



The City of
WORCESTER

Fiscal Year 2025

Capital Budget

Eric D. Batista, City Manager

Fiscal 2025 CAPITAL IMPROVEMENT PLAN

Budget Message

This comprehensive, five-year Capital Improvement Plan for Fiscal Years 2025-2029 takes into account the collective priorities of our community, City Council, and my administration following the vision of the City Strategic Plan. As we continue to implement a long-term strategy, we also consider the need for flexibility during a time of rising capital borrowing costs.

Many of the capital projects proposed in this Capital Improvement Plan will have a positive impact during Fiscal 2025, whereas some are multi-year programs that will yield results in the coming years. In the table below, projects with prior year loan authorization depict ongoing facility and infrastructure programs for which City Council has previously approved loan orders. Projects with new authorization in Fiscal 2025 represent new projects and/or ongoing projects that require increased loan authority.

Funding Source	Remaining Prior Year Authorization	FY25 New Authorization	FY25 Borrowing	Other Funding (Grants, etc.)
Tax Levy	\$ 38,273,858	\$ 46,371,444	\$ 41,755,302	\$ 32,573,981
ESCo	-	1,200,000	1,200,000	-
Golf Enterprise	150,000	-	75,000	-
Off Street Parking	2,950,000	150,000	1,200,000	-
Water Enterprise	3,700,000	18,070,000	19,655,000	-
Sewer Enterprise	15,296,000	20,430,000	21,266,000	4,500,000
DCU	9,606,708	-	9,606,708	-
WPS - MSBA	41,250,000	-	41,250,000	28,000,000
Grand Total	\$ 111,226,566	\$ 86,221,444	\$ 136,008,010	\$ 65,073,981

In total, this Fiscal 2025 CIP recommends a total annual borrowing of \$136M, \$41.25M or 30% of which is related to Worcester Public Schools – Massachusetts School Building Authority (MSBA) projects. The Fiscal 2025 CIP also includes a total tax levy capital borrowing of \$41.75M, approximately \$3.9M below Fiscal 2024 recommendations; enterprise and self-funded borrowing of \$51.8M, and \$65M in potential grant funding to be invested in the City. I am recommending \$86.2M in new loan authorization for Fiscal 2025 to be approved by City Council. These recommendations include mission critical equipment like new public safety vehicles in Police, and Fire; investments in cloud data transfers and backups through the Department of Innovation & Technology; investments in core assets like our public schools, police headquarters, fire stations, and City Hall; the design of safer, more inclusive streets through the Department of Transportation and Mobility, as well as the maintenance of our streets and parks through the Department of Public Works. Additionally, we are recommending key investments in our Water, Sewer, and Off-Street Parking enterprise accounts.

Fiscal 2025 CAPITAL IMPROVEMENT PLAN

Allocation by Category and Funding Source

Category	FY25 Tax Levy Borrowing	FY25 Self Supporting Debt	Other Funding (Grants, etc.)	FY25 Total Project Investment
Equipment	\$ 8,015,302	\$ 4,206,708	\$ -	\$ 12,222,010
WPS Equipment	500,000	-	-	500,000
Facility Improvements	8,965,000	11,280,000	200,000	20,445,000
WPS Facility Improvement	3,500,000	-	11,000,000	14,500,000
WPS - MSBA Facility Improvement	41,250,000	-	28,000,000	69,250,000
Infrastructure	20,775,000	36,316,000	25,873,981	82,964,981
ESCo Infrastructure	1,200,000	-	-	1,200,000
Grand Total	\$ 84,205,302	\$ 51,802,708	\$ 65,073,981	\$ 201,081,991

Equipment

For Fiscal 2025, I am recommending a total investment of \$12.7M in new equipment borrowing, of which \$8.5M is tax levy supported. Notable purchases include \$3.9M in public safety radio systems, \$745K in Police Cruisers, and \$1.2M in cloud transition related costs.

Other major equipment purchases include:

- \$1.6M in Fire Prevention vehicles
- \$1M in DCU related equipment
- \$750K in both DPW and Parks equipment
- \$2.9M total between Water and Sewer equipment

Facility Improvement

I am recommending an investment of \$104.2M in facility improvements, \$53.7M of which is tax levy supported. The major contributor to this category is MSBA-related projects totaling \$41.25M in anticipated Fiscal 2025 borrowing. Projects include the construction of Doherty Memorial High School, as well as ongoing roof, ADA, and code compliance upgrades at Worcester Arts Magnet Elementary School.

Other facility improvement projects include:

- \$3.5M for non-MSBA school rehabilitation
- \$1.65M for City Hall related improvements
- \$1.2M for Police headquarters HVAC replacement and electrical improvements
- \$920K for the South Division Firehouse replacement project design and other station work
- \$8.6M for DCU renovations
- \$1.6M for Union Station as a match to Federal Transit Authority funding
- \$500K each for both DPW and Parks building projects
- \$1M for the roof of the Worcester Memorial Auditorium
- \$2.7M in total Water & Sewer investments

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Infrastructure

Of the \$84.2M recommended in infrastructure upgrades, we recommend \$11M in borrowing for resurfacing be allocated to the Department of Public Works, \$1M be allocated to the Department of Transportation for street design and traffic signals, and \$1.2M to Sustainability and Resilience for an audit of our municipal buildings' energy efficiency.

Other infrastructure projects include:

- \$7.3M for various park improvement efforts
- \$19.3M for various sewer infrastructure projects including interceptor rehabilitation and reconstruction projects
- \$15.75M for various water projects including improvements to water mains, as well as repairs and replacement of water meters

WPS Equipment and Facility Improvement

I am recommending a total of \$15M for various equipment purchases and facility repairs at our Worcester Public Schools. This includes \$4.5M for general building rehabilitation, \$1M of which will come from Community Development Block Grant funds and the remainder from Tax Levy; \$10M of ARPA funding for ADA and code compliance projects, and \$500K in capital equipment funding. In addition, as referenced above, I am recommending approximately \$69.25M, including State contributions, for Massachusetts School Building Authority-related projects, primarily to continue the construction of Doherty Memorial High School and complete roof, ADA, and code compliance upgrades at Worcester Arts Magnet Elementary School.

Budget Process

Putting fiscal responsibility first and foremost, the Budget Office developed an analytical budget process ensuring all capital requests are assessed and prioritized to formulate a sound, long-term Capital Improvement Plan. As we evaluate the City's short- and long-term capital needs, our current resources and expectations, and the potential of grant funds, we believe the current proposed Fiscal 2025 Capital Improvement Plan represents a solid investment in the City and will assist in maintaining our capacity to respond to present conditions while setting a foundation for continued growth and expansion.

Capital & Debt Policy

- The City will maintain a multi-year approach for the Capital Improvement Plan
- A capital asset is defined as an asset that has a useful life of one year or more
- Any capital asset to be financed shall have a minimal unit cost of \$5,000, and a useful life of five years or more
- Capital assets with a unit cost of less than \$5,000 and/or a useful life of less than 5 years are to be purchased with cash thru the Operating Budget in the Capital Outlay account
- The City will obtain financing only when necessary
- Debt financing will not be considered appropriate for recurring costs such as operating and maintenance expenditures
- The City will utilize external bond counsel for all debt issues

Fiscal 2025 CAPITAL IMPROVEMENT PLAN

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

Five Year Debt Service Projection

The following table illustrates the current debt service obligations of the City of Worcester before any of the borrowing included in the Fiscal 2025 Capital Improvement Plan. This table shows the amount of debt retired each year as well as a breakdown of the debt obligations by funding source.

Funding Source	FY25 Total Debt	FY26 Total Debt	FY27 Total Debt	FY28 Total Debt	FY29 Total Debt
Tax Levy	\$45,721,035	\$40,591,494	\$36,832,669	\$33,801,662	\$29,981,428
Water	7,623,870	7,254,498	6,470,965	5,979,830	5,257,828
Sewer	12,429,910	11,602,601	10,906,531	10,100,735	9,744,360
Building Campaign	2,595,780	748,931	224,400	-	-
North High School	1,156,476	1,134,737	1,117,124	980,391	971,429
New High School	13,523,578	15,579,768	13,603,918	13,188,358	12,795,938
Off Street Parking	2,312,511	2,191,315	2,097,956	1,898,954	1,778,341
Airport	5,012	2,783	1,723	-	-
DCU Center	3,433,913	3,200,413	3,063,537	3,003,819	2,366,308
City Square	4,135,688	4,150,678	4,177,879	4,164,973	4,185,008
Golf	225,091	221,099	208,698	187,839	168,657
PILOT Parks	244,003	176,560	155,846	131,100	20,708
CSX Parks	98,946	95,412	92,381	-	-
HUD	37,528	-	-	-	-
Major Taylor Blvd	36,277	56,914	56,234	54,665	52,266
Solar: Net Metering Credits	864,229	864,229	864,229	864,229	864,229
Union Station Garage	288,212	238,729	205,464	-	-
Library Building	25,103	25,103	25,103	25,103	25,103
Fire Stabilization	45,528	44,500	43,400	42,300	41,200
Baseball	6,438,448	6,554,152	7,127,615	7,224,906	7,327,722
Total	\$101,241,138	\$94,733,916	\$87,275,671	\$81,648,864	\$75,580,523

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Emergency Communications	Equipment	Radio/Phone Recording Logger	\$ 320,000	\$ -	\$ 320,000	\$ -	\$ -
Emergency Communications	Equipment	Radio System Replacements	\$ 3,599,650	\$ -	\$ 255,792	\$ 3,343,858	\$ -
Emergency Communications Sub-Total:			\$ 3,919,650	\$ -	\$ 575,792	\$ 3,343,858	\$ -

Radio/Phone Recording Logger - Required upgrades to comply with MA State Police COMIRS radio system. Scope includes upgrades to all radios including 20 spares, replacement of Verint recorder and management servers, and dispatch systems & consoles.

Radio System Replacements - Replacing out-of-date, non-supported phone recording/logging system, which would record all required 911 calls, non-emergency business lines, and radio channels.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Police	Equipment	Faro Accident Scene Mapping System	\$ 80,000	\$ -	\$ 80,000	\$ -	\$ -
Police	Equipment	Marked Vehicles (14)	\$ 745,000	\$ -	\$ 745,000	\$ -	\$ -
Police	Capital Outlay	Miscellaneous Building Improvements and Radar Units	\$ -	\$ 40,000	\$ -	\$ -	\$ -
Police Sub-Total:			\$ 825,000	\$ 40,000	\$ 825,000	\$ -	\$ -

Faro Accident Scene Mapping System - Replacing out-of-date, non-supported automotive accident mapping system.

Marked Vehicles (14) - Purchase and replacement of 14 marked police cruisers.

Miscellaneous Building Improvements and Radar Units - Funding for Police headquarter repairs and the purchase of new radar units

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Fire	Equipment	Fire Engine (1) & Ladder (1) Replacements	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -
Fire	Equipment	Replacement Vehicles (4)	\$ 160,000	\$ -	\$ 160,000	\$ -	\$ -
Fire	Facility	General Improvements to Stations	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -
Fire	Capital Outlay	Safety Equipment	\$ -	\$ 143,000	\$ -	\$ -	\$ -
Fire Sub-Total:			\$ 460,000	\$ 143,000	\$ 3,460,000	\$ -	\$ -

Fire Engine & Ladder Replacements - Authorization for one new engine and one new ladder, to be ordered in FY 25, and delivered in FY 27 and FY 28 respectively.

Replacement Vehicles - Replacing 4 Fire Prevention vehicles that have eclipsed their useful life span.

General Improvements to Fire Stations - Maintenance to various stations throughout the city to improve station functionality and safety.

Safety Equipment - contractual funding for safety equipment.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPF	Facility	Union Station - FTA Projects Grant Match	\$ 1,600,000	\$ -	\$ -	\$ 1,900,000	\$ -
DPF	Facility	25 Meade St. Renovations	\$ 100,000	\$ -	\$ -	\$ 700,000	\$ -
DPF	Facility	WPD Renovation	\$ 1,200,000	\$ -	\$ 2,000,000	\$ 5,000,000	\$ -
DPF	Facility	South Division Fire Station Replacement	\$ 620,000	\$ -	\$ -	\$ 2,500,000	\$ -
DPF	Facility	2 Coppage Dr. (RECC)	\$ 195,000	\$ -	\$ 95,000	\$ 100,000	\$ -
DPF	Capital Outlay	Miscellaneous Repairs, Improvements, and Equipment	\$ -	\$ 100,000	\$ -	\$ -	\$ -
DPF Sub-Total:			\$ 3,715,000	\$ 100,000	\$ 2,095,000	\$ 10,200,000	\$ -

Union Station - FTA Projects Grant Match - City match funding for Federal Transit Authority grant, which provides funding for approved building improvements at Union Station.

25 Meade St. Renovations - Railing replacements and other ADA related safety improvements.

WPD Renovation - Completion of roof, HVAC, and electrical work at the Police Headquarters.

2 Coppage Dr. (RECC) - Completion of HVAC upgrades to Regional Emergency Communications Center.

Capital Outlay - Miscellaneous repairs, improvements, and equipment purchases.

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Budget Office Division

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Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPF - City Hall	Facility	City Hall - Envelope Improvements	\$ 1,050,000	\$ -	\$ -	\$ 5,000,000	\$ -
DPF - City Hall	Facility	City Hall - Law Renovations	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -
DPF - City Hall	Facility	City Hall - Fire Alarm	\$ 200,000	\$ -	\$ -	\$ 200,000	\$ -
DPF - City Hall Sub-Total:			\$ 1,650,000	\$ -	\$ -	\$ 5,600,000	\$ -

City Hall - Envelope Improvements - Continued improvements to the roof and front stairs of City Hall.

City Hall - Law Renovations - Continued design and construction of the Law Department offices at City Hall.

City Hall - Fire Alarm - Continued replacement of the City Hall fire alarm system.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPF - DCU	Equipment	DCU - Equipment	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	\$ -
DPF - DCU	Equipment	DCU - Wireless VOIP/Switches	\$ 6,708	\$ -	\$ -	\$ 6,708	\$ -
DPF - DCU	Facility	DCU - Facility Improvements	\$ 8,600,000	\$ -	\$ -	\$ 8,600,000	\$ -
DPF - DCU Sub-Total:			\$ 9,606,708	\$ -	\$ -	\$ 9,606,708	\$ -

DCU - Equipment - Miscellaneous equipment related purchases necessary to the operation of the DCU center.

DCU - Wireless VOIP/Switches - Carryover costs related to the purchase of wireless VOIP/Switches for the DCU Center.

DCU - Roof Repairs - Continued repairs related to the DCU Center roof, project management and design work related to ongoing DCU Center construction/repair projects, and other miscellaneous DCU facility related improvements.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPF - MSBA	Facility	MSBA - Doherty	\$ 41,000,000	\$ -	\$ -	\$ 41,000,000	\$ 28,000,000
DPF - MSBA	Facility	MSBA - Worcester Arts Magnet	\$ 250,000	\$ -	\$ -	\$ 250,000	\$ -
DPF - MSBA Sub-Total:			\$ 41,250,000	\$ -	\$ -	\$ 41,250,000	\$ 28,000,000

MSBA - Doherty - Continued construction of the new Doherty High School.

MSBA - Worcester Arts Magnet - Continued roof and ADA code compliance related upgrades.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Transportation and Mobility	Infrastructure	Traffic and Signal Engineering	\$ 250,000	\$ -	\$ 500,000	\$ -	\$ -
Transportation and Mobility	Infrastructure	Annual Street Improvement Program	\$ 300,000	\$ -	\$ 500,000	\$ 800,000	\$ 3,980,000
Transportation and Mobility	Infrastructure	Complete Streets Improvements	\$ 250,000	\$ -	\$ 500,000	\$ 500,000	\$ 743,981
Transportation and Mobility	Infrastructure	Transportation Improvement Program	\$ 200,000	\$ -	\$ 500,000	\$ 200,000	\$ -
Transportation and Mobility	Capital Outlay	Speed Bumps	\$ -	\$ 225,000	\$ -	\$ -	\$ -
Transportation and Mobility Sub-Total:			\$ 1,000,000	\$ 225,000	\$ 2,000,000	\$ 1,500,000	\$ 4,723,981

Traffic and Signal Engineering - Replacement and reprogramming of the city's traffic and pedestrian signal system.

Annual Street Improvement Program - Development and design of street improvements to be incorporated into street reconstruction and resurfacing projects to ensure that reconstructed streets comply with Federal and State design requirements and incorporate accessibility, safety and complete streets improvements consistent with the city's Complete Streets policy and industry best practices.

Complete Streets Improvements - Design costs related to the city's Vision Zero efforts, dedicated to redesigning our street network in order to eliminate fatalities and serious injuries related to automobile collisions, with an emphasis on protecting pedestrians, cyclists, and other micro-mobility users.

Transportation Improvement Program - Project identification, development and design as it relates to improving the city's transportation network.

Speed Bumps - Funding for temporary speed bumps throughout the city.

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Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Off Street Parking	Infrastructure	Parking Garages	\$ 750,000	\$ -	\$ -	\$ 2,500,000	\$ -
Off Street Parking	Infrastructure	Parking Lots	\$ 50,000	\$ -	\$ 150,000	\$ -	\$ -
Off Street Parking	Infrastructure	Union Station Garage	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -
Off Street Parking	Infrastructure	Off Street Equipment	\$ -	\$ -	\$ -	\$ 50,000	\$ -
Off Street Parking Sub-Total:			\$ 1,200,000	\$ -	\$ 150,000	\$ 2,950,000	\$ -
Parking Garages - Waterproofing work at Major Taylor Boulevard Garage.							
Parking Lots - Costs related to general improvements to municipal parking lots.							
Union Station Garage - Continued work supported by grant (20% match requirement). Improvements to include deck waterproofing, restriping, fire alarm system, and sprinkler upgrade.							
Off Street Equipment - Equipment related to off-street parking enforcement.							

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPW	Infrastructure	Resurfacing , Streets, and Sidewalks	\$ 11,000,000	\$ -	\$ 15,000,000	\$ -	\$ 4,000,000
DPW	Infrastructure	Streetlights	\$ 600,000	\$ -	\$ 600,000	\$ -	\$ -
DPW	Equipment	DPW Capital Equipment	\$ 750,000	\$ -	\$ 1,500,000	\$ 500,000	\$ -
DPW	Infrastructure	Bridges	\$ 500,000	\$ -	\$ -	\$ 1,500,000	\$ -
DPW	Infrastructure	Guardrails	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -
DPW	Infrastructure	Private Streets	\$ 250,000	\$ -	\$ -	\$ 400,000	\$ -
DPW	Infrastructure	Dams	\$ -	\$ -	\$ -	\$ 200,000	\$ -
DPW	Facility	DPW Building Improvements	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ -
DPW	Capital Outlay	Snow Equipment	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -
DPW Sub-Total:			\$ 13,700,000	\$ 1,000,000	\$ 17,700,000	\$ 2,600,000	\$ 4,000,000
Resurfacing , Streets, and Sidewalks - Construction costs for annual street and sidewalk reconstruction programs. Grant support from Chapter 90.							
Streetlights - Design, replacement, and construction for the City's streetlight system.							
DPW Capital Equipment - Various equipment purchases necessary for DPW operations.							
Bridges - Design and construction of needed improvements to City bridges.							
Guardrails - Installation/replacement of various guardrails throughout the city.							
Private Streets - Design and construction for the completion of ongoing private street conversion program.							
Dams - Construction, repairs, and improvements of dams which are not associated with the city's drinking water supply.							
DPW Building Improvements - Design, construction, and repairs associated with various buildings managed by DPW.							
Snow Equipment - Capital outlay funding for snow equipment purchases.							

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Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPW - Water	Equipment	Water Equipment	\$ 1,600,000	\$ -	\$ 600,000	\$ 1,000,000	\$ -
DPW - Water	Facility	Water Filtration Plant	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -
DPW - Water	Infrastructure	Water Mains	\$ 9,000,000	\$ -	\$ 9,000,000	\$ -	\$ -
DPW - Water	Infrastructure	Water Meters	\$ 2,420,000	\$ -	\$ 3,035,000	\$ -	\$ -
DPW - Water	Infrastructure	Water Reservoirs/Dams	\$ 825,000	\$ -	\$ 1,025,000	\$ -	\$ -
DPW - Water	Infrastructure	Water Transmission Mains	\$ 3,180,000	\$ -	\$ 1,680,000	\$ 1,500,000	\$ -
DPW - Water	Facility	Water Pump Station Rehabilitation	\$ 900,000	\$ -	\$ 1,200,000	\$ 500,000	\$ -
DPW - Water	Facility	Water Building Rehabilitation	\$ 430,000	\$ -	\$ 430,000	\$ -	\$ -
DPW - Water	Infrastructure	Water Land Acquisition	\$ 200,000	\$ -	\$ -	\$ 700,000	\$ -
DPW - Water	Infrastructure	Water System Security	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -
DPW - Water Sub-Total:			\$ 19,655,000	\$ -	\$ 18,070,000	\$ 3,700,000	\$ -

Water Equipment - Various equipment purchases necessary for Water Department related operations.

Water Filtration Plant - Ongoing projects related to various water filtration plants.

Water Mains - Necessary improvements to the city's water main network.

Water Meters - Replacement of water meters at residential, commercial, industrial, and other buildings across the city.

Water Reservoirs/Dams - Improvements to the reservoirs and associated dams that form the source of the city's water supply.

Water Transmission Mains - Necessary improvements to the city's water transmission main network.

Water Pump Station Rehabilitation - Ongoing projects at various water pumping stations.

Water Building Rehabilitation - Design, construction, and repairs associated with the main building for the Water Department.

Water Land Acquisition - Ongoing funding related to land acquisitions and preservation adjacent to reservoirs in order to maintain a quality water supply.

Water System Security - Measures taken to secure the city's water supply, and other Water Department related infrastructure.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPW - Sewer	Infrastructure	Sewer Reconstruction	\$ 3,000,000	\$ -	\$ 1,000,000	\$ 6,000,000	\$ -
DPW - Sewer	Infrastructure	Sewer Control Plan	\$ 4,000,000	\$ -	\$ 3,720,000	\$ 280,000	\$ -
DPW - Sewer	Infrastructure	Sewer Interceptor Rehab	\$ 5,000,000	\$ -	\$ 7,000,000	\$ -	\$ 4,500,000
DPW - Sewer	Infrastructure	Sewer Pump Stations	\$ 3,250,000	\$ -	\$ 5,000,000	\$ 6,200,000	\$ -
DPW - Sewer	Infrastructure	Sewer Surface Drain	\$ 1,660,000	\$ -	\$ 1,660,000	\$ -	\$ -
DPW - Sewer	Equipment	Sewer Equipment	\$ 1,300,000	\$ -	\$ 1,300,000	\$ -	\$ -
DPW - Sewer	Equipment	Storage Shelters at Upper Blackstone	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -
DPW - Sewer	Facility	Sewer Building Rehab	\$ 350,000	\$ -	\$ 350,000	\$ -	\$ -
DPW - Sewer	Infrastructure	Sewer Green Island Flooding	\$ 240,000	\$ -	\$ -	\$ 750,000	\$ -
DPW - Sewer	Infrastructure	Sewer Generators	\$ 500,000	\$ -	\$ 100,000	\$ 400,000	\$ -
DPW - Sewer	Infrastructure	Flow Metering Program	\$ 1,666,000	\$ -	\$ -	\$ 1,666,000	\$ -
DPW - Sewer Sub-Total:			\$ 21,266,000	\$ -	\$ 20,430,000	\$ 15,296,000	\$ 4,500,000

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Sewer Reconstruction - Design and reconstruction of the city's sewer system.
Sewer Control Plan - Costs related to the implementation of the sewer control plan.
Sewer Interceptor Rehab - Continued improvements to sewer interceptors.
Sewer Pump Stations - Ongoing projects at various sewage pumping stations.
Sewer Surface Drain - Design and construction related to surface level sewer drains.
Sewer Equipment - Various equipment purchases necessary for Sewer Department related operations.
Storage Shelters at Upper Blackstone - Replacement of damaged covers for the Upper Blackstone storage shelters.
Sewer Building Rehab - Design, construction, and repairs associated with the main building for the Sewer Department.
Sewer Green Island Flooding - Review and implementation of strategies to reduce flooding in the Green Island neighborhood.
Sewer Generators - Continuing investment in generator repair and replacement in sewer pump stations.
Flow Metering Program - Review and installation of flow meters, groundwater gauges, and rainfall gauges; as well as data analysis/reporting efforts.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPW - Parks	Facility	Auditorium	\$ 1,000,000	\$ -	\$ 3,000,000	\$ -	\$ -
DPW - Parks	Infrastructure	Lakeview Park	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 1,000,000
DPW - Parks	Infrastructure	Bennett Field	\$ 500,000	\$ -	\$ 1,000,000	\$ 3,000,000	\$ -
DPW - Parks	Infrastructure	Dog Parks	\$ 150,000	\$ -	\$ 100,000	\$ 100,000	\$ -
DPW - Parks	Infrastructure	Great Brook Valley Park	\$ 800,000	\$ -	\$ 2,150,000	\$ 150,000	\$ 1,000,000
DPW - Parks	Infrastructure	Lincoln Square Memorial	\$ 250,000	\$ -	\$ 1,750,000	\$ 2,000,000	\$ -
DPW - Parks	Infrastructure	University Park	\$ 1,000,000	\$ -	\$ 600,000	\$ 400,000	\$ 1,000,000
DPW - Parks	Equipment	Parks Capital Equipment	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ -
DPW - Parks	Infrastructure	Tacoma Street Park Improvements	\$ -	\$ -	\$ -	\$ -	\$ 9,650,000
DPW - Parks	Infrastructure	Sports Courts	\$ 250,000	\$ -	\$ 250,000	\$ 55,000	\$ -
DPW - Parks	Infrastructure	Playground Safety Surfacing	\$ 1,375,000	\$ -	\$ 1,455,000	\$ 45,000	\$ -
DPW - Parks	Infrastructure	Security camera installation at various park locations	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ -
DPW - Parks	Infrastructure	East Park	\$ 1,000,000	\$ -	\$ 750,000	\$ 250,000	\$ -
DPW - Parks	Facility	East Park Little League Building	\$ 500,000	\$ -	\$ 500,000	\$ 1,500,000	\$ -
DPW - Parks	Infrastructure	Green Hill Park	\$ 1,500,000	\$ -	\$ 1,400,000	\$ 100,000	\$ -
DPW - Parks Sub-Total:			\$ 9,575,000	\$ -	\$ 14,205,000	\$ 7,600,000	\$ 12,650,000

Auditorium - Design and construction for the roof of the Worcester Memorial Auditorium.
Lakeview Park - Complete renovation to the existing basketball court, playground and surrounding grass area based on the approved Master Plan.
Bennett Field - Department of Environmental Protection required contaminated soil removal.
Dog Parks - Water access and obstacle purchases.
Great Brook Valley Park - Softball field renovation and parking improvements.
Lincoln Square Memorial - Memorial layout will be moved to the original location on the opposite side of the property to facilitate Boys Club housing project, along with a complete refurbishing of the memorial.
University Park - Completion of ongoing project to construct spray park.
Parks Capital Equipment - Various equipment purchases necessary for department related operations.
Tacoma Street Park Improvements - Completion of current project that includes spray park, rectangle field, playground and dog park.
Sports Courts - The repair and repainting of existing sports courts.
Playground Safety Surfacing - Replacement to the Blithewood & Elm Park playground safety surfaces.
Security camera install various park locations - Installation & upgrades to camera systems which are tied into WPD real time crime center with a focus on public safety in parks.
East Park - Completion of Little League Field renovations.
East Park Little League Building - Construction of a new support building at the newly renovated little league field.
Green Hill Park - Replacement of 20 year old lighting system with a new LED sports lighting system.

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
DPW - Parks - Golf	Infrastructure	Golf Improvements	\$ 75,000	\$ -	\$ -	\$ 150,000	\$ -
DPW - Parks - Golf Sub-Total:			\$ 75,000	\$ -	\$ -	\$ 150,000	\$ -
Golf Improvements - Overall improvements to tees, pathways and irrigation system.							

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Sustainability and Resilience	Infrastructure	ESCo	\$ 1,200,000	\$ -	\$ 1,200,000	\$ -	\$ -
Sustainability and Resilience	Facility	Frances Perkins Library HVAC	\$ 300,000	\$ -	\$ -	\$ 530,000	\$ 200,000
Sustainability and Resilience Sub-Total:			\$ 1,500,000	\$ -	\$ 1,200,000	\$ 530,000	\$ 200,000
ESCo - Energy use audit on city buildings to identify future high-priority energy efficiency projects.							
Frances Perkins Library HVAC - Installation of a new HVAC unit at Francis Perkins Library. Upon completion this will be the city's first building to achieve net-zero emissions under the Green Worcester Plan.							

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Innovation and Technology	Equipment	Datacenter Hybrid Cloud Transition	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -
Innovation and Technology	Equipment	Hyperscale Backup Appliance	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ -
Innovation and Technology	Equipment	Switches	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ -
Innovation and Technology	Equipment	HVAC and UPS updates for data room	\$ 260,652	\$ -	\$ 160,652	\$ 100,000	\$ -
Innovation and Technology Sub-Total:			\$ 1,610,652	\$ -	\$ 1,510,652	\$ 100,000	\$ -
Datacenter Hybrid Cloud Transition - Transition expiring datacenter to the cloud.							
Hyperscale Backup Appliance - Equipment necessary to backup data that will now be stored in the cloud. Will also provide an extra layer of data security.							
Switches - Replacement of switches reaching end of useful life in FY25.							
HVAC and UPS updates for data room - Ongoing work on the HVAC unit at the Worcester Technical High School data room.							

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Economic Development	Facility	WRA Denholm Redevelopment	\$ 1,000,000	\$ -	\$ -	\$ 6,800,000	\$ -
Public Schools Sub-Total:			\$ 1,000,000	\$ -	\$ -	\$ 6,800,000	\$ -
WRA Denholm Redevelopment - Costs associated with the redevelopment of the Denholm building.							

Dept.	Category	Project Title	FY25 Borrowing	FY25 Cash Purchase	FY25 New Authorization	Prior Year Loan Authorization	Grant/Donation Funds
Public Schools	Equipment	WPS Equipment	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ -
Public Schools	Facility	WPS Building Improvements	\$ 3,500,000	\$ -	\$ 3,500,000	\$ -	\$ 1,000,000
Public Schools	Facility	WPS Accessibility Improvements	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000
Public Schools Sub-Total:			\$ 4,000,000	\$ -	\$ 4,000,000	\$ -	\$ 11,000,000
WPS Equipment - Various equipment purchases necessary for Worcester Public School related operations.							
WPS Building Improvements - Various building improvement projects needed to keep Worcester Public School facilities in good condition.							
WPS Accessibility Improvements - Various Accessibility and Code compliance projects currently contracted through federal ARPA funds.							

EQUIPMENT	FY25	FY26	FY27	FY28	FY29
Emergency Communications	\$ 3,919,650	\$ 50,000	\$ -	\$ 60,000	\$ -
Police	\$ 825,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000
Fire	\$ 160,000	\$ 240,000	\$ 800,000	\$ 2,200,000	\$ -
DPF	\$ -	\$ -	\$ -	\$ -	\$ -
DPF - City Hall	\$ -	\$ -	\$ -	\$ -	\$ -
DPF - DCU	\$ 1,006,708	\$ -	\$ -	\$ -	\$ -
DPF - MSBA	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation and Mobility	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -
Off Street Parking	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -
DPW	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
DPW - Water	\$ 1,600,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
DPW - Sewer	\$ 1,600,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
DPW - Parks	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
DPW - Parks - Golf	\$ -	\$ -	\$ -	\$ -	\$ -
Sustainability and Resilience	\$ -	\$ -	\$ -	\$ -	\$ -
Innovation and Technology	\$ 1,610,652	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Economic Development	\$ -	\$ -	\$ -	\$ -	\$ -
Public Schools	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Total Equipment	\$ 12,722,010	\$ 6,990,000	\$ 7,400,000	\$ 8,960,000	\$ 6,600,000
Facility Improvements					
Emergency Communications	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ -	\$ -	\$ -	\$ -	\$ -
Fire	\$ 300,000	\$ -	\$ -	\$ -	\$ -
DPF	\$ 3,715,000	\$ 8,580,000	\$ 6,000,000	\$ 10,000,000	\$ 10,000,000
DPF - City Hall	\$ 1,650,000	\$ (50,000)	\$ 4,000,000	\$ -	\$ -
DPF - DCU	\$ 8,600,000	\$ -	\$ -	\$ -	\$ -
DPF - MSBA	\$ 41,250,000	\$ -	\$ -	\$ -	\$ -
Transportation and Mobility	\$ -	\$ -	\$ -	\$ -	\$ -
Off Street Parking	\$ -	\$ -	\$ -	\$ -	\$ -
DPW	\$ 500,000	\$ -	\$ -	\$ -	\$ -
DPW - Water	\$ 2,330,000	\$ 800,000	\$ -	\$ -	\$ -
DPW - Sewer	\$ 350,000	\$ -	\$ -	\$ -	\$ -
DPW - Parks	\$ 1,500,000	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
DPW - Parks - Golf	\$ -	\$ -	\$ -	\$ -	\$ -
Sustainability and Resilience	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Innovation and Technology	\$ -	\$ -	\$ -	\$ -	\$ -
Economic Development	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Public Schools	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000
Total Facility Improvements	\$ 64,695,000	\$ 15,080,000	\$ 14,750,000	\$ 14,750,000	\$ 14,750,000
Infrastructure					
Emergency Communications	\$ -	\$ -	\$ -	\$ -	\$ -
Police	\$ -	\$ -	\$ -	\$ -	\$ -
Fire	\$ -	\$ -	\$ -	\$ -	\$ -
DPF	\$ -	\$ -	\$ -	\$ -	\$ -
DPF - City Hall	\$ -	\$ -	\$ -	\$ -	\$ -
DPF - DCU	\$ -	\$ -	\$ -	\$ -	\$ -
DPF - MSBA	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation and Mobility	\$ 1,000,000	\$ 2,500,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Off Street Parking	\$ 1,200,000	\$ 2,500,000	\$ 3,500,000	\$ 2,000,000	\$ 3,000,000
DPW	\$ 12,450,000	\$ 12,350,000	\$ 12,000,000	\$ 12,000,000	\$ 12,000,000
DPW - Water	\$ 15,725,000	\$ 15,315,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000
DPW - Sewer	\$ 19,316,000	\$ 19,460,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000
DPW - Parks	\$ 7,325,000	\$ 7,730,000	\$ 6,500,000	\$ 6,500,000	\$ 6,500,000
DPW - Parks - Golf	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -
Sustainability and Resilience	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Innovation and Technology	\$ -	\$ -	\$ -	\$ -	\$ -
Public Schools	\$ -	\$ -	\$ -	\$ -	\$ -
Total Infrastructure	\$ 57,091,000	\$ 61,930,000	\$ 61,000,000	\$ 59,500,000	\$ 60,500,000
Total Credit Funding Sources	\$ (93,052,708)	\$ (40,550,000)	\$ (39,900,000)	\$ (38,400,000)	\$ (39,400,000)
FY25 - FY29 TOTAL:	\$ 41,455,302	\$ 43,450,000	\$ 43,250,000	\$ 44,810,000	\$ 42,450,000

The above does not include the borrowing implications of a new Burncoat Middle & High School project.