



The City of  
Worcester

# Capital Planning for Schools

**Eric D. Batista**  
*City Manager*

April 16, 2026

# Facilities Capital Planning and Spending in Worcester

*Presented by:*

Brian E. Allen, Superintendent



**VISION  
TO ACTION**

*Leading with Purpose, Delivering Results*

# This report will provide the following information:



Review how the Worcester Public Schools does capital planning



Review how MSBA projects fit into the capital plans



Review the difference between a Facility Master Plan and a Capital Spending Plan in Worcester

# Strategic Plan Priorities



**Modernized & Safe  
Facilities**



**Equitable  
Resources &  
Educational  
Programs**



**Family &  
Community  
Engagement**



**Culture  
&  
Climate**



**Acquire &  
Retain  
Talent**



**Health  
&  
Wellness**



**Modernized &  
Safe  
Facilities**



# **MODERNIZED & SAFE FACILITIES**

**Worcester Public Schools is committed to ensuring that each of our school facilities has the infrastructure to support equitable access to a 21st-century teaching and learning environment.**

## **AIM 1**

**Increase spending on facilities to better repair and maintain the schools, grounds, and district buildings.**

## **AIM 2**

**Expand identification and prioritization of building renovation and replacement projects to support future-ready learning spaces for students.**

## **AIM 3**

**Increase responsiveness to repair and maintenance of schools, grounds, and district buildings.**

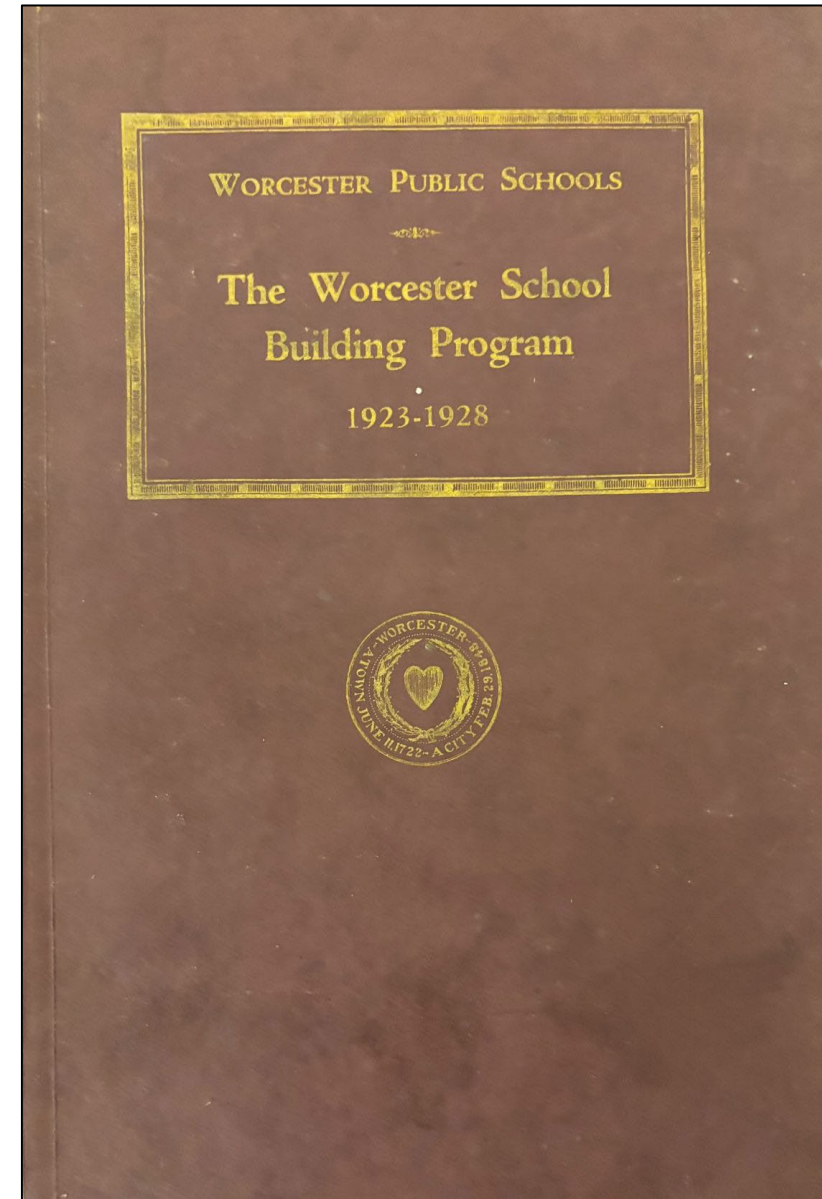
## **AIM 4**

**Expand future-ready opportunities for students through alignment and partnership with community-based learning resources and spaces.**

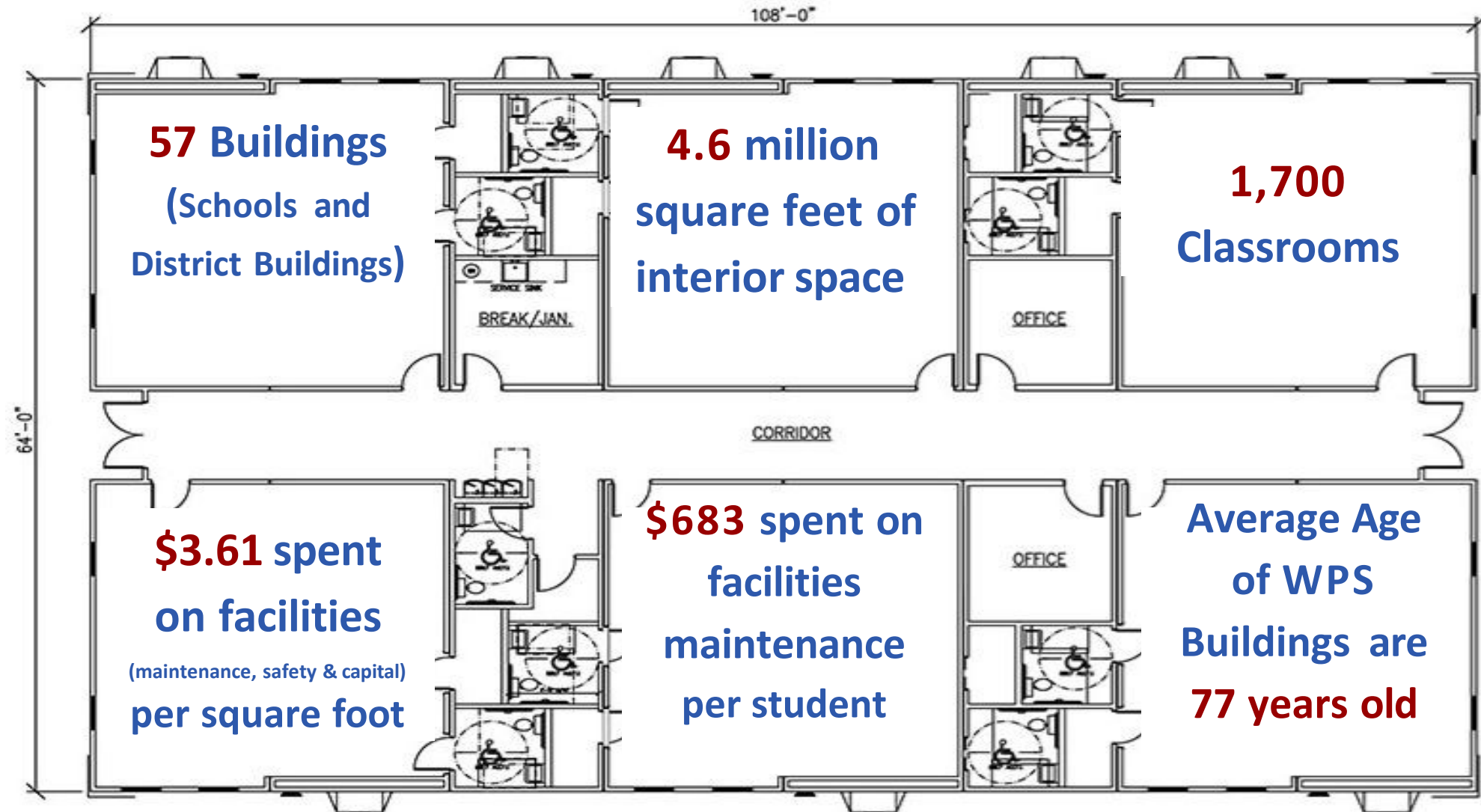
# WPS Facilities Overview

---

- **26 buildings (46%)** constructed **pre-1940**  
(11 Buildings (19%) in 1800's)
- **23 buildings (42%)** constructed between **1950-1999**
- **7 buildings (12%)** constructed between **2000-current**



# WPS Facilities - *By the numbers!*



# Capital Planning with the City

Annual Spending Plan is done as part of the city's annual borrowing for capital funds (and issuance of long term debt).



# Master Plan versus Capital Plan...in Worcester

## Master Plan

- Comprehensive assessment of school buildings
- Costs identified but no spending plan attached.
- Used for long range building projects, including core MSBA projects
- May include enrollment forecasts and building expansion or consolidation analysis
- Informs annual capital plan

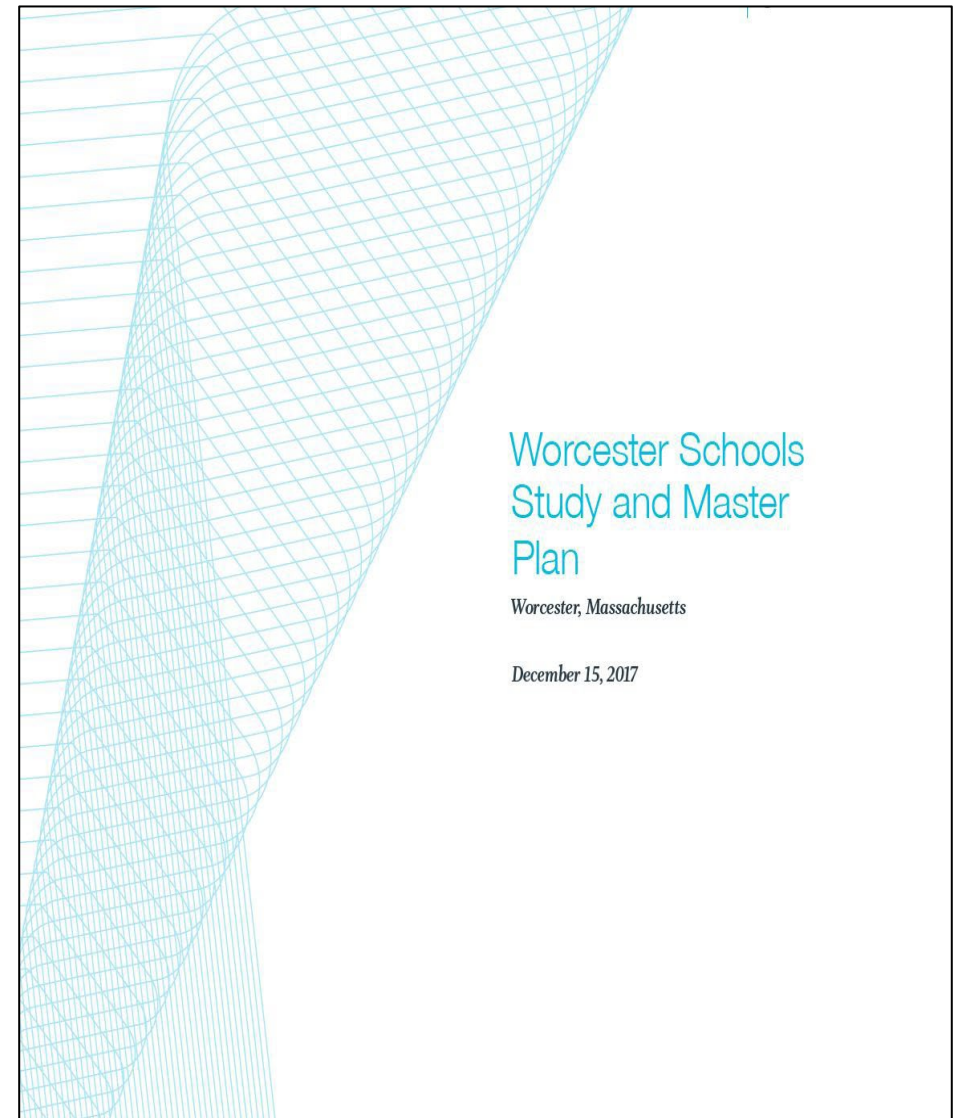
## Capital Plan

- Implements recommendations from the facilities master plan.
- Annualized costs of projects are determined
- Annual spending program on building renovation projects
- Might include MSBA Accelerated Repair projects
- May change year-over-year based on emergency needs

# Facilities Master Plan

Comprehensive analysis of all school building needs (maintenance, deferred maintenance, end of life cycle, prioritization of needs)

*2026 - Updating Facility Master Plan jointly as a Comprehensive Master Plan with City of Worcester's Department of Public Facilities*

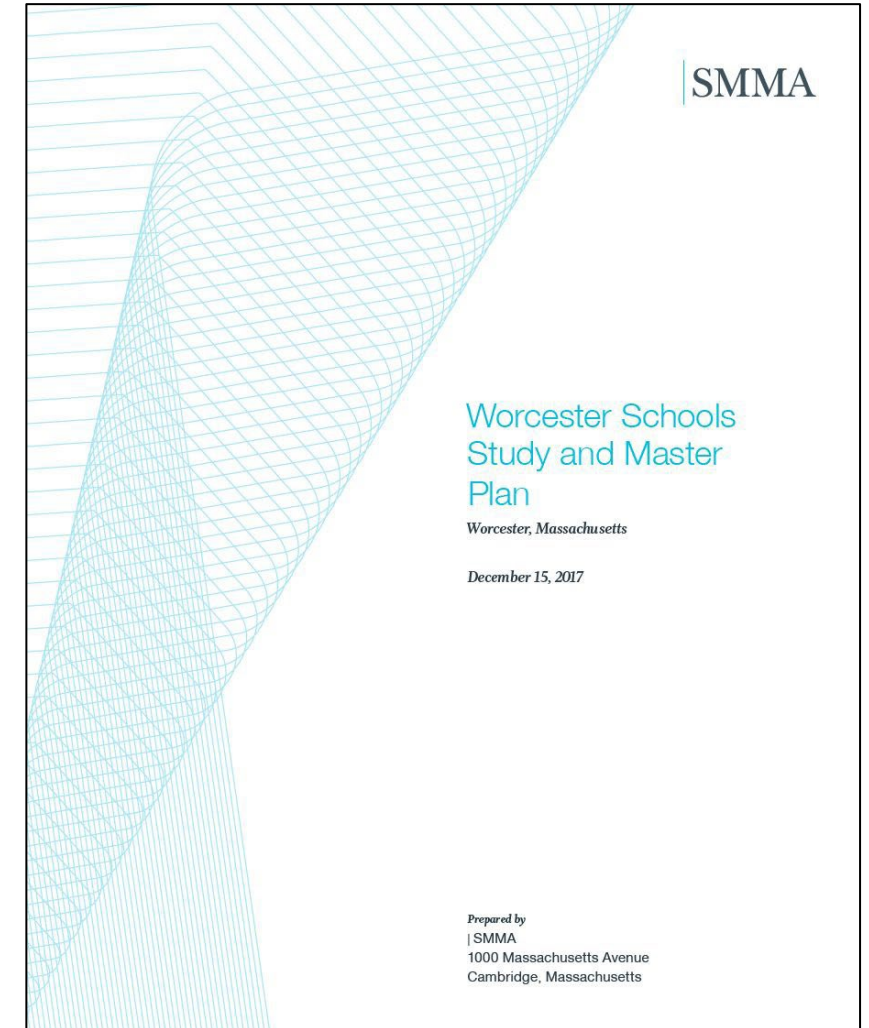


**WORCESTER**  
PUBLIC SCHOOLS

# 2017 Facilities Master Plan

---

- Surveyed **28** of the districts **44** schools  
*(only buildings constructed before 1980 were surveyed)*
- Identified **22 Schools** needing to be replaced or major renovation.
- Identified **\$70 million** in **urgent repairs**.



# Master Plan Expectations

---

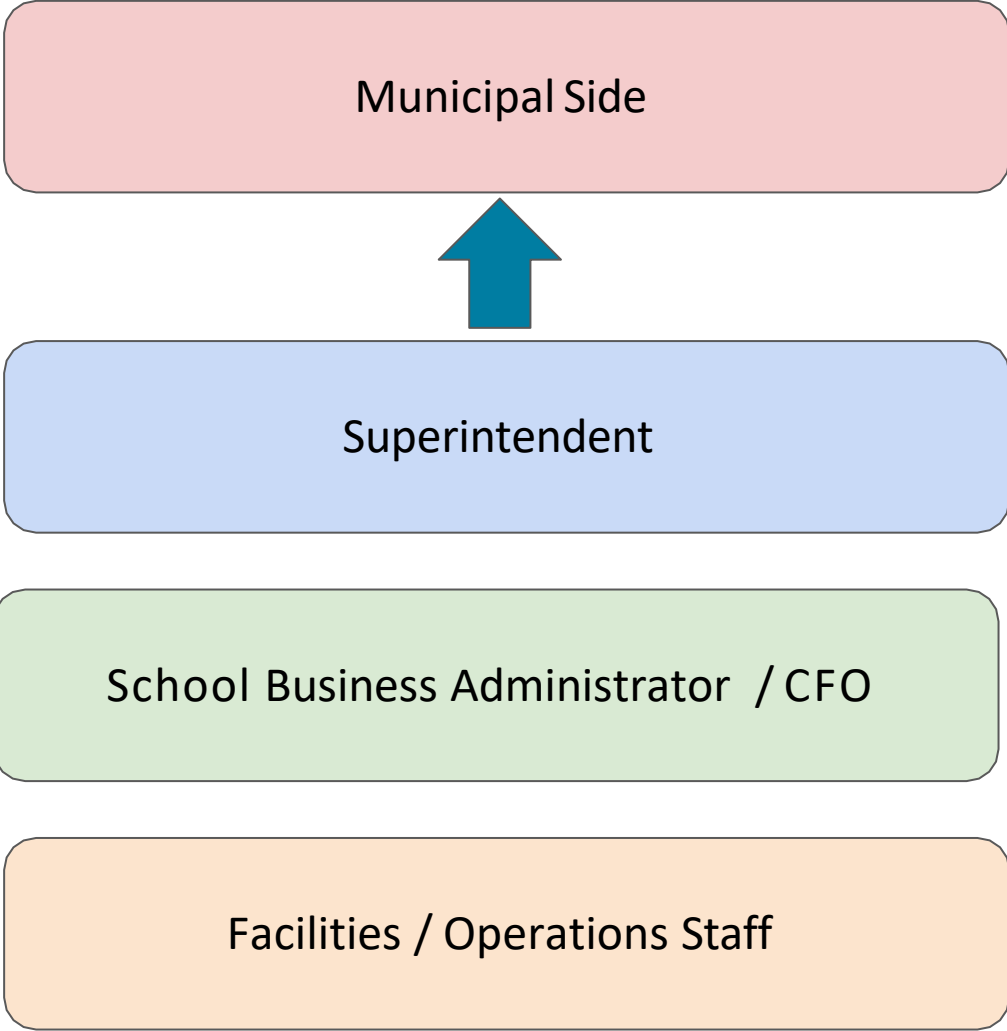
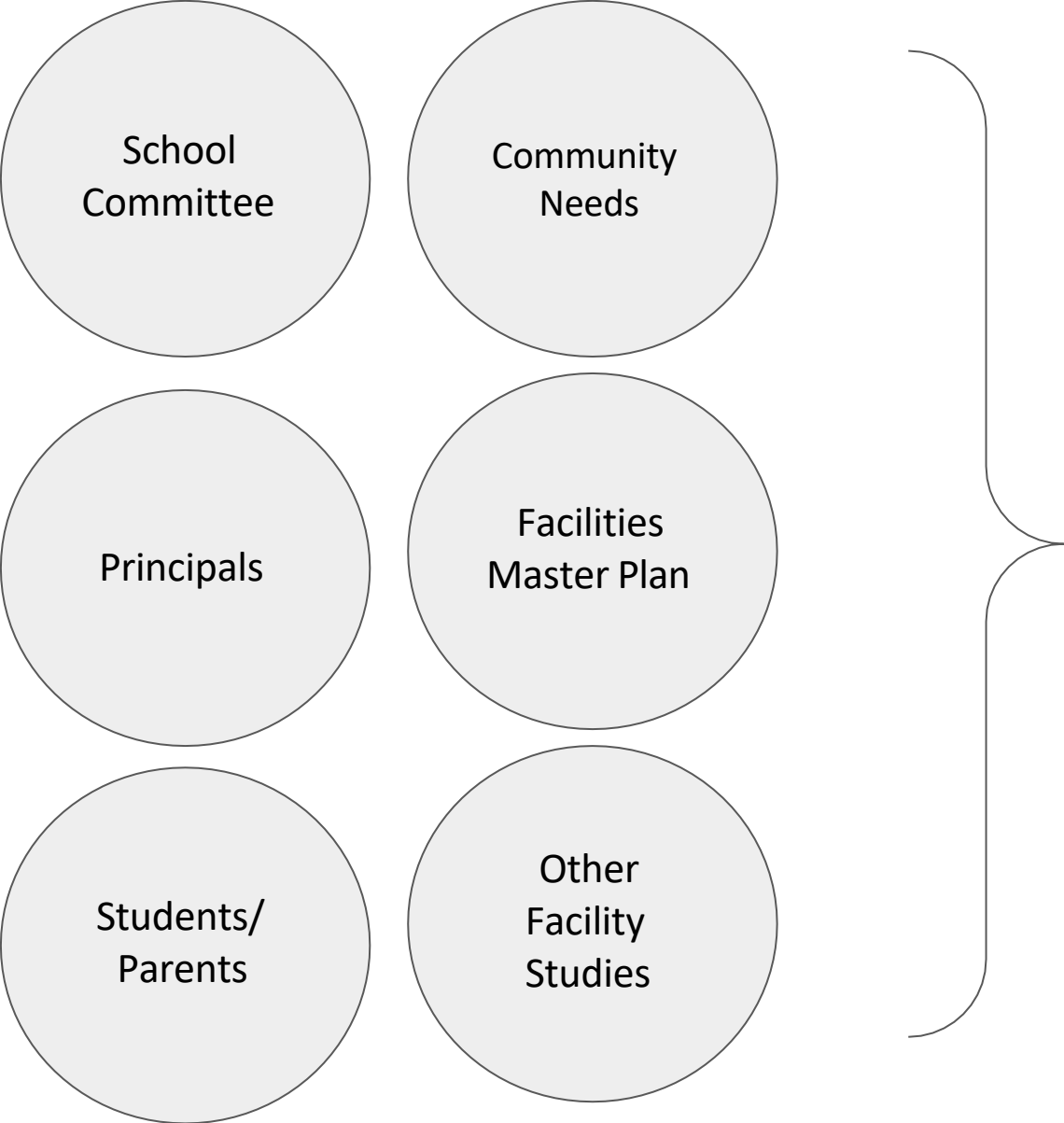
- Facilities Condition Index
- Deferred Maintenance Items
- ADA Accessibility Recommendations
- Incorporate Existing Studies and Analysis





**WORCESTER**  
PUBLIC SCHOOLS

# Capital Planning and Budget



# Purpose of the Capital Plan



1. Financial Stability and Predictability
2. Maximizing Educational Outcomes
3. Extending the Life of District Assets
4. Safety, Security, and Compliance
5. Community Trust and Transparency

# Challenges of Capital Planning



- Capital budgeting can be based on inaccurate estimates
- Capital budgeting can be complex
- Capital budgeting has limited scope

# Strategic Plan - Modernized & Safe Facilities

*Increase Spending on Facilities to better maintain the schools grounds, and district buildings.*

Year	Maintenance	Safety	Capital	Total
FY26	\$10,700,462	\$1,425,000	\$4,500,000	\$16,625,462
FY25	\$10,695,708	\$1,425,000	\$4,500,000	\$16,620,708
FY24	\$9,499,814	\$1,425,000	\$3,500,000	\$14,424,814
FY23	\$7,621,187	\$125,000	\$3,500,000	\$11,246,187
<b><u>Increase Since FY23</u></b>	<b><u>40%</u></b>	<b><u>1,040%</u></b>	<b><u>29%</u></b>	<b><u>48%</u></b>

# MSBA Needs Survey (2016)

**Building Condition Assessment:** A rating representing the general building condition of the school; the scale of this rating is from 1 to 4, **with 1 being best.**

## STATE

## WORCESTER PUBLIC SCHOOLS

Rating	No. of Schools	% of schools in category
1	1,402	84.1%
2		
3	245	14.7%
4	20	1.2%

Generally good condition, with few building systems that may need attention.

May require a moderate to extensive renovation to address the physical deficiencies

Poor condition

Rating	No. of Schools	% of schools in category
1	5	12%
2	14	33%
3	21	50%
4	2	5%

# MSBA Needs Survey (2025)

**Building Condition Assessment:** A rating representing the general building condition of the school; the scale of this rating is from 1 to 4, **with 1 being best.**

## STATE

## WORCESTER PUBLIC SCHOOLS

Rating	No. of Schools	% of schools in category
1	1,048	67%
2	341	22%
3	148	10%
4	19	1%

Generally good condition, with few building systems that may need attention.

May require a moderate to extensive renovation to address the physical deficiencies

Poor condition

Rating	No. of Schools	% of schools in category
1	13	32%
2	18	44%
3	9	22%
4	1	2%

# Five Year Capital Plan

Part of the Annual Budget Process Using:

- City of Worcester Capital Funds
- MSBA Projects
- City of Worcester ARPA Funds (Complete)
- IVAQ Funds (Complete)

2025-2026   Location	Project Description	Estimated City/WPS Share	Estimated MSBA Share	DESE IVAQ or City ARPA	Estimated Total Project Cost
Worcester East Middle	Window Replacement	\$125,000		\$4,000,000	\$4,125,000
Thorndyke Road	ADA Upgrades & Elevator Install			\$3,174,000	\$3,174,000
Lincoln Street	ADA Upgrades & Elevator Install			\$1,810,000	\$1,810,000
Jacob Hiatt	Site Upgrades	\$1,200,000			\$1,200,000
Gerald Creamer Center	ADA Upgrades			\$860,000	\$860,000
Challenge & Reach at Harlow St.	ADA Upgrades			\$856,000	\$856,000
Roosevelt	Site Upgrades	\$650,000			\$650,000
Worcester Technical High	Parking Garage Repairs	\$500,000			\$500,000
Fanning	ADA & Fire Protection Upgrades	\$450,000			\$450,000
Burncoat High	ADA Chairlift	\$200,000			\$200,000
Vernon Hill	Cafeteria Relocation	\$200,000			\$200,000
Various Locations	Door/Hardware/Intercoms Replacements	\$200,000			\$200,000
Forest Grove Middle	Exterior Wall Repair	\$150,000			\$150,000
Thorndyke Road	Office Security Improvements	\$125,000			\$125,000
Sullivan Middle	Interior Renovations	\$125,000			\$125,000
Mill Swan Head Start	Modular Demolition	\$75,000			\$75,000
Design/Engineering/Const. Admin		\$500,000			\$500,000
		<b>\$4,500,000</b>	<b>\$0</b>	<b>\$10,700,000</b>	<b>\$15,200,000</b>

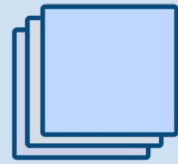
2026-2027   Location	Project Description	Estimated City/WPS Share	Estimated MSBA Share	DESE IVAQ or City ARPA	Estimated Total Project Cost
Belmont Community	Roof Replacement	\$500,000	\$1,800,000		\$2,300,000
Rice Square	Roof, Windows, and Doors Replacement	\$200,000	\$1,200,000		\$1,400,000
Lincoln Street	Parking Lot Expansion & Site Improvements	\$1,000,000			\$1,000,000
Burncoat High	ADA Upgrades	\$500,000			\$500,000
Gates Lane	Boilers & Pump Replacement	\$500,000			\$500,000
Thorndyke Road	Entry and Facade Repairs	\$300,000			\$300,000
May Street	Gym Floor Replacement	\$300,000			\$300,000
Various Locations	Door/Hardware Replacements	\$250,000			\$250,000
Various Locations	Paving	\$250,000			\$250,000
Clark Street	Exterior Improvements	\$200,000			\$200,000
Design/Engineering/Const. Admin		\$500,000			\$500,000
		<b>\$4,500,000</b>	<b>\$3,000,000</b>	<b>\$0</b>	<b>\$7,500,000</b>

# Annual Capital Funds

## Non-MSBA Projects:



Restrooms Renovations



Flooring Renovations



Masonry Repairs



Intercom Systems



Fire Alarm Systems



Building Controls, HVAC Upgrades, Boilers

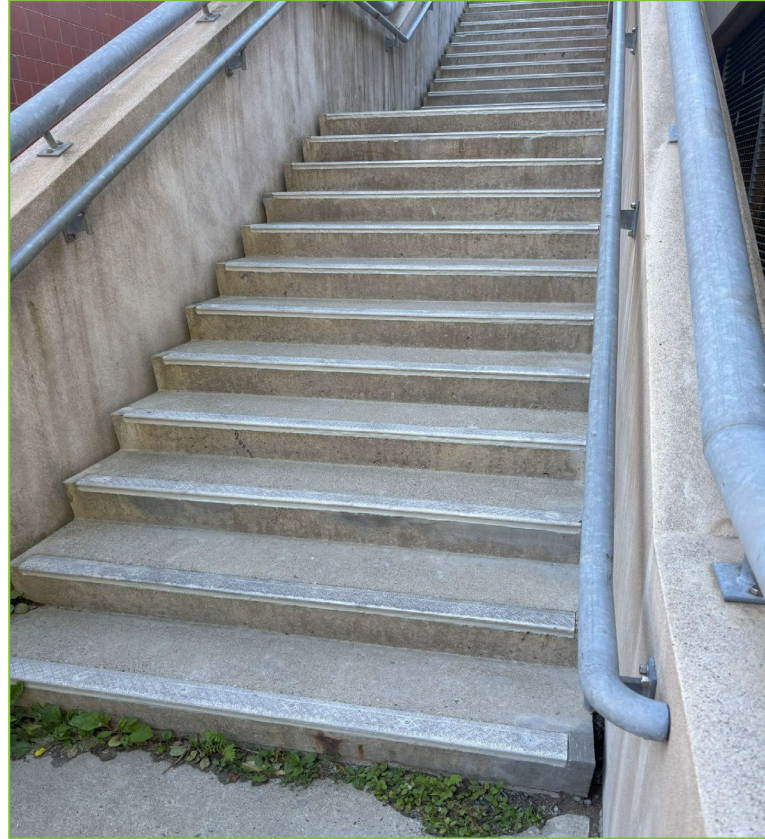


Parking Lot & Walkway Repairs



ADA Building Upgrades

# Annual Capital Funds



# MSBA - Accelerated Repair Projects

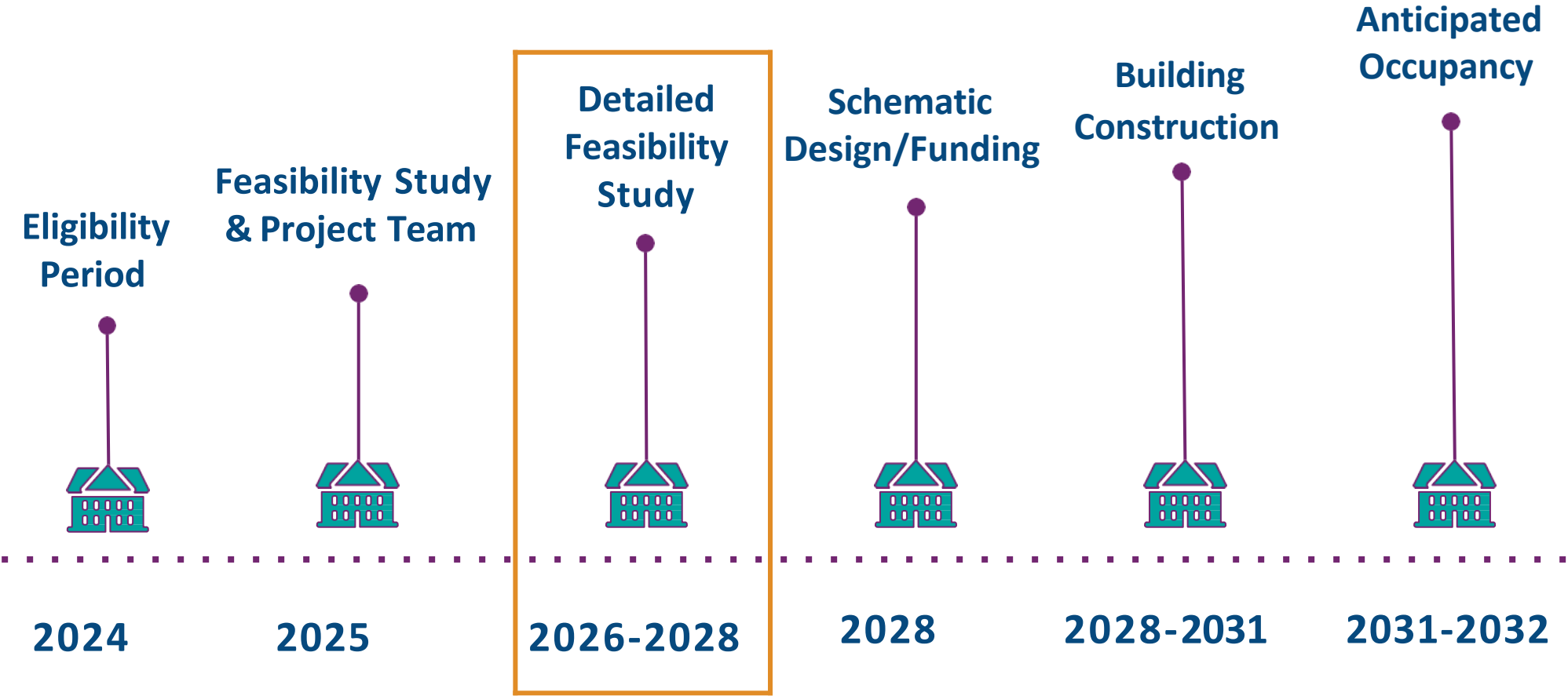
Windows, Roofs and Boilers Since 2012:

- 23 Window Projects
- 10 Boiler Projects
- 7 Roof Projects

MSBA Accelerated Repair Projects currently in schematic design study.

- Belmont Street School - Roof Replacement
- Rice Square School - Roof, Windows & Doors Replacement

# MSBA - Burncoat High School



# Investment in New Schools



\$744 Million Investment five schools



**WORCESTER**  
PUBLIC SCHOOLS

# Thank You

---



**VISION**  
TO ACTION



[worcesterschools.org](http://worcesterschools.org)



20 Irving Street, Worcester, MA 01609



*Questions?*