

Memorandum

To: Board of Selectmen
Finance Committee

From: Martha White, Town Administrator

Date: Thursday, September 1, 2011

Re: Update to the Capital Plan

As per the requirements of Section 5-7 of the Charter of the Town of Natick and Article 20, Section 2 of the By-Laws of the Town of Natick, we are pleased to present this update to the FY 2012-2016 Capital Improvement Program as well as the proposed FY 2012 capital budget.

INTRODUCTION

Everything the Town does, from providing services to its residents and citizens, to properly equipping employees to effectively perform their jobs, require the existence of certain basic physical assets. These assets include streets, water mains, parks, buildings, large equipment and technology. They must be purchased, maintained and replaced on a timely basis or their usefulness and cost-effectiveness in providing public services will diminish. The Town's five-year Capital Improvement Program and annual Capital Budget are developed to ensure adequate capital investment in the Town's assets.

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

A five-year Capital Improvement Program is an important part of any organization's overall budgeting process. Multi-year planning allows proper staging and sequencing of capital projects to even out spending spikes and make funding needs more predictable. Capital investment requirements can be uneven, sometimes involving unique large projects such as a new fire engine or a new school building. Other capital investment needs are recurring. We will continue to refine the multi-year planning process to identify – and hopefully fund - an appropriate annual level of capital investment.

The Town of Natick's Financial Management Principles provide that a minimum of 8% of general fund revenues should be set aside annually to fund capital needs, inclusive of cash appropriations and the subject year's debt budget. Not included in this target are those capital improvements and equipment purchases funded through Enterprise Fund or Intergovernmental or other sources such as Chapter 90, mitigation funds, etc. Debt Excluded projects, however, *are* included within this target. Ideally, this target should provide for a minimum of 10% of general fund revenues set aside in support of annual

capital budget given the size of the Town’s capital assets. During the lowest points of the recession, this proved to be unrealistic as the chart below shows.

Recommended Capital Spending - Financial Management Principles	thru 2011 Spring Town Meeting
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The numbers shown below reflect ONLY General Fund Revenues & Expenditures.

	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Total Revenues	\$ 100,954,999	\$ 102,021,869	\$ 103,904,157	\$ 107,472,425	\$ 114,427,193
Target:	8%	8%	8%	8%	8%
8% (minimum) Target =	\$ 8,076,400	\$ 8,161,750	\$ 8,312,333	\$ 8,597,794	\$ 9,154,175
Target:	10%	10%	10%	10%	10%
10% (ideal) Target =	\$ 10,095,500	\$ 10,202,187	\$ 10,390,416	\$ 10,747,243	\$ 11,442,719
Actual Capital Spending					
Cash	\$ 1,077,378	\$ 293,900	\$ 300,940	\$ 547,620	\$ 712,560
Debt Service	\$ 7,243,778	\$ 6,915,198	\$ 7,158,758	\$ 7,017,319	\$ 8,782,355
Total Capital Spending	\$ 8,321,156	\$ 7,209,098	\$ 7,459,698	\$ 7,564,939	\$ 9,494,915
Total Cap. Spending As %	8.24%	7.07%	7.18%	7.04%	8.30%

There is a problem, however, with our existing capital spending targets. Our targets include all expenses related to the general fund capital – whether it is within the levy or excluded from the tax levy via a debt exclusion vote. By including debt related projects, this tends to “skew” the target. This is shown in the next chart.

Recommended Capital Spending - Financial Management Principles	w/full costs of Debt Exclusions Added
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The numbers shown below reflect ONLY General Fund Revenues & Expenditures.

	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Total Revenues	\$ 100,954,999	\$ 102,021,869	\$ 103,904,157	\$ 107,472,425	\$ 116,594,383
Target:	8%	8%	8%	8%	8%
8% (minimum) Target =	\$ 8,076,400	\$ 8,161,750	\$ 8,312,333	\$ 8,597,794	\$ 9,327,551
Target:	10%	10%	10%	10%	10%
10% (ideal) Target =	\$ 10,095,500	\$ 10,202,187	\$ 10,390,416	\$ 10,747,243	\$ 11,659,438
Actual Capital Spending					
Cash	\$ 1,077,378	\$ 293,900	\$ 300,940	\$ 547,620	\$ 712,560
Debt Service	\$ 7,243,778	\$ 6,915,198	\$ 7,158,758	\$ 7,017,319	\$ 10,950,145
Total Capital Spending	\$ 8,321,156	\$ 7,209,098	\$ 7,459,698	\$ 7,564,939	\$ 11,662,705
Total Cap. Spending As %	8.24%	7.07%	7.18%	7.04%	10.00%

Now that the majority of the excluded debt has been permanently issued for the new Natick High School and Community Senior Center, you can see that these actions alone have enabled us to reach our policy spending targets for capital investment.

Town Administration believes that the need exists to further clarify our targets for capital spending. As part of this update, we are proposing that the Board of Selectmen consider a refinement of the Town's Financial Management Principles to include a target of 6-7% of General Fund Revenues for **within-levy spending only**. Should this 6-7% target be adopted, the Town's capital spending targets for the last 5 years would be as follows:

Recommended Capital Spending - Financial Management Principles					Within-levy Dollars ONLY
The numbers shown below reflect ONLY General Fund Revenues & Expenditures.					
	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Total Revenues	\$100,954,999	\$102,021,869	\$ 103,904,157	\$ 107,472,425	\$ 116,594,383
<i>less debt exclusion taxes</i>	\$ 960,274	\$ 937,705	\$ 918,361	\$ 921,017	\$ 5,057,862
Net Revenues	\$ 99,994,725	\$101,084,164	\$ 102,985,796	\$ 106,551,408	\$ 111,536,521
Target:	6%	6%	6%	6%	6%
6% (minimum) Target =	\$ 5,999,683	\$ 6,065,050	\$ 6,179,148	\$ 6,393,084	\$ 6,692,191
Actual Capital Spending					
Cash	\$ 1,077,378	\$ 293,900	\$ 300,940	\$ 547,620	\$ 1,397,900
Debt Service	\$ 6,283,504	\$ 5,977,493	\$ 6,240,397	\$ 6,096,302	\$ 5,892,283
Total Capital Spending	\$ 7,360,882	\$ 6,271,393	\$ 6,541,337	\$ 6,643,922	\$ 7,290,183
Total Cap. Spending As %	7.29%	6.15%	6.30%	6.18%	6.25%

The chart above includes all capital funding appropriated and proposed for FY 2012.

By adopting a this within-levy capital target, this will ensure that as the costs of debt excluded projects come off the rolls, the Town can clearly and easily understand how much it should be spending to maintain our infrastructure and fleet.

The good news is, that through the community's willingness to support the debt related projects and sound financial management by policymakers and officials, the Town finds itself for the first time in quite a while able to meet its capital needs on a recurring basis. Town of Natick Financial Indicator #9 – Capital Asset and Renewal – states that the warning sign for the community is when a three or more year decline in capital spending from operating funds as a percentage of gross operating revenues occurs. As the above charts show, although capital funds were restricted during the previous years of the recession, at no time did overall capital spending decline for three years in a row.

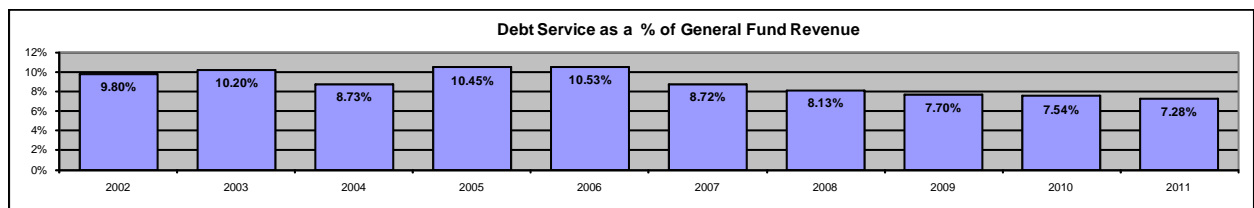
FINANCING METHODS

There are five potential methods for financing the Town's capital investments:

- **Available Funds (Free Cash)** – The town regularly appropriates monies from the general fund and the enterprise funds to finance short-term, small capital investment projects. Examples of available funds are free cash and enterprise fund retained earnings. To date, \$712,560 of Free Cash has been appropriated for FY 2012 capital projects.

- **General Stabilization Fund** – Appropriations out of the stabilization fund can be used for any purpose, but do require a higher threshold (2/3 of Town Meeting) to be used as a funding source. Although used exclusively as a capital reserve in the past, no usage of Stabilization Fund monies are recommended for FY 2012, as the need to maintain adequate reserves is as important in the current fiscal climate as is capital renewal and replacement.
- **Capital Stabilization Fund** – Established at the 2010 Fall Annual Town Meeting, appropriations out of the stabilization fund can be used for the purpose of funding any capital-related project, or pieces of capital equipment, or debt-service payment related to capital purchases. The initial funding for the capital stabilization fund came from the Town’s share of recently approved local option taxes. Although not used during the Spring 2011 Annual Town Meeting as a funding source, \$685,340 is planned to be used to support FY 2012 capital projects at the 2011 Fall Annual Town Meeting.
- **Debt Service** – The Town has traditionally financed large capital projects or purchases through borrowing. The resulting debt obligations are appropriated under the General Fund Tax Levy (either within the levy limit or from a voter approved debt exclusion) or from Enterprise Funds.

Over the last 10 years, the Town’s General Fund Debt service has ranged significantly as a percentage of general fund revenue. As found in Indicator 10 of the Town’s Financial Indicators, the chart below shows the wide range of debt service as a percentage of General Fund Revenue, from a high of 10.53% in 2006 to a low of 7.28% in FY 2011.



As shown above, the amount of general fund resources spent on capital-related items so far in FY 2011 is at its lowest percentage as compared to the last five years, and in fact is the lowest percentage since the beginning of the millennium. The addition of sizeable amounts of debt service related to the new Natick High School and Community Senior Center will increase this total however, beginning this fiscal year.

It is important to monitor how much debt the community has at any one point in time and determine what impact the amount of debt service has on the operating budget and the taxpayers. Credit rating agencies monitor the amount of debt a community has just like they monitor individual credit. A variety of factors, including the level of debt service/annual revenues and level of debt service/capita and per household are evaluated by credit rating agencies. We are proud that the Town of Natick holds a AAA/Stable bond rating from Standard & Poor’s – the best possible credit rating and better than the U.S. Government (Sovereign)

- **Other Sources** – The Town uses dedicated state aid, mitigation funds and grant funding to finance capital investment when these funds are available.

FY 2012 CAPITAL BUDGET & FY 2012-2016 CAPITAL IMPROVEMENT PROGRAM

As a review, a healthy amount of capital projects were appropriated at the 2011 Spring Annual Town Meeting. These projects totaled \$3,304,560, and are detailed on the following pages.

Article 12 - Capital Equipment - 2011 Spring Annual Town Meeting

Item #	Department	Item	Funding Source	Amount
1	Morse Library	Replacement of Furniture	Free Cash	\$ 24,000
2	Police	Replacement of Police Cruisers	Free Cash	\$ 71,560
3	Police	Replacement of Radio Equipment	Free Cash	\$ 48,000
4	Fire	Fire Hose	Free Cash	\$ 25,000
5	Fire	Electrically Powered Stretchers	Free Cash	\$ 28,000
6	DPW	Replace B-3	Free Cash	\$ 30,000
7	DPW	Replace H-45	Tax Levy Borrowing	\$ 190,000
8	DPW	Replace Sidewalk Machine	Tax Levy Borrowing	\$ 142,000
9	DPW	Replace H-59	Tax Levy Borrowing	\$ 125,000
10	DPW	Replace H-40	Tax Levy Borrowing	\$ 60,000
11	DPW	Road Planer Attachment	Free Cash	\$ 24,000
12	DPW	Replace LF-6	Tax Levy Borrowing	\$ 130,000
13	DPW	Replace LF-14 & LF-15	Tax Levy Borrowing	\$ 70,000
14	DPW	Core Aerator	Free Cash	\$ 25,000
15	Council on Aging	Generator - Community/Senior Center	Tax Levy Borrowing	\$ 120,000
16	Recreation	Replace Recreation Bus #2	Tax Levy Borrowing	\$ 70,000
17	Recreation	East School Playground Replacement	Free Cash	\$ 60,000
18	Selectmen	Replace TH-1	Free Cash	\$ 14,000
19	Water/Sewer	Water Meter Radio Transmitters	W/S Debt	\$ 150,000
20	Water/Sewer	Chlorine Upgrade Elm Bank/Pine Oaks/Morse Pond	W/S Retained Earn.	\$ 90,000
21	Water/Sewer	Replace W-20	W/S Retained Earn.	\$ 60,000
22	Water/Sewer	Replace W-13	W/S Retained Earn.	\$ 45,000
23	Water/Sewer	GPS Base Station	W/S Retained Earn.	\$ 25,000
24	Water/Sewer	Replace W-3	W/S Retained Earn.	\$ 25,000
Total Appropriation under Article 12				\$ 1,651,560
Funding Sources				
Free Cash				\$ 349,560
Tax Levy Borrowing				\$ 907,000
Water & Sewer Borrowing				\$ 150,000
Water/Sewer Retained Earnings				\$ 245,000
Total Funding for Appropriations under Article 12				\$ 1,651,560

Article 13 - Capital Improvements - 2011 Spring Annual Town Meeting

Item #	Department	Item	Funding Source	Amount
1	Bacon	Boiler Replacement	Free Cash	\$ 90,000
2	DPW	Replacement of Carpets in Municipal Buildings	Free Cash	\$ 16,000
3	DPW	Exterior Painting (Eliot School)	Free Cash	\$ 75,000
4	DPW	Reroof DPW Vehicle Storage Garage	Borrowing	\$ 165,000
5	DPW	Pedestrian Sidewalk - Speen Street	Free Cash	\$ 12,000
6	DPW	Eliot & South Street Intersection	Borrowing	\$ 105,000
7	DPW	Replacement of Backstops at Memorial School	Free Cash	\$ 15,000
8	Recreation	Interior Renovations (Cole)	Borrowing	\$ 155,000
9	Recreation	Cole North Field Renovations	Borrowing	\$ 80,000
10	Selectmen	Town Hall Meeting Room Technology Upgrades	Free Cash	\$ 25,000
11	Info. Tech.	Electronic Permitting	Free Cash	\$ 100,000
12	Town Clerk	Codification of Charter & By-Laws	Free Cash	\$ 30,000
14	Water/Sewer	Replace Ground Water Wells	W/S Debt	\$ 300,000
15	Water/Sewer	VFD Installs & Controls	W/S Debt	\$ 260,000
16	Water/Sewer	Sewer Main Relining	I & I Fund	\$ 150,000
17	Water/Sewer	Water System Model	W/S Retained Earn.	\$ 75,000
Total Appropriation under Article 13				\$ 1,653,000
Funding Sources				
Free Cash				\$ 363,000
Tax Levy Borrowing				\$ 505,000
Water/Sewer Retained Earnings				\$ 75,000
Water & Sewer Debt				\$ 560,000
Inflow & Infiltration Fund				\$ 150,000
Total Funding for Appropriations under Article 13				\$ 1,653,000

The requests for the 2011 Fall Annual Town Meeting total \$2,275,340. The two major requests are the annual capital requests from the Natick Public Schools for equipment and building system renovations & modifications and for a major renovation to the DPW Headquarters at 75 West Street. This needed renovation will allow consolidation of numerous DPW operations and create space for a proposed consolidated Department of Facilities Management.

Article 9 - Capital Equipment - 2011 Fall Annual Town Meeting

#	Department	Item	Funding Source	Cost
1	Natick Public Schools	REPLACE 1997 NSD 86 (1997 Van)	Capital SF	\$ 30,000
2	Police Department	CRUISER REPLACEMENT	Capital SF	\$ 107,340
3	Public Works - Highway	GUARDRAIL (VARIOUS LOCATIONS)	Capital SF	\$ 10,000
4	Public Works - Highway	REPLACE DUMPSTERS	Capital SF	\$ 10,000
5	Public Works - L,F, & NR	IRRIGATION SYSTEM IMPROVEMENTS	Capital SF	\$ 25,000
6	Board of Health	REPLACE HEALTH-1 (1999 Ford Taurus)	Capital SF	\$ 26,000
7	Community Development	REPLACE CD-1 (1998 Ford Explorer)	Capital SF	\$ 26,000
Total Article 9 - Capital Equipment				\$ 234,340
Funding Sources				
Capital Stabilization Fund				\$ 234,340
Total Funding for Appropriations under Article 9				\$ 234,340

Article 10 - Capital Improvements - 2011 Fall Annual Town Meeting

#	Department	Item	Funding Source	Cost
1	Natick Public Schools	KENNEDY- REPLACE STEAM CONVERTERS AND HOT WTR PUMP	G/F Debt	\$ 220,000
2	Natick Public Schools	JOHNSON- REPAVE DRIVEWAYS	G/F Debt	\$ 75,000
3	Natick Public Schools	LILJA-REPLACE A/C UNITS	Capital SF	\$ 50,000
4	Natick Public Schools	BEN-HEM-REBUILD/REPLACE A/C COMPRESSORS	Capital SF	\$ 50,000
5	Natick Public Schools	BROWN-REPLACE EXHAUST FANS	Capital SF	\$ 30,000
6	Natick Public Schools	BROWN-REPLACE A/C UNITS	Capital SF	\$ 25,000
7	Natick Public Schools	LILJA- REPLACE CLASSROOM AND LIBRARY CARPET	Capital SF	\$ 25,000
8	Natick Public Schools	BROWN-REPLACE LIBRARY CARPET	Capital SF	\$ 24,000
9	Natick Public Schools	BEN-HEM-REPLACE HOT WATER HEATER	Capital SF	\$ 10,000
10	Police Department	EOC CONFIGURATION UPGRADES	Capital SF	\$ 100,000
11	Public Works - Building Maintenance	SECURITY UPGRADES	Capital SF	\$ 61,000
12	Public Works - Highway	STREET LIGHT REPLACEMENT	Capital SF	\$ 40,000
13	Public Works - L,F, & NR	MEMORIAL SOFTBALL IMPROVEMENTS	Capital SF	\$ 10,000
14	Council on Aging	PROGRAMMING SOFTWARE	Capital SF	\$ 11,000
15	Recreation	HISTORICAL MONUMENT RESTORATION	Capital SF	\$ 15,000
16	DPW / Water & Sewer	EXPAND 75 WEST STREET	G/F Debt	\$ 791,000
			W/S Debt	\$ 504,000
Total Article 10 - Capital Improvement				\$ 2,041,000
Funding Sources				
	Capital Stabilization Fund			\$ 451,000
	Tax Levy Borrowing			\$ 1,086,000
	Water & Sewer Borrowing			\$ 504,000
Total Funding for Appropriations under Article 10				\$ 2,041,000

In evaluating the capital requests for FY 2012, administration has attempted to balance multiple factors. One of the approaches which have been employed has been to segregate capital requests into priority categories. We have evaluated departmental requests and schedule them according to the following criteria, listed in their order of priority:

- a. Imminent threat to the health and safety of citizens or property
- b. Timely improvement/replacement of a capital asses to avoid inevitable additional future costs incurred through deferment
- c. Requirements of state or federal law or regulation
- d. Improvement of infrastructure
- e. Improvement of productivity/efficiency

Closing

Recent efforts to strengthen annual capital spending and dedicate more resources annually towards capital projects have positioned the Town well for the future. We hope that the efforts to create and maintain a Capital Stabilization Fund, along with the maintenance of debt service levels constant throughout the ensuing years will provide the funding adequate to allow the Town to protect all of Natick's assets. These dollars combined with further refinements to capital planning and building maintenance will provide an excellent and sustainable framework for public infrastructure for years to come.

Attachments

Proposed Changes to the Financial Management Principles

FY 2012-2016 Capital Improvement Plan

FY 2012 Capital Improvement Budget

2011 Fall Annual Town Meeting - Article 9 - Capital Equipment – Descriptions

2011 Fall Annual Town Meeting – Article 10 – Capital Infrastructure – Descriptions

Proposed Changes to the Financial Management Principles

Financial Management Principles *(proposed revisions italicized)*

PART 1: GENERAL

To protect the town's financial stability, to ensure the availability of adequate financial resources in times of emergency, to capitalize on high bond ratings (and thus low interest rates), it is essential that policies regarding the town's financial management be adopted and adhered to in the preparation and implementation of the town's operating and capital budgets.

PART 2: PRINCIPLES

Reserves: Use and Recommended Balances

- Reserves and one-time revenues should be used only for capital or other non-recurring expenses, except as noted below.
- The Town will strive to maintain unappropriated free cash at a minimum of 1% of revenues, and unappropriated free cash should never be less than ½ % of revenues.
- The Town will maintain a diversified series of permanent reserves in the form of stabilization funds. These stabilization funds will consist of three types:
 - 1. A General Stabilization Fund should be maintained for the purpose of unforeseen and catastrophic emergencies. It should, at a minimum, be at a level equal to 2% of revenues, with the target being 5% of revenues.
 - 2. An Operational Stabilization Fund should be maintained for the purpose of augmenting operations in case of sustained economic downturn and associated loss of revenues in support of operations. Sustained economic downturn will be any situation whereby State Aid and/or local receipts are significantly reduced from one-year to the next. ("Significantly" being defined as more than 5% of the total for the respective revenue category.) The target amount of money in the Operational Stabilization Fund should be sufficient to sustain operations through a three-year period of economic downturn. This shall be equivalent to 10% of State Aid Revenues and 5% of Estimated Receipts cumulative for a three-year period.
 - 3. A Capital Stabilization Fund should be maintained for the purpose of funding any capital related project, or pieces of capital equipment, or debt-service payment related thereto. It shall be funded through local option taxes
- Existing reserves should be enhanced whenever possible.

Capital Planning and Budgeting

- A 5-Year capital plan should be developed and updated annually, per Section 5-7 of the Town's Charter.
- Whenever practical, capital funding should be done in the fall after free cash has been certified.
- *A minimum of 6-7% of net general fund revenues should be set aside annually to fund capital needs, inclusive of cash appropriations and the subject year's debt budget. Not included in this target are those capital improvements and equipment purchases funded through Debt Exclusions, Enterprise or Intergovernmental funds.*
- A minimum of 8% of **gross** general fund revenues should be set aside annually to fund capital needs, inclusive of cash appropriations and the subject year's debt budget. Not included in this target are those capital improvements and equipment purchases funded **through debt exclusion**, Enterprise Fund or Intergovernmental or other sources such as Chapter 90, mitigation funds, etc. Ideally, this target should provide for a minimum of 10% of general fund revenues set aside in support of annual capital budget given the size of the Town's capital assets. ***However, the Town's current fiscal situation makes such a target unrealistic. This goal should be revisited at the earliest possible opportunity.***

Debt Issuance and Management

- Capital projects should be carefully scheduled and monitored to minimize borrowing costs while optimizing investment opportunities.
- Large capital project, generally costing over \$1 million and having a useful life of ten years or more, are typically funded with debt to spread the cost out over many years. In order to prevent such projects from absorbing significant capacity within the levy, careful consideration should always be given to excluding these projects from the 2012 September Capital Update. September 1, 2011 question to the voters.

Financial Management Principles *(proposed revisions italicized)*

- Whenever practical, the issuance of expensive short-term Bond Anticipation Notes should be avoided.

Financial Planning and Forecasting

- Revenue estimates should be realistic, yet conservative, to minimize the potential of shortfalls in the subsequent year's operating budgets and corresponding impacts on free cash.
- Three year revenue and expenditure forecasts should be updated annually.

Cash Management

- Balances in prior Town Meeting funding articles shall be reviewed annually and excess balances shall be closed out to free cash.
- Fees and charges will be reviewed regularly to ensure that – where appropriate – they cover direct and indirect costs associated with the related service.

*Adopted by the Board of Selectmen, March 2011
Revisions proposed by Town Administration, September 2011*

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FY 2012-2016 Capital Improvement Plan



Town of Natick

FY 2012-2016 Capital Plan Summary
September 1, 2011

Department/Division	Project	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
General Fund							
Natick Public Schools							
Kennedy Middle	KENNEDY- REPLACE STEAM CONVERTERS AND HOT WTR PUMP	220,000	-	-	-	-	220,000
Natick High School	HIGH SCHOOL-EXTRAORDINARY REPAIRS ¹	100,000	-	-	-	-	100,000
Johnson Elementary	JOHNSON- REPAVE DRIVEWAYS	75,000	-	-	-	-	75,000
Lilja Elementary	LILJA-REPLACE A/C UNITS	50,000	-	-	-	-	50,000
Bennett-Hemenway Elementary	BEN-HEM-REBUILD/REPLACE A/C COMPRESSORS	50,000	-	-	-	-	50,000
Operations	REPLACE NSD 83 (Van)	30,000	-	-	-	-	30,000
Brown Elementary	BROWN-REPLACE EXHAUST FANS	30,000	-	-	-	-	30,000
Brown Elementary	BROWN-REPLACE A/C UNITS	25,000	-	-	-	-	25,000
Lilja Elementary	LILJA- REPLACE CLASSROOM AND LIBRARY CARPET	25,000	-	-	-	-	25,000
Brown Elementary	BROWN-REPLACE LIBRARY CARPET	24,000	-	-	-	-	24,000
Bennett-Hemenway Elementary	BEN-HEM-REPLACE HOT WATER HEATER	10,000	-	-	-	-	10,000
Brown Elementary	BROWN- ROOF REPLACEMENT	-	550,000	-	-	-	550,000
Memorial Elementary	MEMORIAL- REPLACE BOILERS	-	500,000	-	-	-	500,000
Kennedy Middle	KENNEDY-REPLACE CLASSROOM UNIVENTS + DDC	-	450,000	-	-	-	450,000
Kennedy Middle	KENNEDY-REPLACE LARGE HVAC UNITS	-	300,000	300,000	-	-	600,000
Kennedy Middle	KENNEDY- REPLACE VAT FLOOR TILE	-	300,000	300,000	-	-	600,000
Johnson Elementary	JOHNSON-REFURBISH HALL CEILINGS	-	100,000	-	-	-	100,000
Lilja Elementary	LILJA-REPLACE EXHAUST FANS	-	30,000	-	-	-	30,000
Lilja Elementary	LILJA- REPLACE DOMESTIC HOT WATER HEATER	-	30,000	-	-	-	30,000
Brown Elementary	BROWN-REPLACE DOMESTIC HOT WATER HEATER	-	30,000	-	-	-	30,000
Bennett-Hemenway Elementary	BEN-HEM-REPLACE OFFICE CARPET	-	22,000	-	-	-	22,000
Lilja Elementary	LILJA- ROOF REPLACEMENT	-	-	550,000	-	-	550,000
Bennett-Hemenway Elementary	BENNETT-HEMENWAY-REPLACE DDC TEMPERATURE CONTROLS	-	-	150,000	-	-	150,000
Johnson Elementary	JOHNSON-REMOVE VAT	-	-	150,000	-	-	150,000
Wilson Middle	WILSON-REPLACE A/C COMPRESSORS	-	-	100,000	-	-	100,000
Bennett-Hemenway Elementary	BENNETT-HEMENWAY-REPLACE ROOFTOP EXHAUST FANS	-	-	45,000	-	-	45,000
Operations	REPLACE NSD84	-	-	35,000	-	-	35,000
Operations	VEHICLE REPLACEMENT	-	-	22,000	-	-	22,000
Memorial Elementary	MEMORIAL-REPLACE EXTERIOR WINDOWS	-	-	-	500,000	-	500,000
Memorial Elementary	MEMORIAL-INSTALL FIRE SPRINKLER SYSTEM	-	-	-	500,000	-	500,000
Kennedy Middle	KENNEDY- REPLACE EXTERIOR DOORS	-	-	-	120,000	-	120,000
Wilson Middle	WILSON-REPLACE DOMESTIC WATER HEATERS	-	-	-	90,000	-	90,000
Kennedy Middle	KENNEDY-INSTALL FIRE SPRINKLER SYSTEM	-	-	-	-	800,000	800,000
Kennedy Middle	KENNEDY-REPLACE EXTERIOR WINDOWS	-	-	-	-	650,000	650,000
Sub-total Natick Public Schools		639,000	2,312,000	1,652,000	1,210,000	1,450,000	7,263,000



Town of Natick

FY 2012-2016 Capital Plan Summary

September 1, 2011

Department/Division	Project	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Morse Institute Library							
General Library	FURNITURE REPLACEMENT <i>(funded @ 2011 SATM)</i>	24,000	24,000	-	-	-	48,000
General Library	R.F.I.D. PROJECT /SECURITY SYSTEM	-	110,000	-	-	-	110,000
General Library	AUTOMATED/INTEGRATED BOOK RETURN SYSTEM	-	-	138,000	-	-	138,000
Sub-total Morse Institute Library		24,000	110,000	138,000	-	-	272,000
Bacon Free Library							
General Library	BOILER REPLACEMENT	90,000	-	-	-	-	90,000
Sub-total Morse Institute Library		90,000	-	-	-	-	90,000
Police Department							
Operations	CRUISER REPLACEMENT <i>(\$71,560 funded @2011 SATM)</i>	178,900	183,900	188,900	193,900	198,900	944,500
Operations	REPLACE & ENHANCE RADIO EQUIPMENT <i>(funded @ 2011 SATM)</i>	48,000	-	-	-	-	48,000
Operations	EOC CONFIGURATION UPGRADES	100,000	-	-	-	-	100,000
Operations	BUILDING SECURITY/MONITORING CAMERAS	-	85,000	-	-	-	85,000
Operations	INTERVIEW ROOMS RECORDING EQUIPMENT	-	12,000	-	-	-	12,000
Operations	FITNESS EQUIPMENT UPGRADE	-	12,000	-	-	-	12,000
Operations	IMPROVE. TO DISPATCH MONITORS FOR NATICK COLLECTION	-	10,000	-	-	-	10,000
Operations	VIDEO LAB UPGRADE	-	-	14,000	-	-	14,000
Operations	DICTATION SYSTEM REPLACEMENT	-	-	-	30,000	-	30,000
Operations	RECONFIGURE DISPATCH CENTER	-	-	-	200,000	-	200,000
Sub-total Police Department		326,900	302,900	202,900	423,900	198,900	1,455,500
Fire Department							
Operations	MOBILE DATA TERMINALS/ COMPUTERS ON APPARATUS ²	-	70,000	-	-	-	70,000
Operations	FIRE HOSE <i>(funded @ 2011 SATM)</i>	25,000	-	-	-	-	25,000
Operations	ELECTRICALLY POWERED STRETCHERS <i>(funded @ 2011 SATM)</i>	28,000	-	-	-	-	28,000
Operations	REPLACE LADDER 2 / PLATFORM	-	1,000,000	-	-	-	1,000,000
Operations	CONSTRUCTION OF TRAINING FACILITY	-	750,000	-	-	-	750,000
Operations	INCIDENT SUPPORT VEHICLE/BOX TRUCK	-	90,000	-	-	-	90,000
Training	REPLACE ENGINE 5 (1995)	-	-	500,000	-	-	500,000
Operations	REPLACE 2001 FIRE PUMPER	-	-	-	500,000	-	500,000
Operations	REPLACE FIRE PICKUP 3/PLOW	-	-	-	70,000	-	70,000
Operations	REPLACE AMBULANCE	-	-	-	-	200,000	200,000
Sub-total Fire Department		53,000	1,910,000	500,000	570,000	200,000	3,233,000
Public Works - Building Maintenance							
DPW Headquarters	5 ROOF TOP UNITS (DPW) ³	-	-	-	-	-	-
DPW Headquarters	RENOVATIONS TO 75 WEST STREET	791,000	-	-	-	-	791,000
DPW Headquarters	REROOF DPW VEHICLE STORAGE GARAGE <i>(funded @ 2011 SATM)</i>	165,000	-	-	-	-	165,000
Eliot School	EXTERIOR PAINTING (ELIOT SCHOOL) <i>(funded @ 2011 SATM)</i>	75,000	-	-	-	-	75,000
Operations	REPLACE B-3 (VAN) <i>(funded @ 2011 SATM)</i>	30,000	-	-	-	-	30,000
Various Municipal Buildings	SECURITY UPGRADES	61,000	-	-	-	-	61,000
Various Municipal Buildings	CARPETS (MUNICIPAL BUILDINGS) <i>(funded @ 2011 SATM)</i>	16,000	-	-	-	-	16,000
East School	ROOF (90 OAK STREET)	-	135,000	-	-	-	135,000



Town of Natick

FY 2012-2016 Capital Plan Summary

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Department/Division	Project	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
East School	EXTERIOR PAINTING (90 OAK ST)	-	30,000	-	-	-	30,000
Operations	REPLACE B-1 (VEHICLE)	-	26,000	-	-	-	26,000
Operations	REPLACE B-2 (VAN)	-	-	35,000	-	-	35,000
Cole Recreation Center	AIR HANDLER UNITS (COLE)	-	-	-	100,000	-	100,000
Cole Recreation Center	BOILER REMOVAL (COLE)	-	-	-	45,000	-	45,000
Sub-total Public Works - Building Maintenance		1,138,000	191,000	35,000	145,000	-	1,509,000

Public Works - Engineering

Roadwork	CH90 ROAD IMPROVEMENTS <i>(funded through State)</i>	1,022,000	790,000	790,000	790,000	790,000	4,182,000
Intersection Design/Work	ELIOT & SOUTH STREET INT. IMPROV. <i>(funded @ 2011 SATM)</i>	105,000	-	-	-	-	105,000
Drainage	MIDDLE ST. DRAINAGE IMPROVEMENTS	-	-	-	790,000	-	790,000
Sidewalk	PEDESTRIAN SIDEWALK- SPEEN STREET <i>(funded @ 2011 SATM)</i>	12,000	-	-	-	-	12,000
Operations	ADD NEW E-3 (VEHICLE)	-	25,000	-	-	-	25,000
Roadwork	ROADWAY IMPROVEMENTS PINE STREET	-	250,000	1,500,000	-	-	1,750,000
Drainage	WILLOW ST. DRAINAGE IMPROVEMENTS	-	-	300,000	-	500,000	800,000
Roadwork	ROADS (COLLECTOR/ARTERIAL)	-	-	1,500,000	1,500,000	1,500,000	4,500,000
Dam	ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM	-	-	500,000	-	690,000	1,190,000
Bridge	REHAB. - CHARLES RIVER BRIDGE	-	-	500,000	-	-	500,000
Studies	FEASIBILITY STUDY - STORMWATER UTILITY	-	-	50,000	-	-	50,000
Roadwork	MIDDLE ST. DRAINAGE IMPROVEMENTS	-	-	-	1,000,000	-	1,000,000
Dam	REHAB. - JENNINGS POND DAM	-	-	-	-	125,000	125,000
Sub-total Public Works - Engineering		1,139,000	1,065,000	5,140,000	4,080,000	3,605,000	15,029,000

Public Works - Equipment Maintenance

Operations	IMPLEMENTATION OF GRAVEL PIT MASTER PLAN	-	100,000	-	-	-	100,000
Operations	REPLACE M-2	-	50,000	-	-	-	50,000
Operations	REPLACE M-4	-	55,000	-	-	-	55,000
Operations	REPLACE M-1	-	-	28,000	-	-	28,000
Operations	FUEL DEPOT UPGRADES	-	25,000	-	-	-	25,000
Operations	FORK LIFT	-	20,000	-	-	-	20,000
Operations	FUEL MANAGEMENT SYSTEM	-	-	30,000	30,000	-	60,000
Sub-total Public Works - Equipment Maintenance		-	250,000	58,000	30,000	-	338,000

Public Works - Highway

Safety	REPLACE H-45 (DUMP TRUCK/SANDER/PLOW) <i>(funded @ 2011 SATM)</i>	190,000	-	-	-	-	190,000
Dumpsters	REPLACE SIDEWALK MACHINE <i>(funded @ 2011 SATM)</i>	142,000	-	-	-	-	142,000
Operations	REPLACE H-59 (BACKHOE) <i>(funded @ 2011 SATM)</i>	125,000	-	-	-	-	125,000
Operations	REPLACE H-40 (TRUCK W/PLOW) <i>(funded @ 2011 SATM)</i>	60,000	-	-	-	-	60,000
Streetlights	STREET LIGHT REPLACEMENT	40,000	80,000	80,000	80,000	80,000	360,000
Operations	ROAD PLANER ATTACHMENT <i>(funded @ 2011 SATM)</i>	24,000	-	-	-	-	24,000
Operations	GUARDRAIL (VARIOUS LOCATIONS)	10,000	10,000	10,000	10,000	10,000	50,000
Operations	REPLACE DUMPSTERS	10,000	10,000	10,000	10,000	10,000	50,000
Operations	REPLACE H-42 (DUMP TRUCK/SANDER/PLOW)	-	185,000	-	-	-	185,000



Town of Natick

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Department/Division	Project	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Operations	REPLACE H-55 (FRONT-END LOADER)	-	150,000	-	-	-	150,000
Operations	REPLACE STREET SWEEPER			175,000			175,000
Operations	SNOW MELTER			250,000			250,000
Operations	REPLACE TRASH PACKER	-	-	200,000	-	-	200,000
Operations	REPLACE HOOKLIFT ON S-37	-	-	100,000	-	-	100,000
Sub-total Public Works - Highway		601,000	435,000	825,000	100,000	100,000	2,061,000

Public Works - Land, Facilities & Natural Resources

Operations	REPLACE LF-6 (DUMP TRUCK W/PLOW) <i>(funded @ 2011 SATM)</i>	130,000	-	-	-	-	130,000
Operations	REPLACE LF-15 AND LF-14 (TRACTORS) <i>(funded @ 2011 SATM)</i>	70,000	-	-	-	-	70,000
Operations	IRRIGATION SYSTEM IMPROVEMENTS	25,000	-	-	-	-	25,000
Fields	CORE AERATOR <i>(funded @ 2011 SATM)</i>	25,000	-	-	-	-	25,000
Operations	REPLACE 2 BACKSTOPS @ MEMORIAL SCHOOL <i>(funded @ 2011 SATM)</i>	15,000	-	-	-	-	15,000
Fields	MEMORIAL SOFTBALL IMPROVEMENTS	10,000	-	-	-	-	10,000
Operations	REPLACE LOG LOADER ON LF-8	-	55,000	-	-	-	55,000
Operations	REPLACE LF-3 (DUMP TRUCK W/PLOW)	-	60,000	-	-	-	60,000
Fields	REPLACE LF-9 (BUCKET TRUCK)	-	-	150,000	-	-	150,000
Operations	REPLACE LF-12 (STUMP GRINDER)	-	-	35,000	-	-	35,000
Operations	REPLACE LF-17 (LAWN MOWER)	-	-	12,000	-	-	12,000
Sub-total Public Works - Land, Facilities & Natural Resources		275,000	115,000	197,000	-	-	587,000

Human Services/Council on Aging

Council on Aging	GENERATOR - COMMUNITY/SENIOR CENTER	120,000	-	-	-	-	120,000
Council on Aging	BUS <i>(only if grant funding available) 4</i>	-	65,000	-	-	-	65,000
Council on Aging	PROGRAMMING SOFTWARE	11,000	-	-	-	-	11,000
Sub-total Human Services/Council on Aging		131,000	65,000	-	-	-	185,000

Board of Health

Operations	REPLACE HEALTH-1	26,000	-	-	-	-	26,000
Sub-total Board of Health		26,000	-	-	-	-	26,000

Recreation

Cole Recreation Center	INTERIOR RENOVATIONS (COLE) <i>(funded @2011 SATM)</i>	155,000	-	-	-	-	155,000
Fields	COLE NORTH FIELD RENOVATIONS <i>(funded @2011 SATM)</i>	80,000	200,000	-	-	-	280,000
Transportation	REPLACE REC BUS <i>(funded @2011 SATM)</i>	70,000	-	-	-	-	70,000
Playgrounds/Courts	EAST SCHOOL PLAYGROUND EQUIP. <i>(funded @2011 SATM)</i>	60,000	-	-	-	-	60,000
Water	DUG POND PIER <i>(funded through BAA/Marathon funds)</i>	10,000	5,000	5,000	5,000	5,000	30,000
Parks	HISTORICAL MONUMENT RESTORATION	15,000	15,000	15,000	15,000	-	60,000
Parks	J. J. LANE PARK	-	90,000	-	-	-	90,000
Playgrounds/Courts	JOHNSON SCH CT/BASKETBALL & HOCKEY RINK	-	75,000	-	-	-	75,000
Operations	REPLACE R-1 (VEHICLE)	-	35,000	-	-	-	35,000
Operations	REPLACE FARM TRUCK	-	35,000	-	-	-	35,000
Water	DUG POND PERIMETER FENCE WORK	-	20,000	-	-	-	20,000
Fields	MURPHY FIELD IMPROVEMENTS	-	10,000	-	-	-	10,000
Playgrounds/Courts	MEMORIAL SCHOOL LIGHTING	-	-	125,000	-	-	125,000



Town of Natick

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Department/Division	Project	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Playgrounds/Courts	EAST TENNIS/BASKETBALL COURTS	-	-	100,000	-	-	100,000
Transportation	REPLACE REC BUS #2	-	-	70,000	-	-	70,000
Fields	NAVY YARD IMPROVEMENTS	-	-	45,000	-	-	45,000
Playgrounds/Courts	BASKETBALL COURT RENOVATIONS	-	-	25,000	-	-	25,000
Parks	SOUTH NATICK PARK SYSTEM	-	-	-	1,000,000	-	1,000,000
Playgrounds/Courts	TENNIS/BASKETBALL COURT RENOVATIONS	-	-	-	25,000	-	25,000
Water	MEMORIAL BEACH WATER PLAY UNIT	-	-	-	-	75,000	75,000
Playgrounds/Courts	COLE CENTER PLAYGROUND	-	-	-	-	50,000	50,000
Parks	PEGAN COVE PARK	-	-	-	-	30,000	30,000
Sub-total Recreation		390,000	485,000	385,000	1,045,000	160,000	2,465,000
Board of Selectmen							
Operations	TOWN HALL MEETING ROOM UPGRADES <i>(funded @2011 SATM)</i>	25,000	-	-	-	-	25,000
Operations	REPLACE TH-1 1998 TAURUS <i>(funded @ 2011 SATM)</i>	14,000	-	-	-	-	14,000
Sub-total Board of Selectmen		39,000	-	-	-	-	39,000
Information Technology							
Records	DOCUMENT ARCHIVING ⁵	-	400,000	250,000	-	-	650,000
Records	ELECTRONIC PERMITTING <i>(funded @ 2011 SATM)</i>	100,000	-	-	-	-	100,000
Sub-total Information Technology		100,000	-	-	-	-	100,000
Town Clerk							
Records	PRESERVATION OF HISTORICAL RECORDS ⁶	-	100,000	100,000	100,000	100,000	400,000
Records	CODIFICATION OF CHARTER & BY-LAWS <i>(funded @ 2011 SATM)</i>	30,000	-	-	-	-	30,000
Sub-total Town Clerk		30,000	-	-	-	-	30,000
Community Development							
Roadwork	ROUTE 27 IMPROVE. - CONSTRUCTION <i>(funded through state)</i>	11,000,000	-	-	-	-	11,000,000
Design	NORTH MAIN STREET REDESIGN <i>(funded through state)</i>	690,000	-	-	-	-	690,000
Facility	COCHITUATE AQUADUCT IMPROV. <i>(funded through Con. Comm.)</i>	50,000	-	-	-	-	50,000
Operations	REPLACE CD-1	26,000	-	-	-	-	26,000
Facility	DOWNTOWN PARKING GARAGE	-	-	7,000,000	-	-	7,000,000
Sub-total Community Development		11,766,000	-	7,000,000	-	-	18,766,000



Town of Natick

FY 2012-2016 Capital Plan Summary
September 1, 2011

Department/Division	Project	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Water & Sewer Enterprise Fund							
Infrastructure	EXPAND 75 WEST STREET ⁷	504,000					504,000
Infrastructure	REPLACE GROUND WATER WELLS (funded @ 2011 SATM)	300,000	300,000	300,000	300,000	-	1,200,000
Infrastructure	VFD INSTALLS & CONTROLS (funded @ 2011 SATM)	260,000	-	150,000	150,000	-	560,000
Infrastructure	WATER METER RADIO TRANSMITTERS (funded @ 2011 SATM)	150,000	200,000	200,000	200,000	200,000	950,000
Infrastructure	SEWER MAIN RELINING (funded @ 2011 SATM)	150,000	150,000	150,000	150,000	150,000	750,000
Infrastructure	CHLORINE UPGRADE ELM BANK/PINE OAKS/MORSE POND (funded @ 2011 SATM)	90,000	-	-	-	-	90,000
Operations	WATER SYSTEM MODEL (funded @ 2011 SATM)	75,000	-	-	-	-	75,000
Operations	REPLACE W-20 (DUMP TRUCK) (funded @ 2011 SATM)	60,000	-	-	-	-	60,000
Operations	REPLACE W-13 (SKID STEER/BOBCAT) (funded @ 2011 SATM)	45,000	-	-	-	-	45,000
Operations	DATA COLLECTION GPS BASE STATION (funded @ 2011 SATM)	25,000	-	-	-	-	25,000
Operations	REPLACE W-3 (VEHICLE) (funded @ 2011 SATM)	25,000	-	-	-	-	25,000
Infrastructure	UPGRADE FORCE MAIN BRADFORD & PAMELA	-	2,100,000	-	-	-	2,100,000
Infrastructure	H & T FILTER MODIFICATION	-	200,000	-	-	-	200,000
Operations	REPLACE W-22 (DUMP TRUCK)	-	160,000	-	-	-	160,000
Infrastructure	PINE OAKS WELLS REPLACE MCC	-	150,000	-	-	-	150,000
Operations	REPLACE W-14 (BACKHOE)	-	125,000	-	-	-	125,000
Infrastructure	SEWER MAIN ON COTTAGE & UNION STREET	-	75,000	-	-	-	75,000
Operations	REPLACE W-28 (TRUCK W/PLOW)	-	45,000	-	-	-	45,000
Operations	REPLACE W-25 (TRUCK)	-	45,000	-	-	-	45,000
Operations	W-21 CALL TRUCK 1 TON WORK TRUCK	-	40,000	-	-	-	40,000
Operations	REPLACE W-6 (GENERATOR)	-	45,000	-	-	-	45,000
Operations	W-12 AIR COMPRESSOR	-	30,000	-	-	-	30,000
Infrastructure	RUNNING BROOK/VESTA RD PUMP STATION	-	-	500,000	-	-	500,000
Infrastructure	TRAVIS ROAD GENERATOR	-	-	150,000	-	-	150,000
Infrastructure	PRIME PARK PUMP STATION WALL REPAIR	-	-	140,000	-	-	140,000
Infrastructure	GENERATOR BRADFORD RD & GRINDER PUMP	-	-	125,000	-	-	125,000
Operations	REPLACE W-1 (VEHICLE)	-	-	30,000	-	-	30,000
Operations	REPLACE W-16 (BACKHOE)	-	-	-	125,000	-	125,000
Infrastructure	REPLACE CONTROL VALVES TONKA AND H&T FILTERS	-	-	-	100,000	-	100,000
Infrastructure	INSTALL GRINDER PUMP HEALTH CENTER	-	-	-	25,000	-	25,000
Infrastructure	BOOSTER PUMP - GLENRIDGE	-	-	-	-	250,000	250,000
Operations	REPLACE W-23 (DUMP TRUCK)	-	-	-	-	160,000	160,000
Operations	W-4 RANGER	-	-	-	-	21,000	21,000
Infrastructure	REPLACE PUMP 4M SEWER STATION	-	-	-	-	-	-
Infrastructure	WATER MAIN RELINING PHASE 6	-	-	-	-	-	-
Infrastructure	ROUTE 30 WATER MAIN LOOP	-	-	-	-	-	-
Total Water Sewer Enterprise Fund		1,684,000	3,665,000	1,745,000	1,050,000	781,000	8,925,000



Town of Natick

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Department/Division	Project	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Sassamon Trace Golf Course Enterprise Fund							-
Irrigation	SASSAMON TRACE IRRIGATION WELL ⁸	-	75,000	-	-	-	75,000
Total Sassamon Trace Golf Course Enterprise Fund		-	75,000	-	-	-	75,000
Total All Capital Requests, All Funds		18,451,900	10,980,900	17,877,900	8,653,900	6,494,900	62,459,500

Footnotes

¹ High School Extraordinary Repairs - Placeholder within the Finance Committee Reserve Fund for issues at Natick High School

² Mobile Data Terminals/Computers on Fire Apparatus - Item (orig. \$70,000) deferred from FY 2012. Still evaluating potential technology applications.

³ 5 Roof Top Units @ DPW - Item (orig. \$175,000) rolled into Renovations to DPW item for FY 2012 (tot. of \$791,000)

⁴ Senior Center Bus - Deferred from FY 2012 (\$65,000) - no grant funding currently available

⁵ Document Archiving - Item (orig. \$400,000) deferred from FY 2012. Still evaluating potential technology applications related to permitting; will not purchase large archiving system until intake question solved.

⁶ Preservation of Historical Records - Item (orig. \$100,000) deferred from FY 2012. Working to bid and use initial \$100,000 appropriation from 2010 FATM. Will request in future years.

⁷ Expand 75 West Street - Item (orig. \$650,000) rolled into larger Renovations to DPW item for FY 2012. This portion is that attributable to Water & Sewer operations.

⁸ Sassamon Trace Irrigation Well - Item (orig. \$75,000) deferred from FY 2012. Still evaluating if needed.

FY 2012 Capital Improvement Budget



Town of Natick

FY 2012 Capital Improvement Budget (Inclusive of Spring and Fall 2011 Town Meetings)
September 1, 2011

Department/Division	Project	FY 2012	Financing		Spring		Fall	
			Cash	Debt	Equipment	Improvement	Equipment	Improvement
General Fund								
Natick Public Schools								
Kennedy Middle	KENNEDY- REPLACE STEAM CONVERTERS AND HOT WTR	220,000	-	220,000				220,000
Natick High School	HIGH SCHOOL-EXTRAORDINARY REPAIRS <i>(Operating Budget)</i>	100,000	-					
Johnson Elementary	JOHNSON- REPAVE DRIVEWAYS	75,000	-	75,000				75,000
Lilja Elementary	LILJA-REPLACE A/C UNITS	50,000	50,000					50,000
Bennett-Hemenway Elementary	BEN-HEM-REBUILD/REPLACE A/C COMPRESSORS	50,000	50,000					50,000
Brown Elementary	BROWN-REPLACE EXHAUST FANS	30,000	30,000					30,000
Operations	REPLACE NSD 83 (Van)	30,000	30,000				30,000	
Brown Elementary	BROWN-REPLACE A/C UNITS	25,000	25,000					25,000
Lilja Elementary	LILJA- REPLACE CLASSROOM AND LIBRARY CARPET	25,000	25,000					25,000
Brown Elementary	BROWN-REPLACE LIBRARY CARPET	24,000	24,000					24,000
Bennett-Hemenway Elementary	BEN-HEM-REPLACE HOT WATER HEATER	10,000	10,000					10,000
Sub-total Natick Public Schools		639,000	244,000	295,000	-	-	30,000	509,000
Morse Institute Library								
General Library	FURNITURE REPLACEMENT	24,000	24,000	-	24,000			
Sub-total Morse Institute Library		24,000	24,000	-	24,000	-	-	-
Bacon Free Library								
General Library	BOILER REPLACEMENT	90,000	90,000	-	-	90,000		
Sub-total Morse Institute Library		90,000	90,000	-	-	90,000	-	-
Police Department								
Operations	CRUISER REPLACEMENT	178,900	178,900		71,560		107,340	
Operations	EOC CONFIGURATION UPGRADES	100,000	100,000	-				100,000
Operations	RADIO EQUIPMENT REPLACEMENT	48,000	48,000		48,000			
Sub-total Police Department		326,900	326,900	-	119,560	-	107,340	100,000
Fire Department								
Operations	FIRE HOSE	25,000	25,000		25,000			
Operations	ELECTRICALLY POWERED STRETCHERS	28,000	28,000		28,000			
Sub-total Fire Department		53,000	53,000	-	53,000	-	-	-



Town of Natick

FY 2012 Capital Improvement Budget (Inclusive of Spring and Fall 2011 Town Meetings)

September 1, 2011

Department/Division	Project	FY 2012	Financing		Spring		Fall	
			Cash	Debt	Equipment	Improvement	Equipment	Improvement
Public Works - Building Maintenance								
DPW Headquarters	RENOVATIONS TO 75 WEST STREET	791,000		791,000		-		791,000
DPW Headquarters	REROOF DPW VEHICLE STORAGE GARAGE	165,000		165,000		165,000		
Eliot School	EXTERIOR PAINTING (ELIOT SCHOOL)	75,000	75,000	-	-	75,000		
Operations	REPLACE B-3 (VAN)	30,000	30,000	-	30,000			
Various Municipal Buildings	SECURITY UPGRADES	61,000	61,000					61,000
Various Municipal Buildings	CARPETS (MUNICIPAL BUILDINGS)	16,000	16,000			-	16,000	
Sub-total Public Works - Building Maintenance		1,138,000	182,000	956,000	30,000	256,000	-	852,000
Public Works - Engineering								
Roadwork	CH90 ROAD IMPROVEMENTS <i>(State funded)</i>	1,022,000						
Intersection Design/Work	ELIOT AND SOUTH STREET INTERSECTION IMPROVEMENTS	105,000		105,000		105,000		
Sidewalk	PEDESTRIAN SIDEWALK- SPEEN STREET	12,000	12,000		-	12,000		
Sub-total Public Works - Engineering		1,139,000	12,000	105,000	-	117,000		
Public Works - Highway								
Safety	REPLACE H-45 (DUMP TRUCK/SANDER/PLOW)	190,000	-	190,000	190,000	-	-	-
Dumpsters	REPLACE SIDEWALK MACHINE	142,000	-	142,000	142,000	-	-	-
Operations	REPLACE H-59 (BACKHOE)	125,000	-	125,000	125,000	-	-	-
Operations	REPLACE H-40 (TRUCK W/PLOW)	60,000	-	60,000	60,000	-	-	-
Streetlights	STREET LIGHT REPLACEMENT	40,000	40,000	-	-	-	-	40,000
Operations	ROAD PLANER ATTACHMENT	24,000	24,000	-	24,000	-	-	-
Operations	GUARDRAIL (VARIOUS LOCATIONS)	10,000	10,000	-	-	-	10,000	-
Operations	REPLACE DUMPSTERS	10,000	10,000	-	-	-	10,000	-
Sub-total Public Works - Highway		601,000	84,000	517,000	541,000	-	20,000	40,000
Public Works - Land, Facilities & Natural Resources								
Operations	REPLACE LF-6 (DUMP TRUCK W/PLOW)	130,000		130,000	130,000	-		
Operations	REPLACE LF-15 AND LF-14 (TRACTORS)	70,000	-	70,000	70,000			
Operations	IRRIGATION SYSTEM IMPROVEMENTS	25,000	25,000		-		25,000	
Fields	CORE AERATOR	25,000	25,000		25,000			
Operations	REPLACE 2 BACKSTOPS AT MEMORIAL SCHOOL	15,000	15,000		-	15,000		
Fields	MEMORIAL SOFTBALL IMPROVEMENTS	10,000	10,000					10,000
Sub-total Public Works - Land, Facilities & Natural Resources		275,000	75,000	200,000	225,000	15,000	25,000	10,000
Council on Aging								
Operations	GENERATOR - COMMUNITY/SENIOR CENTER	120,000	-	120,000	120,000		-	
Operations	PROGRAMMING SOFTWARE	11,000	11,000					11,000
Sub-total Council on Aging		131,000	11,000	120,000	120,000	-	-	11,000
Board of Health								
Operations	REPLACE HEALTH-1 (1999 Ford Taurus)	26,000	26,000				26,000	
Sub-total Board of Health		26,000	26,000	-	-	-	26,000	-



Town of Natick

FY 2012 Capital Improvement Budget (Inclusive of Spring and Fall 2011 Town Meetings)
September 1, 2011

Department/Division	Project	FY 2012	Financing		Spring		Fall	
			Cash	Debt	Equipment	Improvement	Equipment	Improvement
Recreation								
Cole Recreation Center	INTERIOR RENOVATIONS (COLE)	155,000		155,000		155,000		
Fields	COLE NORTH FIELD RENOVATIONS	80,000		80,000		80,000		
Transportation	REPLACE REC BUS	70,000	-	70,000	70,000			
Playgrounds/Courts	EAST SCHOOL PLAYGROUND EQUIP.	60,000	60,000		60,000			
Parks	HISTORICAL MONUMENT RESTORATION	15,000	15,000					15,000
Water	DUG POND PIER <i>(funded through BAA contributions)</i>	10,000						
Sub-total Recreation		390,000	75,000	305,000	130,000	235,000	-	15,000
Board of Selectmen								
Operations	TOWN HALL MEETING ROOM UPGRADES	25,000	25,000		-	25,000		
Operations	REPLACE TH-1 1998 TAURUS	14,000	14,000		14,000			
Sub-total Board of Selectmen		39,000	39,000	-	14,000	25,000	-	-
Information Technology								
Records	ELECTRONIC PERMITTING	100,000	100,000		-	100,000		
Sub-total Information Technology		100,000	100,000	-	-	100,000	-	-
Town Clerk								
Records	CODIFICATION OF CHARTER & BY-LAWS	30,000	30,000			30,000		
Sub-total Town Clerk		30,000	30,000	-	-	30,000	-	-
Community Development								
Roadwork	ROUTE 27 IMPROVE. - CONSTRUCTION <i>(funded through state)</i>	11,000,000						
Design	NORTH MAIN STREET REDESIGN <i>(funded through state)</i>	690,000						
Facility	COCHITUATE AQUADUCT IMPROV. <i>(funded through Con.Comm.)</i>	50,000						
Operations	REPLACE CD-1 (1998 Ford Explorer)	26,000	26,000				26,000	
Sub-total Community Development		11,766,000	26,000	-	-	-	26,000	-
Total General Fund		16,767,900	1,397,900	2,498,000	1,256,560	868,000	234,340	1,537,000



Town of Natick

FY 2012 Capital Improvement Budget (Inclusive of Spring and Fall 2011 Town Meetings)

September 1, 2011

Department/Division	Project	FY 2012	Financing		Spring		Fall	
			Cash	Debt	Equipment	Improvement	Equipment	Improvement
Water/Sewer Enterprise Fund								
Infrastructure	RENOVATIONS TO 75 WEST STREET	504,000		504,000				504,000
Infrastructure	REPLACE GROUND WATER WELLS	300,000		300,000		300,000		-
Infrastructure	VFD INSTALLS & CONTROLS	260,000		260,000		260,000		
Infrastructure	WATER METER RADIO TRANSMITTERS	150,000		150,000	150,000	-		
Infrastructure	SEWER MAIN RELINING	150,000		150,000		150,000		
Infrastructure	CHLORINE UPGRADE ELM BANK/PINE OAKS/MORSE POND	90,000	90,000		90,000			
Operations	WATER SYSTEM MODEL	75,000	75,000		-	75,000		
Operations	REPLACE W-20 (DUMP TRUCK)	60,000	60,000		60,000			
Operations	REPLACE W-13 (SKID STEER/BOBCAT)	45,000	45,000		45,000			
Operations	DATA COLLECTION GPS BASE STATION	25,000	25,000		25,000			
Operations	REPLACE W-3 (VEHICLE)	25,000	25,000		25,000			
Total Water Sewer Enterprise Fund		1,684,000	320,000	1,364,000	395,000	785,000	-	504,000
Total All Capital Requests, All Funds		18,451,900	1,717,900	3,862,000	1,651,560	1,653,000	234,340	2,041,000
Less Projects funded from alternative sources			\$ (12,772,000)					
Less Operating Budget Items (Reserve Fund for Natick High School)			\$ (100,000)					
Net Capital Projects - All Funds			5,579,900					

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2011 Fall Annual Town Meeting
Article 9 - Capital Equipment – Descriptions

**Article 9
Capital Equipment
2011 Fall Annual Town Meeting
Project Descriptions**

#	<u>Proposed Item</u>	<u>Amount</u>	<u>Funding Source</u>
1	Natick Public Schools		
	REPLACE NSD 83 (Van)	\$ 30,000	Capital Stab. Fund
	<i>Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment</i>		
	This request will replace a 2001 Ford F-250 with approximately 28,000 miles and 2400 hours. This vehicle seems to have hit everything except the lottery. It has body damage on all sides. The plow frame is very worn, undercarriage rusted badly/salt damage. Truck has a lot of rattle sand looseness from the plowing operation and body damage.		
2	Police Department		
	Replacement of Police Cruisers	\$ 107,340	Capital Stab. Fund
	<i>Priority Area A: Imminent threat to the health and safety of citizens or property</i>		
	This request is an annual request to replace front-line cruisers for the Natick Police Department. This year's overall request returns to the replacement of 5 cruisers, rather than the 4 the requested each of the last two fiscal years. We are asking for 3 this fall (to add to the 2 appropriated in Spring) The DPW has examined current use and has found that the Town can afford to replace 2 cruisers now and 2 cruisers in the fall. All cruisers are run to 100,000 miles and then get replaced or if they remain under 100,000 miles are transferred to another function in the Police Department.		
3	Public Works - Highway		
	Guardrails (Various locations)	\$ 10,000	Capital Stab. Fund
	<i>Priority Area A: Imminent threat to the health and safety of citizens or property</i>		
	This is an annual request from the Department of Public Works to replace unsafe guardrails along various streets and highways within the Town. This ongoing capital purchase should be made regularly to ensure that motorists are properly protected along Natick roadways.		
4	Public Works - Highway		
	Dumpster Replacement	\$ 10,000	Capital Stab. Fund
	<i>Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment</i>		
	This is an annual request from the Department of Public Works to replace rotted and unsafe dumpsters at municipal and school facilities. This ongoing capital equipment purchase should be made regularly, as it and is important to maintain safe and hygienic trash collection on municipal properties.		

**Article 9
Capital Equipment
2011 Fall Annual Town Meeting
Project Descriptions**

#	<u>Proposed Item</u>	<u>Amount</u>	<u>Funding Source</u>
5	Public Works - L,F, & NR		
	Irrigation System Improvements	\$ 25,000	Capital Stab. Fund
	<i>Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment</i>		
	This request will fund pressure switches and relay controls to each of 5 irrigation wells at various locations throughout Natick. Currently, there are no safety mechanisms in place to shut off an irrigation pump in the case of a malfunction. This can result in failed pumps, burnout of pumps and pump mechanisms (a condition known as "Dead Head") which can be far more costly to repair and replace. It also will result in shutdown of the pump in case a major leak is detected. This is the second phase of two irrigation controls purchases proposed for the Town. The first, made at the 2010 Fall Annual Town Meeting, purchased a controller to monitor and control the amount of water used irrigate the 13 fields/sites throughout the Town. These improvements will allow the Town to comply with future DEP guidelines and operate the Town's water system more efficiently.		
6	Board of Health		
	Replace Health-1 (1999 Ford Taurus)	\$ 26,000	Capital Stab. Fund
	<i>Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment</i>		
	This request would replace a 1999 Ford Taurus with over 56,000 hard miles on it with a newer, more efficient vehicle. This vehicle is currently used in the daily operation of the Board of Health for compliance inspections by the Environmental Health staff and to transport vaccinations to and from Jamaica Plain, Massachusetts. a 1999 Ford Taurus with approximately 68,000 miles and 6412 hours. There is accident/body damage on the right side of car estimated at \$1750.00 to repair. The under body has rust along brake lines, body seams and frame mounts. Interior is well worn. Under hood is showing engine leaks and possible beginning signs of a head gasket leaking. This vehicle was a recycled Police cruiser and has not worn well over the last 12 years. This will replace the second of the two vehicles used by the Board of Health.		
7	Community Development		
	Replace CD-1 (1998 Ford Explorer)	\$ 26,000	Capital Stab. Fund
	<i>Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment</i>		
	This request would replace a 1998 Ford Explorer used daily by the departments building inspectors. It has approximately 41,000 miles and 3900 engine hours. This vehicle has significant rust and rear bumper is completely rotted. The windshield is leaking water into the passenger compartment caused by the sheet metal being porous along the top of the windshield. Also has a mechanical internal transmission shifter problem that could result in an expensive repair cost.		

Total **\$ 234,340**

Funding Sources

Capital Stabilization Fund \$ 234,340

Total Funding for Appropriations under Article 9 **\$ 234,340**

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**2011 Fall Annual Town Meeting
Article 10 – Capital Infrastructure – Descriptions**

**Article 10
Capital Improvement
2011 Fall Annual Town Meeting
Project Descriptions**

#	<u>Proposed Item</u>	<u>Amount</u>	<u>Funding Source</u>
1	Natick Public Schools		
	Kennedy - Replace Steam Converters and Hot Water Pump	\$ 220,000	Tax Levy Borrowing
	<i>Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment</i>		
	This request would replace steam converters and pumps which provide heat to Kennedy. There are two systems which provide this function and both are more than 35 years old. This estimate assumes the replacement of each system at approximately \$110,000 a piece. The goal of the replacement is to provide more efficient and reliable heat for all users of the building.		
2	Natick Public Schools		
	Johnson - Repave Driveways	\$ 75,000	Tax Levy Borrowing
	<i>Priority Area D: Improvement of infrastructure</i>		
	This request would repave and replace the driveways and parking areas at Johnson Elementary. The current paving has become worn and is beginning to fall apart in some areas. This would provide a consistent and smooth surface throughout to improve driving, walking and drainage issues at Johnson.		
3	Natick Public Schools		
	Lilja - Replace A/C Units	\$ 50,000	Capital Stab. Fund
	<i>Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment</i>		
	This request would replace air conditioner units in the school's office, library and computer room. The current units are circa 1997. Newer units would increase efficiency and save money.		
4	Natick Public Schools		
	Bennett-Hemenway - Rebuild/Replace A/C Compressors	\$ 50,000	Capital Stab. Fund
	<i>Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment</i>		
	This request would replace air conditioner compressor units in the school's office, library and computer room. The current units are circa 1999. Newer units would increase efficiency and save money.		
5	Natick Public Schools		
	Brown - Replace Exhaust Fans	\$ 30,000	Capital Stab. Fund
	<i>Priority Area D: Improvement of Infrastructure.</i>		
	This request would replace 20 exhaust fans at Brown. The current fans are circa 1995. Improving these fans will improve indoor air quality.		
6	Natick Public Schools		
	Brown - Replace A/C Units	\$ 25,000	Capital Stab. Fund
	<i>Priority Area D: Improvement of Infrastructure.</i>		
	This request would replace air conditioner units in the school's office, library and computer room. The current units are circa 1995. Newer units would increase efficiency and save money.		

**Article 10
Capital Improvement
2011 Fall Annual Town Meeting
Project Descriptions**

#	<u>Proposed Item</u>	<u>Amount</u>	<u>Funding Source</u>
7	Natick Public Schools		
	Lilja - Replace Classroom and Library Carpet	\$ 25,000	Capital Stab. Fund
	<i>Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment</i>		
	This request would replace carpets in classrooms, the library and offices at Lilja. The current carpets are from the 1990's and are due to be replaced.		
8	Natick Public Schools		
	Brown - Replace Library Carpet	\$ 24,000	Capital Stab. Fund
	<i>Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment</i>		
	The request would replace the carpet in the library at Brown. It is over 15 years old and has begun to show its wear. Replacement will eliminate snags, tripping hazards and improve hygiene.		
9	Natick Public Schools		
	Bennett-Hemenway - Replace Hot Water Heater	\$ 10,000	Capital Stab. Fund
	<i>Priority Area: B. Timely Improvement/replacement of a capital asset to avoid inevitable additional future costs incurred through deferment</i>		
	This request would replace an oil-fired hot water heater circa 1999. It is due to be replaced, and will increase efficiency.		
10	Police Department		
	Emergency Operations Center (EOC) Upgrades	\$ 100,000	Capital Stab. Fund
	<i>Priority Area D: Improvement of Infrastructure.</i>		
	This request would retrofit the Frederick C. Conley Training Center as the Town's Emergency Operations Center. After using the center in the capacity of an EOC for responding to Hurricane Irene, several notable deficiencies came to light with the facility. This request will add additional power and telephone lines to the training center, replace outdated and used chairs, and improve technology allowing for a more efficient and usable EOC.		
11	Public Works - Building Maintenance		
	Security Upgrades at Public Works	\$ 61,000	Capital Stab. Fund
	<i>Priority Area D: Improvement of Infrastructure.</i>		
	This request would update security systems at the Public Works facility by adding a combination of electronic key cards and security cameras comparable to the system employed currently at the Downtown Municipal Complex. The installation of security cameras will allow for better monitoring of the facility while the addition of keycards would save money (compared to rekeying & recoring all locks) and allow for greater efficiency in the control of the building.		

**Article 10
Capital Improvement
2011 Fall Annual Town Meeting
Project Descriptions**

#	<u>Proposed Item</u>	<u>Amount</u>	<u>Funding Source</u>
12	Public Works - Highway		
	Street Light Replacement	\$ 40,000	Capital Stab. Fund
	<i>Priority Area A: Imminent threat to the health and safety of citizens or property</i>		
	This request would provide funds to replace streetlights in Natick that are the most aged and in the poorest condition. Of the 3500+ streetlights, there are some that date back to the 1950's and need to be replaced for safety reasons. This is an annual request which will likely grow in the future after the Town completes it evaluation of LED streetlights.		
13	Public Works - Land, Facilities and Natural Resources		
	Memorial Softball Improvements	\$ 10,000	Capital Stab. Fund
	<i>Priority Area D: Improvement of Infrastructure.</i>		
	This request would modify drainage in and around the softball fields at Memorial school. Current drainage patterns in and around the fields create long periods of time during the year where the fields are effectively unplayable due to standing water and mud. This improvement would allow the fields to continue to be playable well into the late summer and fall where now this is doubtful. It is also possible this is the first phase of a solution to the drainage problem.		
14	Council on Aging		
	Programming Software	\$ 11,000	Capital Stab. Fund
	<i>Priority Area E: Improvement of productivity/efficiency</i>		
	This request will fund the purchase of myseniorcenter - a software package which will greatly enhance the efficiency and operation of the Council on Aging and the Senior Center. The package allows users to "sign-in" by using a key card (like at the grocery store) and using a touch screen kiosk to state what activity they are participating in. This instantly tracks user activity and will cut down on many hours of repetitive and inefficient data entry currently performed by center staff. It also has a building scheduling component to it, and will be transferable to the new Community Senior Center.		
15	Recreation		
	Historical Marker Restoration	\$ 15,000	Capital Stab. Fund
	<i>Priority Area D: Improvement of infrastructure</i>		
	This is the first-phase of a multi-year project to restore and/or replace Town-wide historical memorials and markers. This first phase would include restoring/replacing three of the markers on Natick Common. These markers are: 1) The granite monument holders and cannons which adjoin the Civil War Monument, 2) Refurbishment of the Spanish-American War Plaque on the flag pole and 3) Replacement of a stolen monument.		

**Article 10
Capital Improvement
2011 Fall Annual Town Meeting
Project Descriptions**

#	<u>Proposed Item</u>	<u>Amount</u>	<u>Funding Source</u>
16	Public Works & Water & Sewer		
	Renovations of 75 West Street	\$ 791,000	Tax Levy Borrowing
	<i>Priority Area D: Improvement of Infrastructure.</i>	\$ 504,000	Water & Sewer Borrowing
	This request will fund renovations to the Department of Public Works building at 75 West Street. Specifically, this renovation will expand the second floor of the facility to include new offices for the proposed Facilities Management Department and consolidate several operations of the Water & Sewer Division, including the GIS Division. Additional storage areas will be created and a safe and secure location will be created for the water meter program. The space will also include space where the GIS Division can train Town employees on how to better utilize the GIS programs already developed by the division.		

Total **\$ 2,041,000**

Funding Sources

Capital Stabilization Fund	\$ 451,000
Tax Levy Borrowing	\$ 1,086,000
Water & Sewer Borrowing	\$ 504,000

Total Funding for Appropriations under Article 10 **\$ 2,041,000**

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