,000
DPW- Streets & Sanitation	422,000	0	422,000
5 Ton Dump Truck			
To replace a dump truck no longer in working condition.	150,000	0	150,000
6 Yard Sander Body			
To replace an existing rotted body with a stainless steel body	17,000	0	17,000
Load Packer			
To replace an obsolete, disabled load packer	170,000	0	170,000
Misc. Tools			
Replaces and upgrades misc. tools for Central Garage	10,000	0	10,000
Pothole Machine			
Machinie allows for greater productivity by using function-specific equipment during the pothole program.	75,000	0	75,000
DPW-Engineering	162,000	0	162,000
2 Pickup Trucks			
Replace 2 older trucks that are beyond their useful life.	50,000	0	50,000
Computer Equipment			
To replace computer CPUs and Monitors that failed or are beyond their useful lifespan.	8,000	0	8,000
Computer Software			
Purchase new or update engineering software packages so as to maintain state of the art engineering practices.	5,000	0	5,000
Computer Tablets			
To implement new technologies and ways for engineering to better initiate and perform various field work.	10,000	0	10,000
GPS-Survey Equipment			
Replaces old outdated surveyor's equipment	14,000	0	14,000
Traffic Signal Parts			
Replacement parts for damaged or failed equipment associated with over 180 traffic signal systems.	75,000	0	75,000
EAM - DCU	0	755,000	755,000
Bob cat Skid steerer (w/various attachments)			
Machine with various attachments to assist in snow removal around facilities & ensure public safety	0	58,000	58,000
Carter Hoffman Food Warmers			
Food warmers are over 10 years old - original to facility and a critical component of the catering operations.	0	50,000	50,000
Convention Center Staging (risers, etc)			
Riser replacements & additional to handle needs for clients when doing several shows at the same time	0	45,000	45,000
Dance floor Replacement			
Dance floor replacement for banquets, parties, & clients. Need more floors for to handle requests during busiest seasons	0	28,000	28,000
Fork lift			
The existing forklift is over 25 years old with excessive operating hours and continual mechanical problems. Parts used to replace worn and old products continue to be difficult to obtain. This equipment is vital for the loading in and out of events and shows held at the DCU Center.	0	55,000	55,000
Pipe/Drape & Table Skirting			
Primary equipment for the facility with very high wear and tear. Item has been requested and purchase delayed for multiple years. Direct impact the quality of the facility and client expectation.	0	25,000	25,000

Equipment			
Department and Descriptions	FY17 TL Borrowing	FY17 Non TL Borrowing	FY17 Total Investment
Portable Bar Units			
Anticipate need based on reconfigured concourse and new finishes.	0	50,000	50,000
Portable basketball hoops (3)			
New Hoops are required for the New Basketball floor configuration. Hoops are also original to the facility- 30 years.	0	60,000	60,000
Public Seating/Planters			
Need seating spaces for the public on the interior of the facilities. Limestone areas on 3rd floor are stained. Will assist with aesthetics of the facilities.	0	20,000	20,000
Reach in Freezers w/ wheels			
Needed in order to serve the public during functions	0	30,000	30,000
Replacement Tables			
A significant number of the banquet ovals are warped or damaged and need to be replaced. This is required to maintain maximum seating capacity and maximize revenues for the facility.	0	30,000	30,000
Ride on floor Scrubber/Sweeper			
Needed for cleaning of large spaces & faster turn around time going from one event to the next on interior & exterior of facilities.	0	76,000	76,000
Trash Receptacles and Ash Urns - Exterior			
Needed to keep the facility clean and appealing to the public.	0	15,000	15,000
Videoboard HD camera Upgrade			
Update cameras to HD. The cameras utilized are over 10 years old and well behind current technology. Recordings provided for events are standard definition and noticeably poor quality.	0	48,000	48,000
Walk behind floor scrubber			
One of two available units has failed. Being utilized for parts but we now have no backup unit.	0	20,000	20,000
New Sports Floor For Basketball			
Basketball floor is 30 years old has multiple dead spots & gaps. Has been refinished 2 times and is past its useful life. Floor is still used for MIAA semi finals, finals, College games & NBA pre-season games.	0	145,000	145,000
EAM - FPBL & Library	19,500	0	19,500
Additional Carpet Runners			
Will cut down the amount of foot debris tracked into building, particularly in winter	2,500	0	2,500
Carpet Extraction machines (3)			
Will prolong life of carpet	7,000	0	7,000
New Truck with plow package			
Replaces truck towed for scrap	10,000	0	10,000
Elder Affairs	9,800	0	9,800
Clinic Equipment			
Provides equipment for the clinic fitout at the Senior Center	1,800	0	1,800
Computer Lab			
Provides updates to the Senior Center Computer Lab	8,000	0	8,000
Elections	54,550	0	54,550
DS200 Early Voting			
Early voting machine is needed because of the number of precincts have increased due to early voting and the City has no extra machines to accommodate this increase	14,000	0	14,000
DS200 Hash Drives Early Voting			
Needed for replacements and backups for the voting machines	6,875	0	6,875
Poll Master I ADA Voting Booth			
Needed due to early voting and to provide additional booths due to anticipated high volume voting turn out	11,225	0	11,225
Poll Master I Voting Booth			
Needed due to early voting and to provide additional booths due to anticipated high volume voting turn out	22,450	0	22,450
Fire	656,000	0	656,000
Air Compressor			
Replaces current compressor at Webster Sq. that is inoperable.	56,000	0	56,000
Rescue 1 Truck			
Replaces current truck that is 14 years old with 140,000 miles	600,000	0	600,000
Human Resources	3,000	0	3,000

Equipment			
Department and Descriptions	FY17 TL Borrowing	FY17 Non TL Borrowing	FY17 Total Investment
Ceiling Fans x3			
The front office of Human Resources does not have any air circulation and 3 ceiling fans would solve this issue.	3,000	0	3,000
Library	8,000	0	8,000
Technical Services Backup Server			
Back up Server will back up all the library's mission critical files.	8,000	0	8,000
Off Street Parking	0	25,000	25,000
2 - Passenger Vehicles			
To replace current vehicles that are beyond their useful life. The smaller AWD will be utilized by the Parking Control Officers driving throughout the City for parking enforcement.	0	25,000	25,000
Parks	392,000	0	392,000
1 Ton 4x4 Dump Truck w/ Chip Box			
This equipment is critical to the Forestry Operations and will replace an existing unit.	75,000	0	75,000
1/2 Ton 4 Wheel Drive Truck w/ plow			
This equipment will be used throughout the Park System year round.	40,000	0	40,000
16' Riding Mower			
This equipment will be used to replace an existing mower for Park maintenance throughout the Parks System.	85,000	0	85,000
3/4 Ton 4 Wheel Drive Pick-up w/ Plow			
This one vehicle will replace an existing vehicle that has exceeded its useful life.	40,000	0	40,000
38" Riding Mowers			
This mower is critical to the maintenance of Hope Cemetery and will replace mowers in the existing fleet.	4,000	0	4,000
4x4 Utility Body Truck w/ Plow			
This equipment will replace an existing truck with high mileage and in need of repair.	50,000	0	50,000
Ballfield Machine			
This equipment is used to maintain infields and will replace an existing machine that has Outlived it useful life.	18,000	0	18,000
Load Packer			
This equipment will add a second Load Packer for trash removal in Public Parks.	80,000	0	80,000
Police	698,610	0	698,610
1 Raid Van for Vice Squad and SWAT Team			
Replace WPD fleet vehicles with more than 80,000 miles or those in fair/poor condition.	29,400	0	29,400
2 Motorcycles			
Replace WPD fleet vehicles with more than 80,000 miles or those in fair/poor condition.	44,000	0	44,000
Cell Room/Police Headquarters Video Cameras			
To install video surveillance inside Worcester Police Station and Cell room	205,000	0	205,000
Marked Police Vehicles			
Replace WPD fleet vehicles with more than 80,000 miles or those in fair/poor condition.	330,210	0	330,210
Unmarked Police Vehicles			
Replace some of WPD fleet vehicles with more than 80,000 miles or those in fair/poor condition.	90,000	0	90,000
Sewer	0	780,000	780,000
3/4 Ton Pickup w plow			
To replace existing rusty truck past its useful life.	0	35,000	35,000
5 Ton Dump Truck w plow & sander			
To replace existing dump truck in poor condition and past useful life.	0	150,000	150,000
Backhoe 4WD			
To replace a 12-year old machine subject to frequent repairs.	0	135,000	135,000
Pickup Truck 1/2 Ton			
To replace an existing pickup which is undependable and in disrepair.	0	25,000	25,000
Staff Vehicle			
To replace a 11-year old management vehicle.	0	35,000	35,000

Equipment			
Department and Descriptions	FY17 TL Borrowing	FY17 Non TL Borrowing	FY17 Total Investment
Street Sweeper			
To replace an old undependable sweeper, past its useful life.	0	200,000	200,000
TV Inspection Van			
To replace the existing TV system and vehicle, very undependable and of need of constant repairs.	0	200,000	200,000
Technical Services	1,120,000	0	1,120,000
City Hall Phones Phase II			
Upgrade the phone system in City Hall to VOIP capable system	300,000	0	300,000
Data Center UPS Upgrade			
The UPS (Uninterrupted Power Supply) manages the power requirements for the City's backup data center and also provides temporary emergency power in the event of an electrical outage. This equipment will replace the existing end of life equipment, with new technology to safeguard the City's computer system within the Data Center.	260,000	0	260,000
Data Domain Upgrade			
To upgrade the City's Data Domain (disk-based backup) data retention infrastructure and replace the existing platform which will soon be unsupported. This item is critical to ensure the City's data continues to be backed up and the platform is scaled to meet the increased data growth as well as MA email records retention laws.	240,000	0	240,000
Network Switch Upgrade			
Replaces the existing network switches, installed at all city locations connected to the wide area network to support increased bandwidth needs.	320,000	0	320,000
Water	0	795,000	795,000
(2) 1/2 Ton Pickups			
To replace two existing pickups from Foreman / Engineering Fleet that are in disrepair.	0	50,000	50,000
3/4 Ton Truck with plow			
To replace existing truck which needs major repairs.	0	35,000	35,000
3/4 Ton Truck with plow 4WD			
To replace an existing truck in poor condition and past useful life.	0	50,000	50,000
5 Ton Dump Truck 4WD Plow			
To replace existing dump truck in poor condition and past useful life.	0	150,000	150,000
Crew cab truck 4wd with plow			
To replace existing truck well past its useful life.	0	35,000	35,000
Filtration Plant / Lab - Misc. Equip			
To replace miscellaneous vital components past their useful life at the over 20 year old Filtration Plant.	0	200,000	200,000
Instruments Computers			
To replace computer CPUs and Monitors that failed or are beyond their useful lifespan.	0	15,000	15,000
Misc. Tool / Equipment - Filtration Plant			
To purchase or replace small tools as needed.	0	50,000	50,000
Misc. Tool / Equipment - Operations			
To purchase or replace small tools as needed.	0	25,000	25,000
Mobile Radio			
To replace existing radios as needed	0	10,000	10,000
Sedan			
To purchase or replace small tools as needed.	0	25,000	25,000
Utility Truck - Meter			
To replace existing old rusty truck in poor condition.	0	50,000	50,000
Utility Truck Construction			
To replace existing truck which needs major costly repairs	0	100,000	100,000
Grand Total	3,605,460	2,355,000	5,960,460

Infrastructure--Streets, Sidewalks, Water, Sewer, ESCO

Department and Descriptions	FY17 TL Borrowing	FY17 Non TL Borrowing	FY17 Total Investment
Infrastructure	13,580,000	44,300,000	57,880,000
DPW- Engineering	1,025,000	0	1,025,000
Dam Repairs			
This funding will be used for partial funding of the design of and repairs and/or replacement of the Patch Pond Dam and the Patch Reservoir Dam, the Quinismond Pond Dam, and the Bell Pond Dam. Additionally, this funding allows for necessary dam safety inspections, maintenance, and engineering studies for miscellaneous dams.	1,000,000	0	1,000,000
Open-Air Lots			
This funding will provide for minor improvements at many of the open air lots, including fencing, island improvements, minor landscaping, etc.	25,000	0	25,000
DPW- Streetlights	0	0	0
Street Lights			
Funds will allow for the continued repairs, rehabilitation, and maintenance of the city owned street lights. This will include the purchase of equipment, services, parts etc. associated with all aspects of the street lighting infrastructure.	0	0	0
DPW- Streets	11,775,000	4,000,000	15,775,000
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 to make sure sidewalk ADA compliance is met citywide.	200,000	0	200,000
Bicycle Master Plan			
This project will produce a master plan of potential bicycle facilities (paths, routes, etc.) through the City with the intended results of increasing use and safety of bikes as a transportation mode. These funds will pay for a consultant to study the roadway system and recommend future bike projects.	95,000	0	95,000
Bridge Rehabilitations			
This project would address general maintenance projects at various city owned bridges that need /should be addressed on an ongoing routine basis.	50,000	0	50,000
CBD - Sidewalks			
This project is a continuation of projects that improves sidewalks along Front, Commercial, Foster, and Franklin Streets. The 2017 project would upgrade sidewalks, and ADA compliance on Mechanic, Norwich, Portland, and Salem streets.	600,000	0	600,000
CitySquare Truck Tunnel			
The truck tunnel off of Major Taylor Blvd., near the convention center, is the responsibility of the City. There is a water infiltration issue that needs to be resolved to maintain the structural integrity of the tunnel. The requested amount will fund the necessary repairs.	50,000	0	50,000
Extended Pavement			
This program provides for improved maintenance on existing roadway surfaces that do not require total reconstruction, but can benefit from intermediate solutions. The program includes asphalt overlays and/or crack sealing.	1,000,000	0	1,000,000
Grafton Street -TIP			
This Mass DOT T.I.P. project will rehabilitate 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 Mass DOT) is \$6.8m. The requested funds are for continued design and potential right of way. This TIP project is scheduled for 2017.	50,000	0	50,000
Guard Rails			
This project funding will address continued costs to install new approved guard rails or hand rails, and fund repairs to existing rails when they are damaged or failed.	25,000	0	25,000
Newton Square			

Infrastructure--Streets, Sidewalks, Water, Sewer, ESCO

Department and Descriptions	FY17 TL Borrowing	FY17 Non TL Borrowing	FY17 Total Investment
This project will reconfigure the existing rotary into a modern roundabout. The change will reduce congestion and motor vehicle accidents, and improve pedestrian accommodations. If funds are approved the construction will be done during the summer of 2016.	400,000	0	400,000
Private St. Conversions			
This program provides for reconstruction of private streets to bring them up to current engineering standards. The abutters repay these funds based on the cost per foot of their property frontage.	1,500,000	0	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 to make sure sidewalk ADA compliance is met citywide.	600,000	0	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 to make sure sidewalk ADA compliance is met citywide.	750,000	0	750,000
Street Resurfacing			
The Street Resurfacing program is guided by the ongoing monitoring of the City's Pavement Condition Index (PCI) and continues projects begun in Fiscal Year 2016	3,455,000	0	3,455,000
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 \$4.1M under Chapter 90. Combined, these funds will allow for the resurfacing of approximately ten (10) miles of streets.	3,000,000	0	3,000,000
Street Resurfacing (Chapter 90)			
State Funded Street Infrastructure Improvements	0	4,000,000	4,000,000
Economic Development	500,000	0	500,000
Blackstone Gateway Park			
Design and construction of park improvements around the Blackstone Valley Visitor's Center	500,000	0	500,000
Off Street Parking	0	12,000,000	12,000,000
Parking Structures			
This funding will allow for rehabilitation projects at the various parking garages, with the most vital and top priority being at the Pearl-Elm Garage.	0	12,000,000	12,000,000
Sewer	0	14,300,000	14,300,000
Generator Rehabilitation			
This funding will continue a major rehabilitation of the generators servicing sewer pump stations. Generators to be replaced will be prioritized for a rehabilitation based on age, condition, and importance over the entire sewer system.	0	300,000	300,000
Green Island Flooding			
This project allows for the beginning of implementation of recommended strategies to reduce flooding in the Green Island neighborhood.	0	1,000,000	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.	0	1,000,000	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.	0	4,500,000	4,500,000
Route 20 Sewer			
The proposed funding will continue our accumulation of authorizations approved over multiple fiscal years, to accomplish the construction of this critical sewer which will allow for the development of this commercial district.	0	2,000,000	2,000,000
Sewer Reconstruction Program			

Infrastructure--Streets, Sidewalks, Water, Sewer, ESCO

Department and Descriptions	FY17 TL Borrowing	FY17 Non TL Borrowing	FY17 Total Investment
This allocation pays for the ongoing rehabilitation of sewers which need to be replaced due to structural deficiencies or simply because they have reached or exceeded their useful life span. Some of this infrastructure was installed in the 1870's and 1880's.	0	3,500,000	3,500,000
Sewerage Pumping Rehabilitation			
Funds will be used for major rehabilitation and upgrade of the Bridle Path pumping station next to Lake Quinsigamond. The outdated station can no longer be serviced due to the age of the facility and type of components used in pumping wastewater. Funds will also be used at the City's 31 sewer pump stations for continued control updates, such as SCADA, building upgrades, pump repairs, and pumping equipment rehabilitation and support.	0	1,000,000	1,000,000
Storm Water Permit			
Funding will allow to continue implementation of the City's impending EPA mandated storm water permit.	0	1,000,000	1,000,000
Traffic Engineering	280,000	0	280,000
Traffic Signal Detection Systems			
This item is used to replace old or failed detection loops or cameras. These improvements enhance traffic flow.	50,000	0	50,000
Traffic Signal System Improves			
This project will allow for upgrades of old or will help equipment at various intersection. Upgrades include new controllers to improve efficiency of the traffic flow. Further upgrades of other equipment to meet current minimum federal requirements associated with traffic signals	100,000	0	100,000
Traffic Signals - New			
These funds will be used for conceptual design and preliminary estimates for new signal locations.	80,000	0	80,000
WITS			
Intelligent Traffic Systems): These funds will be used to increase communications between signal systems, and with the WPD's new Real Time Crime Center.	50,000	0	50,000
Water	0	14,000,000	14,000,000
Cross Connection Testing & Surveillance			
These funds will allow for the continued surveying of commercial, industrial, municipal and institution facilities for cross connections and the testing of	0	100,000	100,000
Filtration Plant Modification			
These funds will allow for the continuation to various systems that are in need of improvements at the aging Water Filtration Plant.	0	2,500,000	2,500,000
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.	0	2,700,000	2,700,000
Transmission Mains Rehabilitation			
Funds will be used for continuing large valve replacement and main rehabilitation on the 48-inch and 30-inch low service transmission mains and the 36-inch high service transmission main. Funds will also be used toward the initial phases of the Quinapoxet Pipeline Lining project, a multi-year program estimated at \$16 million to rehabilitate this failing steel main that is used to transfer water from Quinapoxet Reservoir to Kendall Reservoir.	0	1,000,000	1,000,000
Water Main Gates			
These funds will be used for continuing water main rehabilitation, including replacement and cleaning and cement lining, to improve fire flows, decrease rusty water occurrence and enhance the hydraulics of the distribution system. Streets identified for water main rehabilitation include Burncoat St, East Mountain St., Freeland St., Stoneland Rd., May St., Arlington St., South Lenox St., Houghton St., Lincoln St., Frank St., Wyola Dr., Bayberry Rd., Chiltern Hill Dr., Denson Rd., Havana Rd., Touraine St., Baxter St., Iowa St., Rodby St., Southhold Rd., Rollinson Rd. and Derby St. Funds will also be used for the water main portion of the Route 20 Sewer Project.	0	6,000,000	6,000,000
Water Meter Replacement			

Infrastructure--Streets, Sidewalks, Water, Sewer, ESCO

Department and Descriptions	FY17 TL Borrowing	FY17 Non TL Borrowing	FY17 Total Investment
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.	0	300,000	300,000
Water Pump Station			
These funds will allow for the continuing maintenance and rehabilitation of the City's water pumping stations and secondary chlorinating stations.	0	400,000	400,000
Water Systems 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.	0	1,000,000	1,000,000
ESCO	0	32,000,000	32,000,000
EAM ESCO	0	32,000,000	32,000,000
Solar Array at Greenwood Street and LED Streetlight Upgrades			
To upgrade City's streetlight network to energy efficient LEDS and build a solar array at the Greenwood street landfill.	0	32,000,000	32,000,000
Grand Total	13,580,000	76,300,000	89,880,000

Parks Infrastructure and Building Improvements

Department and Descriptions	FY17 TL Borrowing	FY17 Non TL Borrowing	FY17 Total Investment
Parks Infrastructure	4,550,000	3,500,000	8,050,000
Parks	4,550,000	3,500,000	8,050,000
Betty Price Northampton Playground			
Improvements to the Betty Price Playground contingent upon grant application	0	1,000,000	1,000,000
Coes Knife Parking Lot			
Development of Parking lot at Coes Knife including environmental mitigation	400,000	0	400,000
Dog Park			
Implementation of recommendations from the Dog Park Master Plan, to include design services, infrastructure improvements, signage, bag dispensers etc	100,000	0	100,000
Elm Park/Newton Hill			
Complete final renovations of Elm Park and Newton Hill	500,000	0	500,000
Forestry Master Plan & Tree Inventory			
Development of a EAB & Forestry Master Plan with updates to the tree inventory by certified arborists.	200,000	0	200,000
Green Hill Park			
Continued renovations to Green Hill Park and the moving of the Community Gardens. (Gateway Cities Grant)	500,000	1,000,000	1,500,000
Hadwen Park			
Install and upgrade electrical system	50,000	0	50,000
Hope Cemetery			
Implementation of Hope Cemetery Master Plan & continued scanning of cemetery documents.	250,000	0	250,000
Lake Park			
Complete a revamp of the existing lighting system and extend the existing warranty.	50,000	0	50,000
Memorial Review			
Begin review of monuments and memorials in City Parks to include design of renovations based on priority and implement improvements based on priority.	100,000	0	100,000
Playground improvements			
Begin removal of existing playgrounds that have Outlived there useful life, install new safety surfacing at facilities, and renovate existing playgrounds as necessary.	200,000	1,000,000	1,200,000
Rectangular Field (Turf) at Glodis			
This funding will be used to renovate an existing soccer field with a new base layer, new synthetic turf, lighting, accessible access, access viewing area, new drainage and address any environmental issues.	1,200,000	500,000	1,700,000
Coes Knife			
	1,000,000	0	1,000,000
Parks Facility Improvement	140,000	0	140,000
Parks	140,000	0	140,000
General Building Rehab/Master Plan			
Complete a full review of all Park Buildings (currently @ 42), begin design of renovations based on priority and implement building improvements based on priority.	100,000	0	100,000
Mulcahy			
Additional Building Rehabilitation at Mulcahy Field	40,000	0	40,000
Grand Total	4,690,000	3,500,000	8,190,000

Worcester Public Schools Buildings and Equipment

Department and Descriptions	FY17 TL Borrowing	FY17 Non TL Borrowing	FY17 Total Investment
WPS Facility Improvement	3,250,000	7,200,000	10,450,000
WPS	3,250,000	7,200,000	10,450,000
Classroom Door Upgrades			
To upgrade various doors throughout Worcester public schools that need improvements	25,000	0	25,000
External LED lighting at multiple schools			
To upgrade lighting at various Worcester Public Schools	75,000	0	75,000
Install Video			
To install video monitoring systems at various Worcester Public School Locations.	100,000	0	100,000
Various Building Rehab--Accelerated Repairs and Misc.			
Provides for the continuing MSBA repairs to a number of Worcester Public Schools and to address some building needs outside the MSBA program	3,050,000	7,200,000	10,250,000
New School Construction	4,000,000	16,000,000	20,000,000
WPS	4,000,000	16,000,000	20,000,000
Nelson Place			
Provides for the ongoing construction of the new Nelson Place School	4,000,000	16,000,000	20,000,000
WPS Equipment	550,000	0	550,000
WPS	550,000	0	550,000
Various Equipment			
Upgrade technology hardware and to replace 3 Special Education school buses, and update various pieces of equipment.	500,000	0	500,000
WPS Radios			
To improve radio system	50,000	0	50,000
Grand Total	7,800,000	23,200,000	31,000,000

City Building Improvements

Department and Descriptions	FY17 TL Borrowing	FY17 Non TL Borrowing	FY17 Total Investment
Facility Improvement	1,224,850	9,750,000	10,974,850
Communications	250,000	0	250,000
RECC Completion			
To complete the construction of the Regional Emergency Communications Center	250,000	0	250,000
EAM - 25 Meade St	8,000	0	8,000
Install additional BMS controls			
After RTU upgrade is complete additional work will need to be contracted with ABS to bring additional remote access and control to online BMS system.	8,000	0	8,000
EAM - City Hall	362,000	0	362,000
City Hall Elevator #2			
Will complete upgrade on one elevator this year	212,000	0	212,000
Install modern Fire Alarm panel			
Current system is long past its expected life	150,000	0	150,000
Roof Replacement			
The roof is failing causing water damage	0	0	0
EAM - DCU	0	3,850,000	3,850,000
Lighting			
Existing lights are old, inefficient, and unable to meet current TV production requirements. New LED system will be significantly more efficient and longer lasting, fully controllable, and meet stringent TV production requirements.	0	600,000	600,000
Scoreboard			
Existing scoreboard is now considered obsolete technology with video and picture pixel levels well below current standards. The new scoreboard will meet existing high quality scoreboard standards and allow for more and improved video and audio feeds.	0	1,500,000	1,500,000
Security Camera Systems			
Continued need to improve security in and around the DCU Center to protect employees, patrons, and the facility assets.	0	250,000	250,000
WiFi Installation			
Address client/visitor expectations related to WiFi and cell service within the facility and in anticipation of future growth in this area.	0	1,500,000	1,500,000
EAM - FPBL & Library	41,050	4,000,000	4,041,050
Garage Door			
Garage door is failing and will likely be inoperable with the next 12 months	19,850	0	19,850
Master Plan Construction			
Relocate entrance and implement Master Plan	0	4,000,000	4,000,000
VFD Motor - Air handling Unit			
Existing motor at the end of its useful life - new VFD will also significantly improve efficiency and functionality	4,700	0	4,700
VFD Motor - Cooling Tower			
Existing motor at the end of its useful life - new VFD will also significantly improve efficiency and functionality	16,500	0	16,500
EAM - Senior Center	320,000	15,000	335,000
Clinic Move-configurable units w/sink & cabinets			
Rehab to allow clinic to be more accessible and closer to clientele	20,000	0	20,000
Expanded WiFi			
To improve Wi-Fi range within the building	25,000	0	25,000
Repave Lot and repair cistern			
To repair and repave the Lot and cistern which are currently in bad condition	275,000	0	275,000
Repoint external façade			
To improve aesthetics for the exterior of the building	0	15,000	15,000
EAM - Union Station	20,000	0	20,000
Fencing in basement			
To install fencing in the basement of the Union Station for storage purposes	12,000	0	12,000
Shelving in basement			
To improve organization by adding shelving in basement of the Union Station	8,000	0	8,000
Elder Affairs	0	675,000	675,000
Senior Center Rehab CDBG			

City Building Improvements

Department and Descriptions	FY17 TL Borrowing	FY17 Non TL Borrowing	FY17 Total Investment
Various Building Improvements funded by the CDBG program	0	675,000	675,000
Fire	93,800	610,000	703,800
Franklin Street Rehab CDBG			
Address needed repairs at the Franklin Street Fire Station	0	82,500	82,500
Greendale Catch Basin			
Repair exterior catch basin which is collapsing	3,450	0	3,450
Greendale Roof Replacement			
Replace the roof that is in extremely poor condition	68,000	0	68,000
McKeon Road Rehab CDBG			
Address needed repairs at the McKeon Road Fire Station	0	227,750	227,750
Park Ave Rehabilitation CDBG			
Address needed repairs at the Park Ave Fire Station	0	183,000	183,000
Southeast Rehab CDBG			
Address needed repairs at the Southeast Fire Station	0	116,750	116,750
Tatnuck Front Apron			
Remove and replace existing front apron pavement with concrete	17,650	0	17,650
Tatnuck Raised Runways			
Repair dilapated hardwood floors on each side of apparatus bay	4,700	0	4,700
Library	20,000	0	20,000
Adult Reading Area Furniture			
To replace worn and dirty furniture throughout the building on a regular cycle-section at a time rotating sections every 10 years.	20,000	0	20,000
Sewer	0	100,000	100,000
Building Rehabilitation			
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, as well as other necessary improvements for the safety and well being of the employees and visitors to these buildings.	0	100,000	100,000
Technical Services	110,000	0	110,000
Walkway Enclosure			
To enclose the walkway to the main entrance to eliminate hazardous conditions for employees during the Winter months	110,000	0	110,000
Water	0	500,000	500,000
Building Rehab			
This allocation of funds will be used for the continued renovation at East Worcester Associated with offices, exists, elevators, meeting areas as well as improvements to electrical, plumbing, heating, and lighting as needed	0	200,000	200,000
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 protect the quality of our surface water supplies	0	300,000	300,000
Grand Total	1,224,850	9,750,000	10,974,850

Detailed Loan Order list

Capital Category	Loan Order Number/Group	Sum of Loan Order amount
Equipment	Off Street Equipment	25,000
	Sewer Equipment	780,000
	Citywide Capital Equipment	3,581,460
	Water Equipment	795,000
Equipment Total		5,181,460
Facility Improvement	Library Master Plan Construction	4,000,000
	Citywide Building Rehabilitation	974,850
	RECC	300,000
	Water Building Rehab	200,000
	Water Land Acquisition	300,000
	Sewer Building Rehab	100,000
Facility Improvement Total		5,874,850
Infrastructure	Water Infrastructure	2,500,000
	Water Meters	300,000
	Water Reservoirs	2,700,000
	Streets Infrastructure	5,000,000
	Streets Bicycle Plan	95,000
	Streets Infrastructure Sidewalks	2,150,000
	Streets Private Street	1,500,000
	Streets Bridge Rehab	50,000
	Streets Guard Rails	25,000
	Streets Newton Square	400,000
	Streets Other	100,000
	Water Pump/Systems	1,400,000
	Off Street Parking	12,025,000
	Blackstone Gateway Park	2,000,000
	Water Mains Gates	6,000,000
	Water Transmission Mains	1,000,000
	Water Cross Connection	100,000
	Traffic Signals	280,000
	Sewer Infrastructure1	14,300,000
	Street Lights	550,000
	Dam Repairs	2,000,000
	Infrastructure Total	
Parks Facility Improvement	Parks Building Rehab	140,000
Parks Facility Improvement Total		140,000
Parks Infrastructure	Hope Cemetery	250,000
	Parks Infrastructure	6,100,000
	Parks Forestry	200,000
	Parks Coes Knife	1,400,000
	Parks Lake Park	50,000
	Parks Hadwen Park	50,000
Parks Infrastructure Total		8,050,000
WPS Equipment	WPS Equipment	550,000
WPS Equipment Total		550,000
WPS Facility improvement	WPS Building Rehab	3,250,000
WPS Facility improvement Total		3,250,000
Grand Total		77,521,310

**Fiscal Year 2017 Five Year Capital Plan
Equipment Five Year Capital Plan**

Year	FY17	FY18	FY19	FY20	FY21
Assessing	-	57,000	-	-	-
DCU Center	755,000	500,000	250,000	250,000	250,000
DPW-Public Works	644,000	600,000	650,000	-	625,000
DPW-Off Street	25,000	50,000	25,000	50,000	25,000
Elections	54,550	-	-	50,000	-
EAM-FPBL & Library	19,500	10,000	10,000	10,000	10,000
Fire Department	656,000	1,200,000	1,000,000	1,000,000	1,000,000
Human Resources	3,000	4,000	-	-	-
Inspectional Services		71,200	71,200	71,200	71,200
Library	8,000	25,000	50,000	100,000	100,000
Police	698,610	705,615	740,496	775,021	811,272
Public Works-Parks Division	392,000	1,195,000	1,176,500	1,156,000	1,149,500
Public Works-Water Division	795,000	808,000	705,000	585,000	723,000
Public Works-Sewer Division	780,000	875,000	700,000	905,000	805,000
Senior Center	9,800	34,500	4,500	0	0
Technical Services	1,120,000	905,000	265,000	250,000	225,000
Union Station	0	150,000	150,000	150,000	150,000
Worcester Public Schools	550,000	500,000	500,000	500,000	500,000
Total Equipment	6,510,460	7,690,315	6,297,696	5,852,221	6,444,972

Building Rehab Five Year Capital Plan

Year	FY17	FY18	FY19	FY20	FY21
Communications-RECC	250,000	-	-	-	-
DCU CENTER	3,850,000	5,800,000	5,800,000	5,800,000	5,800,000
EAM-City Hall	362,000	100,000	75,000	75,000	75,000
EAM-FPBL	4,041,050	150,000	125,000	100,000	100,000
EAM-Meade St	8,000	-	10,000	-	10,000
EAM-Senior Center	335,000	876,427	646,397	900,000	900,000
EAM-ESCO	32,000,000	12,506,000	-	-	-
Fire Department	703,800	1,000,000	1,000,000	1,000,000	1,000,000
Library	20,000	25,000	25,000	25,000	25,000
Police Station	-	650,000	4,000,000	-	-
Public Works-Parks Division	-	2,000,000	2,250,000	2,250,000	2,500,000
Public Works-Sewer Division	-	100,000	100,000	100,000	100,000
Public Works-Water Division	500,000	200,000	200,000	200,000	200,000
Senior Center	675,000	-	-	-	-
Technical Services	110,000	50,000	-	50,000	-
Union Station	20,000	250,000	250,000	250,000	250,000
Worcester Public Schools	23,250,000	18,000,000	3,000,000	3,000,000	3,000,000
Total Building Rehabilitation	66,124,850	41,707,427	17,481,397	13,750,000	13,960,000

Infrastructure Five Year Capital Plan

Year	FY17	FY18	FY19	FY20	FY21
Economic Development	500,000	500,000	500,000	500,000	500,000
Public Works-Hope Cemetery	-	250,000	250,000	250,000	250,000
Public Works-Off-Street Parking	12,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Public Works-Traffic Engineering	280,000	275,000	275,000	275,000	275,000
Public Works-Engineering	1,025,000	1,000,000	1,000,000	1,000,000	1,000,000
Public Works-Streets	15,775,000	15,000,000	15,000,000	15,000,000	15,000,000
Public Works-Parks Division	8,190,000	8,000,000	8,000,000	8,000,000	8,000,000
Public Works-Sewer Division	14,400,000	14,500,000	14,500,000	14,500,000	14,500,000
Public Works-Water Division	14,000,000	14,600,000	14,600,000	14,600,000	14,600,000
Total Building Rehabilitation	66,170,000	55,125,000	55,125,000	55,125,000	55,125,000