



CITY OF FRAMINGHAM

OFFICE OF THE CHIEF FINANCIAL OFFICER

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Framingham, MA 01702

To: Mayor Charles J. Sisitsky
Michael A. Tusino, III, Chief Operating Officer
From: Jennifer A. Pratt, Chief Financial Officer
Date: November 1, 2025
Re: Order #2025-074 Submission of FY2027-FY2031 Capital Improvement Plan and
Consideration of FY2027 Capital Budget

Introduction to the Five-Year Capital Improvement Plan (FY27 – FY31)

The City of Framingham's Five-Year Capital Improvement Plan (CIP) for Fiscal Years 2027 through 2031 serves as a roadmap for the responsible planning, financing, and execution of municipal infrastructure and capital investments. Developed following best practices, the CIP aligns with the City's long-term strategic goals, ensuring that essential projects are prioritized and completed efficiently while maintaining sustainable debt levels.

The CIP is a critical tool for balancing immediate infrastructure needs with the City's long-term financial stability. It reflects the careful evaluation of project timelines, financial forecasts, and capacity to deliver approved projects. This ensures that available resources—whether from local funds, state or federal grants, or bond financing—are allocated effectively. Our goal is to address current priorities, reduce the backlog of previously authorized and deferred projects, and prevent overloading future debt with projects that cannot realistically be initiated within the first year of this plan.

CIP Development and Debt Management Practices

Framingham's CIP has been developed in accordance with the following principles:

- **Prioritization and Readiness:** Each project has been assessed based on urgency, public need, impact on essential services, and the City's capacity to initiate and complete the work on schedule. This reduces the risk of allocating funds for projects that face delays or barriers to execution.
- **Backlog Mitigation:** To address infrastructure needs that have been postponed in previous years, the CIP includes a dedicated effort to catch up on previously authorized and deferred projects, with realistic phasing and staffing considerations.

- **Debt Management:** The City is committed to maintaining a prudent borrowing strategy guided by industry best practices. Framingham will ensure debt financing supports projects aligned with strategic priorities, ready for timely execution, and avoids overburdening future budgets.
 - **Staying Within the 5% Debt Service Capacity for General Fund Projects:** As part of our commitment to financial sustainability, the City will keep its annual debt service for project funded through the general fund within 5% of the total general fund budget. This benchmark ensures that borrowing remains manageable and avoids crowding out essential operational needs. New debt issuance will be carefully planned and aligned with the City's ability to repay existing obligations.
 - **Sustainable Borrowing and Cash Flow Alignment:** Recognizing that some projects require multi-year execution, the CIP avoids frontloading debt or overcommitting resources in FY27. Instead, borrowing will align with project readiness and phased cash flow needs, ensuring efficient capital deployment while staying within the 5% debt service threshold for general fund projects.
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Plan Overview

The FY27-FY31 CIP emphasizes a balanced approach, advancing projects across critical areas such as public safety, transportation infrastructure, water and sewer systems, technology upgrades, and municipal and school building improvements. A focus on sustainability and equity is embedded within the plan to ensure investments benefit all residents, supporting Framingham's continued growth and quality of life.

This CIP is not just a financial plan—it is a commitment to maintaining and improving the infrastructure and services that residents rely on daily. Through thoughtful planning, responsible debt management, and proactive project oversight, Framingham will ensure that new investments are delivered on time, within budget, and in line with the City's financial capacity. By keeping debt service within the 5% threshold, we safeguard operational flexibility and protect taxpayers from unsustainable financial burdens.

We look forward to working with our community, elected officials, and departmental partners to successfully implement the FY27-FY31 Capital Improvement Plan.

Supplemental information for future years FY27 - FY31 and detailed background information for FY2027 projects are in process of being formatted and will be available on the city's website <https://www.framinghamma.gov/2210/Budget-Central> for the City Council meeting of 11/18/2025 as a referral to the Finance Subcommittee. Thank you for your consideration.

Department	Name of Project	Budget	Fiscal Year	Status
CPFM	Main Library Roof	\$ 1,650,000	2027	Recommend
CPFM	Main Library Roof Top RTU Heating and Cooling Unit	\$ 335,000	2027	Recommend
CPFM	Memorial Building Bathrooms	\$ 3,000,000	2027	Recommend
Fire	Engine 1 Fire Truck Replacement	\$ 1,200,000	2027	Recommend
Fire	Fire Mechanic Pickup Truck Replacement	\$ 100,000	2027	Recommend
Fire	Shift Commander SUV Asset Replacement	\$ 95,000	2027	Recommend
Parks	Bowditch Administration Building Roof Design & Construction	\$ 328,250	2027	Recommend
Parks	Bowditch Administration Building Design ADA Ramp Repair and Masonry Restoration	\$ 40,000	2027	Recommend
Parks	Bowditch Stadium Scoreboard Replacement	\$ 80,000	2027	Recommend
Parks	Loring Arena Ice Rink Kick Plate Replacement	\$ 37,560	2027	Recommend
Parks	Pavement Improvements Loring Arena and Butterworth Park	\$ 345,000	2027	Recommend
Parks	Hybrid Vehicle - Explorer Replacement	\$ 45,000	2027	Defer
Parks	Playground Accessibility Enhancements Roosevelt Park	\$ 100,000	2027	Recommend
Parks	Walsh/Dunning Softball Complex Engineering Design	\$ 500,000	2027	Recommend
Parks	Vehicle Replacement Dump Truck with Sander and Plow	\$ 130,000	2027	Recommend
Parks	Waushakum Beach Recreation Area Improvements - Accessibility, Shade and Play Enhancements	\$ 300,000	2027	Recommend
Parks	Mason Park Accessible Entry Initiative	\$ 50,000	2027	Recommend
Parks	Vehicle Replacement Crew Cab Dump Truck	\$ 105,000	2027	Defer
Parks	Farm Pond Floating Dock Engineering Design	\$ 100,000	2027	Recommend
Police	Police Mobile Data Terminals for Vehicles	\$ 275,707	2027	Recommend
Police	Police Axon Drones	\$ 81,050	2027	Recommend
Public Works	Mack LR64 Packer - Replacement Vehicle	\$ 599,000	2027	Recommend
Public Works	Case 821G Loader - Replacement Equipment	\$ 315,000	2027	Recommend
Public Works	Roadway Improvements	\$ 6,000,000	2027	Recommend
Public Works	Winter Street Roadway Improvements	\$ 3,250,000	2027	Recommend
Public Works	Winter Street and Salem End Road Intersection Improvements - Design	\$ 725,000	2027	Recommend
Public Works	Saxonville Intersection Improvements - Final Design & Construction	\$ 12,710,000	2027	Recommend
Public Works	Elgin Peligan Street Sweeper - Replacement Equipment	\$ 454,000	2027	Recommend
Public Works	Pedestrian Accessibility Improvements Program AAB/ADA	\$ 500,000	2027	Recommend
Public Works	Mack GR42 Convertible Dump Truck Sander with Plow and Scraper - Replacement Vehicle	\$ 368,000	2027	Recommend
Public Works	Ford F550 Stakebody Pickup Truck - Replacement Vehicle	\$ 130,000	2027	Recommend
Public Works	Fuel Island Replacement - Design & Evaluation Study	\$ 294,000	2027	Recommend
Public Works	Public Works Facilities Technology Equipment Replacement	\$ 182,000	2027	Recommend
Public Works	Bishop Street Corridor Improvements - Design and Right-of-Way Acquisition	\$ 550,000	2027	Recommend
Public Works	MS4 Permit Implementation Year 9	\$ 415,000	2027	Recommend
Public Works	Chevy Equinox EV - Replacement Vehicle	\$ 43,000	2027	Recommend
Public Works	Chevy Equinox EV - Replacement Vehicle	\$ 43,000	2027	Recommend
Public Works	Ford F250 Pickup Truck with Plow - Replacement Vehicle	\$ 83,000	2027	Recommend
Public Works	Airman PDS185S Tow-Behind Compressor - Replacement Equipment	\$ 28,000	2027	Recommend
Public Works	Ford F250 Pickup Truck with Plow - Replacement Vehicle	\$ 84,000	2027	Recommend
Public Works	Public Works Fleet Management System	\$ 38,500	2027	Recommend
Public Works	Hybrid Ford Explorer - Replacement Vehicle	\$ 53,000	2027	Defer
Public Works	Hybrid Ford Explorer - Replacement Vehicle	\$ 53,000	2027	Defer
Public Works	Ford F250 Pickup Truck - Replacement Vehicle	\$ 82,000	2027	Defer
Public Works	Ford F550 1-Ton Dump Truck with Plow - Replacement Vehicle	\$ 115,000	2027	Defer
Public Works	Ford F550 Utility Body Pickup Truck - Replacement Vehicle	\$ 275,000	2027	Defer
Public Works	Mack GR64 Convertible Dump Truck Sander with Plow and Scraper	\$ 333,000	2027	Defer
Public Works	Trackless MT7 Sidewalk Tractor - Replacement Equipment	\$ 243,000	2027	Defer
Public Works	Trackless MT7 Sidewalk Tractor - Replacement Equipment	\$ 243,000	2027	Defer
Public Works	Mack GR Rear-load Packer - Replacement Vehicle	\$ 416,000	2027	Defer
Public Works	School Street Bridge Construction	\$ 6,225,000	2027	Defer
Public Works	Sherwin Terrace Area Drainage Improvements	\$ 675,000	2027	Defer
Schools	Floor Maintenance Equipment	\$ 163,000	2027	Recommend
Schools	Barbieri Elementary Paving & Stormwater Improvements - Design	\$ 328,000	2027	Recommend
Schools	Cameron Middle Fire Alarm System Replacement	\$ 807,000	2027	Recommend
Schools	McCarthy Elementary PreK Playground & Safety Surfacing - Design & Installation	\$ 119,000	2027	Recommend
Schools	Harmony Grove Elementary PreK Playground & Safety Surfacing - Design & Installation	\$ 106,000	2027	Recommend
Schools	High School Gymnasium Front and Rear Floor Refinishing	\$ 95,000	2027	Recommend
Schools	Cameron Middle HVAC Sump Replacement	\$ 61,000	2027	Recommend
Schools	High School Theater Lighting Upgrades	\$ 522,500	2027	Recommend
Technology	Citywide IP Camera Replacement	\$ 287,038	2027	Recommend

Department	Name of Project	Budget	Fiscal Year	Status
Sewer	Western Star 47X w. Chadwick Baross Vac Truck - Replacement Vehicle	\$ 838,000	2027	Recommend
Sewer	Ford F550 Switch-N-Go Body Pickup Truck with Plow - Replacement Vehicle	\$ 167,000	2027	Recommend
Sewer	Sewer Collection System Improvements and Repairs	\$ 800,000	2027	Recommend
Sewer	Hybrid Ford Explorer Replacement Vehicle	\$ 48,000	2027	Recommend
Sewer	Maynard Road Sewer Improvements	\$ 900,000	2027	Recommend
Sewer	Sanitary Sewer Evaluation Study (SSES) Defect Repairs Phase 5	\$ 2,000,000	2027	Recommend
Sewer	Pleasant Street Area Sewer Improvements Phase 1	\$ 7,900,000	2027	Defer
Sewer	Worcester Road Sewer Improvements Phase 2	\$ 4,920,000	2027	Recommend
Sewer	Worcester Road - Temple Street West Sewer Main Replacement Design	\$ 230,000	2027	Recommend
Sewer	Ford F550 Aerial Lift - Replacement Equipment	\$ 226,000	2027	Recommend
Sewer	Kohler 60 KW A/C Generator - Replacement Equipment	\$ 162,000	2027	Recommend
Sewer	Ford F250 Pickup Truck - Replacement Vehicle	\$ 82,000	2027	Recommend
Sewer	Ford F350 Utility Body Pickup Truck with Plow - Replacement Vehicle	\$ 140,000	2027	Defer
Sewer	Ford F350 Utility Body Pickup Truck with Plow - Replacement Vehicle	\$ 140,000	2027	Defer
Sewer	CAT XQ330 Generator - Replacement Equipment	\$ 226,000	2027	Recommend
Sewer	Goodwin Pump - Replacement Equipment	\$ 54,000	2027	Defer
Water	Case CX145 Excavator - Replacement Equipment	\$ 227,000	2027	Defer
Water	Fire Flow Restoration and Water Quality Improvements	\$ 5,566,000	2027	Recommend
Water	Water Meter Collection System End Point Replacement Program	\$ 3,700,000	2027	Recommend
Water	Ford F750 Emergency Response Vehicle - Replacement Vehicle	\$ 349,000	2027	Recommend
Water	Maynard Road Water Improvements	\$ 3,480,000	2027	Recommend
Water	Ford F550 Utility Body Pickup Truck with Plow - Replacement Vehicle	\$ 165,000	2027	Recommend
Water	Elm Street Water Pump Station and Mains - Final Design	\$ 500,000	2027	Recommend
Water	Pleasant Street Area Water Improvements Phase 1	\$ 4,900,000	2027	Defer
Water	Ford F550 Utility Body Pickup Truck with Valve Turner - Replacement Vehicle	\$ 202,000	2027	Recommend
Water	Saxonville Intersection Elm Street Transmission Main Lining - Chestnut Street to Watson Place	\$ 1,700,000	2027	Recommend
Water	Worcester Road Water Improvements Phase 2	\$ 6,440,000	2027	Recommend
Water	Worcester Road - Temple Street West Water Main Replacement Design	\$ 680,000	2027	Recommend
Water	Water Pump Station Equipment Replacement and Communication Improvements	\$ 400,000	2027	Recommend
Water	Bishop Street Water Improvements	\$ 900,000	2027	Defer
Water	Ford F350 Utility Body Pickup Truck with Plow - Replacement Vehicle	\$ 140,000	2027	Defer
Water	Ford F350 Utility Body Pickup Truck with Plow - Replacement Vehicle	\$ 140,000	2027	Defer

CIP FY2028 – FY2031

Although the CIP spans five years, estimates for future years are based on current information and known trends. These projections serve as a planning tool rather than a commitment, allowing municipalities to adapt as circumstances evolve. This long-term outlook helps anticipate upcoming needs and supports sustainable growth, even as economic and funding conditions may shift.

A CIP should be a flexible, living document. Conducting annual reviews enables municipalities to adjust the plan based on changing needs, unexpected opportunities, or economic conditions.

The Five-Year CIP, while based on today's best available data, should be understood as a flexible tool to guide decision-making and prioritize investments. By following these best practices, municipalities can develop a well-rounded and actionable CIP that maximizes resources, fosters accountability, and delivers lasting value to the community.

Department	Name of Project - General Fund	Budget	Fiscal Year
Fire	Engine 5 Fire Engine Pumper Replacement	\$ 1,250,000	2028
Parks	Loring Arena Glass Doors	\$ 75,000	2028
Parks	Equipment & Vehicle Replacements	\$ 250,000	2028
Parks	Athletic Court Resurfacing - Anna Murphy Tennis and Basketball, Furber Baseball	\$ 300,000	2028
Parks	Backstop and Fence Repairs and Replacements Parks Facilities	\$ 300,000	2028
Parks	Reardon Park Construction	\$ 3,000,000	2028
Parks	Wauhakum Beach Improvements Construction	\$ 3,000,000	2028
Parks	Walsh/Dunning Softball Complex Improvements Construction	\$ 5,000,000	2028
Parks	Bates Park Community Garden Engineering Design	\$ 100,000	2028
Parks	Bates Park Accessibility Improvements and Playground Design	\$ 100,000	2028
Parks	Chris Walsh Trail Conceptual Design Continued - Aqueduct Trail, Gatehouse and Bridge	\$ 300,000	2028
Parks	Mason Park Accessibility Improvements and Playground Design	\$ 100,000	2028
Parks	Anna Murphy Accessibility Improvements and Playground Design	\$ 100,000	2028
Parks	Farm Pond Floating Dock Construction - depending on permitting	\$ 2,000,000	2028
Public Safety	Police Body Camera Program	\$ 371,000	2028
Public Works	Arlington Street Area Drains and Road Improvements Phase 1 Construction	\$ 5,324,000	2028
Public Works	Rearload Packer Replacement	\$ 511,000	2028
Public Works	Cochituate Rail Trail Extension at Saxonville Levee Design	\$ 100,000	2028
Public Works	CSX Culvert and Drainage Construction	\$ 250,000	2028
Public Works	Pedestrian Accessibility Improvements Program (AAB/ADA)	\$ 500,000	2028
Public Works	Barber Road Roadway Improvements	\$ 2,000,000	2028
Public Works	Lake Cochituate Infrastructure and Water Quality Improvements	\$ 1,200,000	2028
Public Works	Maynard Road Roadway Improvements	\$ 3,000,000	2028
Public Works	Lake Wauhakum Infrastructure and Water Quality Improvements	\$ 600,000	2028

Public Works	McFee Road Drainage Improvements	\$ 750,000	2028
Public Works	McAdams Road Drainage Improvements Design	\$ 250,000	2028
Public Works	St Tarcisius Wetland Restoration - Lake Waushakum	\$ 200,000	2028
Public Works	Stormwater Master Plan	\$ 600,000	2028
Public Works	Bishop Street Right of Way Acquisition	\$ 1,000,000	2028
Public Works	Unaccepted Street Improvements	\$ 267,000	2028
Public Works	Taralli Terrace and Second Street Bridges Evaluation	\$ 100,000	2028
Public Works	Arlington Street Area Drains and Road Improvements Phase 2 and 3 Design	\$ 1,030,000	2028
Public Works	Beaver Park Area Drains and Roads Design	\$ 500,000	2028
Public Works	Vehicle and Equipment Replacements	\$ 2,000,000	2028
Public Works	Drainage System & Surface Water Quality Projects	\$ 720,000	2028
Public Works	Hemenway Neighborhood Flood/Drainage Mitigation Construction	\$ 1,895,000	2028
Public Works	MS4 Permit Implementation Year 10	\$ 600,000	2028
Public Works	Recycling Drop-Off Center Replacement - Demo, Design and Construction	\$ 5,562,000	2028
Public Works	Traffic Calming	\$ 150,000	2028
Public Works	Citywide Roadway Improvements	\$ 8,500,000	2028
Schools	Walsh School Roof Design	\$ 485,000	2028
Schools	Farley Administration Building Solar Construction	\$ 3,750,000	2028
Schools	Fire Alarm Construction	\$ 627,000	2028
Schools	Barbieri School Paving Stormwater Construction	\$ 1,575,000	2028
Schools	Barbieri School Roof Design	\$ 725,000	2028
Schools	Framingham High School Roof Basis of Design	\$ 150,000	2028
Technology	DPW SCADA DC Refresh	\$ 312,000	2028
Technology	Virtual and Storage Infrastructure Replacement Program	\$ 1,040,000	2028
Fire	Tower 1 Aerial Fire Truck Replacement	\$ 2,200,000	2029
Parks	Equipment & Vehicle Replacements	\$ 250,000	2029

Parks	Pavement Stormwater Improvements - Learned Beach Parking Lot	\$ 500,000	2029
Parks	Athletic Court Resurfacing or Replacement - Butterworth Pickleball	\$ 500,000	2029
Parks	Athletic Field Lighting Improvements - Butterworth Pickleball	\$ 1,000,000	2029
Parks	Chris Walsh Trail Construction	\$ 20,000,000	2029
Parks	Bates Park Community Garden Construction	\$ 350,000	2029
Parks	Bates Park Accessibility Improvements and Playground Construction	\$ 500,000	2029
Parks	Mason Parks Accessibility Improvements and Playground Construction	\$ 500,000	2029
Parks	Anna Murphy Accessibility Improvements and Playground Construction	\$ 100,000	2029
Parks	Danforth Park Accessibility Improvements and Playground Design	\$ 500,000	2029
Parks	Simpson Park Improvements Engineering Design	\$ 150,000	2029
Parks	Learned Beach Improvements Conceptual Design - Bathhouse and Landscaping Improvements	\$ 100,000	2029
Parks	Bowditch Track Resurfacing Design and Construction	\$ 2,000,000	2029
Public Works	Learned Pond Infrastructure and Water Quality Improvements	\$ 1,500,000	2029
Public Works	Pedestrian Accessibility Improvements Program (AAB/ADA)	\$ 500,000	2029
Public Works	Bishop Street Roadway TIP Construction Non-Participatory and Oversight	\$ 13,020,300	2029
Public Works	Butterworth Park Area Drains and Roads Design	\$ 1,000,000	2029
Public Works	Central Street Road and Drains Construction	\$ 6,500,000	2029
Public Works	Consolidated Vehicle and Equipment Replacements	\$ 2,000,000	2029
Public Works	Drainage System and Surface Water Quality Projects	\$ 720,000	2029
Public Works	Dudley Road Landfill Closure Construction	\$ 5,000,000	2029
Public Works	Main Street Roadway Rehab Design and Construction	\$ 2,500,000	2029
Public Works	Roadway Improvements	\$ 8,500,000	2029
Public Works	Route 126/135 Railroads Intersection TIP Design and Construction Oversight	\$ 5,000,000	2029
Public Works	Salem End/Badger/Gates Intersection TIP Design	\$ 400,000	2029
Public Works	Edgell Road Roadway Improvements Design	\$ 500,000	2029

Schools	Barbieri School Roof Construction	\$ 6,600,000	2029
Schools	Cameron School Paving and Stormwater Design	\$ 187,500	2029
Schools	ADA Compliance Upgrades Districtwide	\$ 400,000	2029
Technology	Firewall Replacement Program	\$ 757,120	2029
Technology	Mail Archiving and Mail Security	\$ 378,560	2029
Fire	Fire Chief Car 1 Hybrid SUV Replacement	\$ 75,000	2030
Parks	Equipment and Vehicle Replacement	\$ 250,000	2030
Parks	Fence and Backstop Repairs and Replacement - Bates Basketball, Winch Basketball, Danforth Basketball	\$ 300,000	2030
Parks	Roof Repair or Replacement - Longs Complex, Danforth Park Building and Galvani Building	\$ 250,000	2030
Parks	Temple Street Park Playground Engineering Design	\$ 1,000,000	2030
Parks	Danforth Park Accessibility Improvements and Playground Construction	\$ 500,000	2030
Parks	Synthetic Field Study - Winch Park and Lower Longs	\$ 100,000	2030
Parks	Learned Pond Bathhouse and Parking Engineering Design	\$ 100,000	2030
Parks	Cushing Park Playground Repairs and Improvements	\$ 500,000	2030
Public Works	Fuel Island Replacement Construction	\$ 3,180,000	2030
Public Works	Pedestrian Accessibility Improvements Program (AAB/ADA)	\$ 500,000	2030
Public Works	Winter Street and Salem End Intersection Improvements Construction	\$ 10,000,000	2030
Public Works	Arlington Street Area Drains and Roads Phase 2 Construction	\$ 8,390,000	2030
Public Works	Equipment and Vehicle Replacements	\$ 2,000,000	2030
Public Works	Drainage System and Surface Water Quality Projects	\$ 720,000	2030
Public Works	Roadway Improvements	\$ 8,500,000	2030
Public Works	Traffic Calming	\$ 150,000	2030
Public Works	Beaver Park Area Drains and Roads Construction	\$ 5,000,000	2030
Public Works	McAdams Road Drainage Improvements Construction	\$ 2,000,000	2030
Schools	Framingham High School Roof Design	\$ 3,000,000	2030
Schools	Brophy School Asbestos Abatement Phase 1	\$ 437,500	2030

Technology	MUNIS and Laserfiche SaaS	\$ 1,124,864	2030
Fire	Engine 2 Fire Engine Pumper Replacement	\$ 1,300,000	2031
Parks	Equipment and Vehicle Replacements	\$ 250,000	2031
Parks	Pavement Program Improvements - Longs Parks Lot behind Loring Arena	\$ 500,000	2031
Parks	Athletic Court Resurfacing or Replacement	\$ 300,000	2031
Parks	Athletic Field Lighting Improvements	\$ 500,000	2031
Parks	Temple Street Park Playground Construction	\$ 1,000,000	2031
Parks	Learned Pond Bathhouse and Parking Construction	\$ 300,000	2031
Parks	Simpson Park Improvements Construction	\$ 500,000	2031
Parks	Butterworth Park Playground Improvements Engineering Design	\$ 100,000	2031
Parks	Lower Longs Soccer and Baseball Improvements Engineering Design	\$ 300,000	2031
Parks	Winch Park Athletic Field Conceptual Design	\$ 150,000	2031
Parks	Danforth Park Playground Improvements Conceptual Design	\$ 100,000	2031
Public Works	Pedestrian Accessibility Improvements Program (AAB/AAD)	\$ 500,000	2031
Public Works	Vehicle and Equipment Replacements	\$ 2,000,000	2031
Public Works	Drainage System and Surface Water Quality Projects	\$ 720,000	2031
Public Works	Traffic Calming	\$ 150,000	2031
Public Works	Roadway Improvements	\$ 8,500,000	2031
Public Works	Butterworth Park Area Drains and Roads Construction	\$ 10,000,000	2031
Public Works	Cochituate Road (Route 30) Roadway Improvements	\$ 6,000,000	2031
Public Works	Cochituate Rail Trail Extension at Saxonville Levee Construction	\$ 1,000,000	2031
Public Works	Edgell Road Roadway (MassPike to Nobscot) Improvements Construction	\$ 5,000,000	2031
Public Works	Salem End/Badger/Gates Intersection TIP Construction	\$ 25,000,000	2031
Schools	Brophy School Asbestos Abatement Phase 2	\$ 437,500	2031
Schools	King School Roof Construction	\$ 5,625,000	2031
Schools	Cameron School Paving and Stormwater Improvements	\$ 2,000,000	2031

Technology	Citywide VOIP System Upgrade	\$ 409,450	2031
Department	Name of Project - Enterprise Fund	Budget	Fiscal Year
Sewer	Sanitary Sewer Evaluation Study (SSES) Defect Repairs Phase 6	\$ 2,000,000	2028
Sewer	Sewer Pump Station Equipment Replacement and Communication Improvements	\$ 400,000	2028
Sewer	Lavalle Lane Sewer Pump Station Replacement Construction	\$ 3,150,000	2028
Sewer	Woodland Pump Station Replacement Design	\$ 500,000	2028
Sewer	Arlington Street Area Sewer Construction Phase 1	\$ 2,541,000	2028
Sewer	Victor Road Sewer Pump Station Replacement Construction	\$ 2,000,000	2028
Sewer	Weld Street Sewer Pump Station Replacement Construction	\$ 2,500,000	2028
Sewer	Arlington Street Sewer Design Phase 2 and 3	\$ 449,000	2028
Sewer	Vehicle/Equipment Replacements	\$ 1,500,000	2028
Sewer	Edgell Road Corridor Sewer Design	\$ 750,000	2028
Sewer	Pleasant Street Engineering Design Phase 2 and 3	\$ 900,000	2028
Sewer	Sewer Defects Repair Phase 6	\$ 1,000,000	2028
Sewer	SSES Report Study Phase 9	\$ 600,000	2028
Water	Fire Flow Restoration and Water Quality Improvement Program	\$ 2,500,000	2028
Water	Arlington Street Area Water Mains Construction Phase 1	\$ 1,694,000	2028
Water	Elm Street Water Pump Station and Mains Construction	\$ 15,000,000	2028
Water	Merriam Hill Tank Rehabilitation Construction Completion	\$ 800,000	2028
Water	Arlington Street Water Design Phase 2 and 3	\$ 380,000	2028
Water	Vehicle/Equipment Replacements	\$ 1,500,000	2028
Water	Edgell Road Corridor Water Main Design	\$ 730,000	2028
Water	Meter System End Point Replacement Program	\$ 2,500,000	2028
Water	Pleasant Street Water Mains Design Phase 2	\$ 900,000	2028

Water	Waverly Street Water Mains Replacement Design Phase 1 and 2	\$ 500,000	2028
Sewer	Sanitary Sewer Evaluation Study (SSES) Defect Repairs Phase 7	\$ 2,000,000	2029
Sewer	Pleasant Street Pump Station Design and Construction	\$ 4,320,000	2029
Sewer	Worcester Road Sewers Construction Temple and West	\$ 2,300,000	2029
Sewer	Cochituate Road and Worcester Road Interceptors Sewer Design	\$ 300,000	2029
Sewer	Vehicle/Equipment Replacements	\$ 1,500,000	2029
Sewer	Kittredge Pump Station, Gates Pump Station, Loman Pump Station, Garvey Pump Station, Oakcrest Pump Station Force Mains Replacement Design	\$ 500,000	2029
Sewer	Maple Street Sewers Design	\$ 500,000	2029
Sewer	McQuinn, Perry Henderson, Shady Lane Sewer Pump Station and Force Main Replacement Design	\$ 900,000	2029
Sewer	Pleasant Street Sewer Construction Phase 2	\$ 3,440,000	2029
Sewer	Salem End Sewer Pump Station Design	\$ 600,000	2029
Sewer	Sewer Defects Repairs Phase 7	\$ 1,000,000	2029
Sewer	Sewer Pump Station and SCADA Equipment Replacements	\$ 350,000	2029
Sewer	Various Sewer Improvements	\$ 775,000	2029
Sewer	Winter Street Phase 1 Sewer Main Design	\$ 450,000	2029
Sewer	Worcester Road Sewer NE or E-W Connector Design Phase 3	\$ 450,000	2029
Sewer	Worcester Road 9/90 Sewer Construction	\$ 1,675,000	2029
Water	Fire Flow Restoration and Water Quality Improvement Program	\$ 2,000,000	2029
Water	Water Pump Station Equipment Replacement and Communication Improvements	\$ 400,000	2029
Water	Worcester Road Water Mains Temple and West Construction	\$ 6,800,000	2029
Water	Cochituate Road Water Mains Design	\$ 300,000	2029
Water	Vehicle/Equipment Replacements	\$ 1,500,000	2029
Water	Maple Street Water Mains Design	\$ 240,000	2029
Water	Pleasant Street Water Mains Construction Phase 2	\$ 2,710,000	2029
Water	Water Meter Collection System End Point Replacement Program	\$ 3,700,000	2029

water	Water Meter Replacement Program	\$ 2,500,000	2029
Water	Winter Street Water Main Design Phase 1	\$ 600,000	2029
Water	Worcester Road Water NE of E-W Connector Design Phase 3	\$ 450,000	2029
Water	Worcester Road 9/90 Water Mains Construction	\$ 1,675,000	2029
Sewer	Sanitary Sewer Evaluation Study (SSES) Defect Repairs Phase 8	\$ 2,000,000	2030
Sewer	Edgell Road Sewer Main Construction (Mass Pike to Nobscot)	\$ 3,000,000	2030
Sewer	Sewer Pump Station Equipment Replacement and Communication Improvements	\$ 400,000	2030
Sewer	Woodland Pump Station Replacement Construction	\$ 10,000,000	2030
Sewer	Arlington Street Area Sewer Mains Construction Phase 2	\$ 3,604,000	2030
Sewer	Vehicle/Equipment Replacements	\$ 1,500,000	2030
Sewer	Oak Crest Sewer Pump Station and Force Main Design	\$ 500,000	2030
Sewer	Pleasant Street Sewer Construction Phase 3	\$ 4,000,000	2030
Sewer	Sewer Defect Repairs Phase 8	\$ 1,000,000	2030
Sewer	Waverly Street Sewer Mains Rehab and Replacement Construction Phase 1	\$ 5,000,000	2030
Water	Fire Flow Restoration and Water Quality Improvement Program	\$ 2,000,000	2030
Water	Edgell Road Water Main Construction (Mass Pike to Nobscot)	\$ 3,000,000	2030
Water	Arlington Street Area Water Mains Construction Phase 2	\$ 3,604,000	2030
Water	Vehicle/Equipment Replacements	\$ 1,500,000	2030
Water	Fire Flow Restoration and Water Quality Improvement Program	\$ 2,500,000	2030
Water	Pleasant Street Water Mains Construction Phase 3	\$ 3,000,000	2030
Water	Waverly Street Water Mains Rehab and Replacement Construction Phase 1	\$ 5,000,000	2030
Sewer	Winter Street Sewer Main Construction Phase 1	\$ 4,500,000	2031
Sewer	Sanitary Sewer Evaluation Study (SSED) Defect Repairs Phase 9	\$ 2,000,000	2031
Sewer	Cochituate Road and Worcester Road Interceptor Sewers Construction	\$ 2,000,000	2031
Sewer	Vehicle/Equipment Replacements	\$ 1,500,000	2031

Sewer	Arlington Sewer Construction Phase 3	\$ 2,021,000	2031
Sewer	Maple Street Sewers Construction	\$ 500,000	2031
Sewer	Perry Henderson Drive Sewer Pump Station Replacement Construction	\$ 1,000,000	2031
Sewer	McQuinn, Perry Henderson, Shady Lane Sewer Pump Station and Force Main Replacement Construction	\$ 5,000,000	2031
Sewer	Shady Lane Sewer Pump Station Replacement Design	\$ 200,000	2031
Sewer	Various Sewer Improvements	\$ 375,000	2031
Sewer	Worcester Road Sewer, Northeast of E-W Connector Bidding and Construction Phase 3	\$ 8,845,000	2031
Sewer	Waverly Street Sewer Mains Rehab and Replacement Construction Phase 1	\$ 5,000,000	2031
Water	Winter Street Water Main Construction Phase 1	\$ 6,000,000	2031
Water	Fire Flow Restoration and Water Quality Improvement Program	\$ 2,000,000	2031
Water	Cochituate Road Water Mains Construction	\$ 3,000,000	2031
Water	Water Pump Station Equipment Replacement and Communication Improvements	\$ 400,000	2031
Water	Vehicle/Equipment Replacements	\$ 1,500,000	2031
Water	Waverly Street Sewer Mains Rehab and Replacement Construction Phase 2	\$ 5,000,000	2031
Water	Maple Street Water Mains Construction	\$ 1,500,000	2031