



Town of Natick

FY 2015 Preliminary Budget

Section XII: Capital



Town of Natick

FY 2015 Preliminary Budget

INTRODUCTION

Everything the Town does, from providing services to its residents and citizens, to equipping employees to effectively perform their jobs, requires 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 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.

The Town of Natick is required under 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 to issue a Capital Improvement Program thirty days prior to the date required for submission of the operating budget annually. That program must contain the following elements:

- (a) A clear, concise, general summary of its contents.
- (b) A listing of all capital expenditures proposed to be made, by years, during the five fiscal years next ensuing, with supporting information as to the need for each such expenditure.
- (c) Cost estimates, methods of financing and recommended time schedules.
- (d) The estimated annual cost of operating and of maintaining any new facility or piece of major equipment involved.

This document is taken from that document, the **FY 2015-2019 Capital Improvement Plan**. To find the full document, please go to http://natickma.gov/Public_Documents/NatickMA_Admin/capital.

FIVE-YEAR CAPITAL 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 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 five-year planning process to identify – and hopefully fund - an appropriate annual level of capital investment.

Natick has recently invested a lot of money in our capital needs. The new Natick High School and the new Community-Senior Center have both come in on-time and either within budget (in the case of the Community-Senior Center) or under budget (in the case of the New Natick High School). We have also created the financial mechanisms – though the creation of a Capital Stabilization Fund and the funding of it annually with the Town's Local Option Meals and Hotel/Motel taxes – to ensure the Town's continued ability to adequately fund its capital needs.



Town of Natick

FY 2015 Preliminary Budget

To monitor this on an ongoing basis, for the last several years we have developed and utilized recommended targets for capital spending as part of our overall financial policies. For within-levy spending (exclusive of any debt excluded projects), that target recommends that 6% of General Fund Revenues be used to fund each year's "cash capital" plus debt budget. As shown below, we have done well over the last five years in meeting this 6% target, although FY 2013 fell a little short.

Recommended Capital Spending - Financial Management Principles	Within-levy Dollars ONLY				
The numbers shown below reflect ONLY General Fund Revenues & Expenditures.					
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
Total Revenues	\$ 102,021,869	\$ 103,904,157	\$ 107,472,425	\$ 116,594,383	\$ 122,741,389
<i>less debt exclusion taxes</i>	\$ 937,705	\$ 918,361	\$ 921,017	\$ 5,057,862	\$ 4,768,302
Net Revenues	\$ 101,084,164	\$ 102,985,796	\$ 106,551,408	\$ 111,536,521	\$ 117,973,087
Target:	6%	6%	6%	6%	6%
6% (minimum) Target =	\$ 6,065,050	\$ 6,179,148	\$ 6,393,084	\$ 6,692,191	\$ 7,078,385
Actual Capital Spending					
Cash	\$ 293,900	\$ 300,940	\$ 543,120	\$ 1,401,900	\$ 1,282,777
Debt Service	\$ 5,977,493	\$ 6,240,397	\$ 6,096,302	\$ 5,892,283	\$ 5,440,219
Total Capital Spending	\$ 6,271,393	\$ 6,541,337	\$ 6,639,422	\$ 7,294,183	\$ 6,722,996
Total Cap. Spending As %	6.15%	6.30%	6.18%	6.26%	5.48%

Notes:

All columns reflect actual Town Meeting Appropriations and borrowing authorizations; some projects were subsequently deferred.

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 has found itself in recent years able to meet its capital needs on a recurring basis; this was not always the case in years past. Town of Natick's 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 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

Traditionally, there are four 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. No Free Cash was spent for capital items at the 2013 Fall Annual Town Meeting. \$96,000 of Water/Sewer Enterprise Retained Earnings was spent, however, and



Town of Natick

FY 2015 Preliminary Budget

\$10,000 of Sassamon Trace Enterprise Retained Earnings was also spent at the 2013 Spring Annual Town Meeting.

- **General Stabilization Fund** – Appropriations out of the stabilization fund can be used for any purpose, but do require a higher (2/3) quantum vote of Town Meeting to be used as a funding source. Although used as a capital reserve in the past, the Town has not used General Stabilization Funds in support of capital needs since the creation of the Capital Stabilization Fund (discussed below). It is the Administration’s recommendation that the General Stabilization Fund serve as a reserve only for true emergencies and extraordinary needs.
- **Capital Stabilization Fund** – Established at the 2010 Fall Annual Town Meeting, appropriations out of this stabilization fund can be used to fund capital equipment and improvements as well as debt-service payment related to capital purchases. Funding for the capital stabilization fund comes primarily from the Town’s share of recently approved local option taxes. The 2012 Fall Annual Town Meeting appropriated \$3,271,551 into this fund to provide the community with a substantial reserve from which to spend on future capital projects. This will continue to be a major source of capital financing moving forward. Additional funds, including the FY 2013 Local Option Sales Tax collections (totaling \$1,334,153) were added to the fund under Article 16 of the 2013 Fall Annual Town Meeting as per the Town’s Financial Management Principles. The history of appropriations and current balance of the fund are shown below.

Capital Stabilization Fund

Initial Balance	\$ 307,913	FY 2011
Balance After 2011 Spring ATM	\$ 995,353	FY 2012
Use @ 2011 FATM (Articles 9 and 10)	\$ (689,340)	
Amount Appropriated from Free Cash under Article 7	\$ 1,172,071	
Balance After 2011 Fall ATM	\$ 1,478,084	FY 2013
Use @ 2012 Spring ATM	\$ (477,812)	
Balance After 2012 Spring ATM	\$ 1,000,272	
Use @ 2012 Fall ATM	\$ (584,340)	
Amount Appropriated from Free Cash (local option taxes)	\$ 1,275,551	
Amount Appropriated from Free Cash (additional funds)	\$ 2,000,000	
Balance After 2012 Fall ATM	\$ 3,691,483	FY 2014
Use @ 2013 Spring ATM - Capital Equipment & Improvement	\$ (925,840)	
Use @ 2013 Spring ATM - Debt Service	\$ (449,079)	
Use @ 2013 Spring ATM - Excluded Debt Service Tax Reduction	\$ (250,000)	
Amount Appropriated from Tax Levy (additional funds)	\$ 254,211	
Amount Appropriated from Free Cash (additional funds)	\$ 211,364	
Balance After 2013 Spring ATM	\$ 2,532,139	
Use @ 2013 Fall ATM	\$ (799,310)	
Amount Appropriated from Free Cash (local option taxes)	\$ 1,334,123	
Amount Appropriated from Tax Levy (additional funds)	\$ 1,440,509	
Amount Appropriated from Free Cash (additional funds)	\$ 1,000,000	
Balance After 2013 Fall ATM	\$ 5,507,461	



Town of Natick

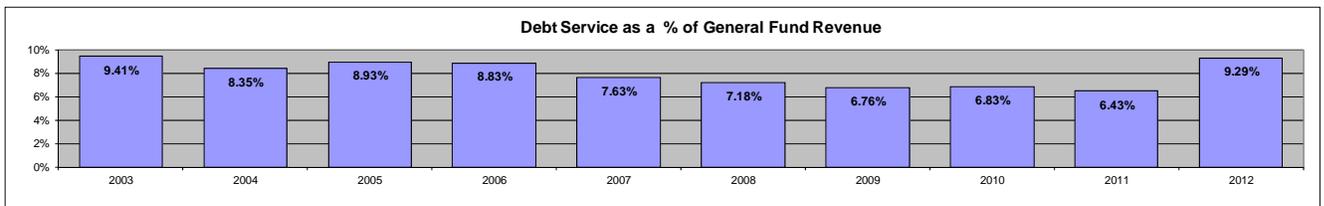
FY 2015 Preliminary Budget

- **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

Indicator 10

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 9.41% in 2003 to a low of 6.43% in FY 2011.



As shown above, the amount of general fund resources spent on capital-related items spiked in FY 2012 due to the addition of sizeable amounts of debt service related to the new Natick High School and Community Senior Center.

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.

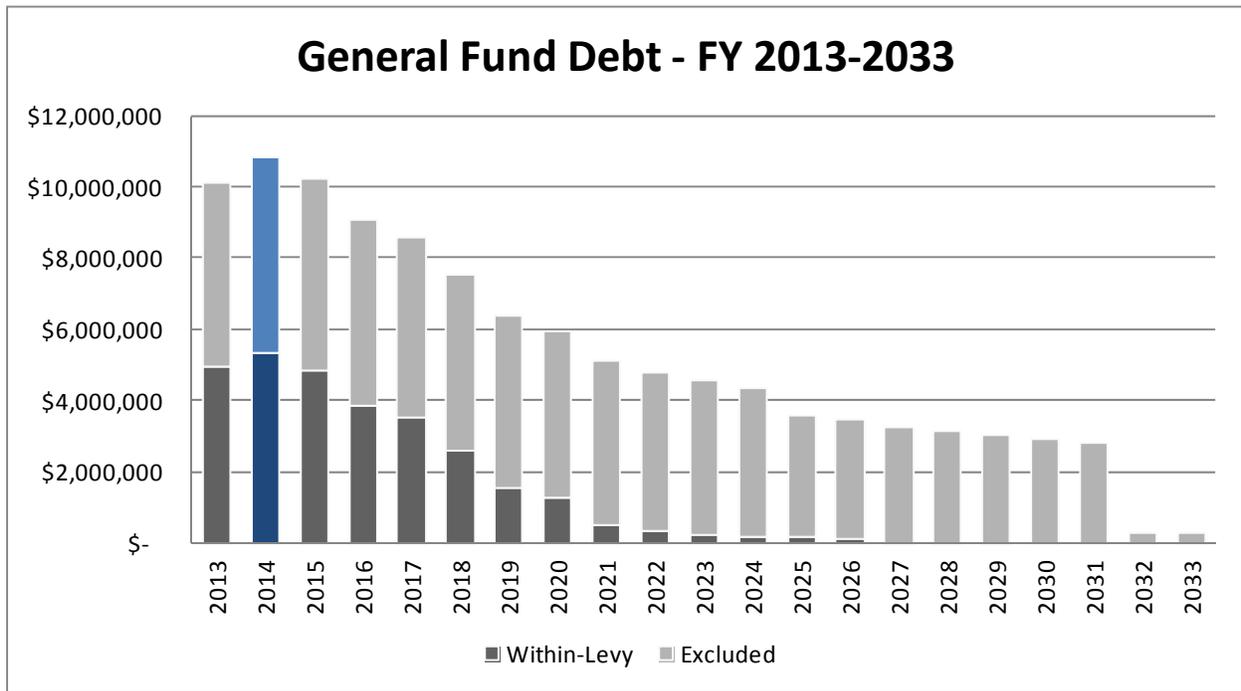
Not only has Natick’s debt service per capita remained well within recommended levels at between 8%-10.5% (debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable) but has been decreasing since FY 2006. Future issuance of debt should be timed so as to minimize fluctuations and their resulting impact upon the operating budget. This can be achieved by timing new issuances with retirement of current debt service and following the Town Administrator's Recommended Financial Policies on issuing large debt projects (over \$1,000,000) outside of the tax levy.

The charts on the next page show the Town’s projected debt spending for the next ten to twenty years by fund. General Fund Debt steadily decreases every year going forward. This, of course, will change as new projects are funded through the use of debt. Analysis of this chart allows the Administration to selectively time when and how much new debt to issue annually in support of capital renewal and replacement so as to not increase the debt burden on the overall budget.

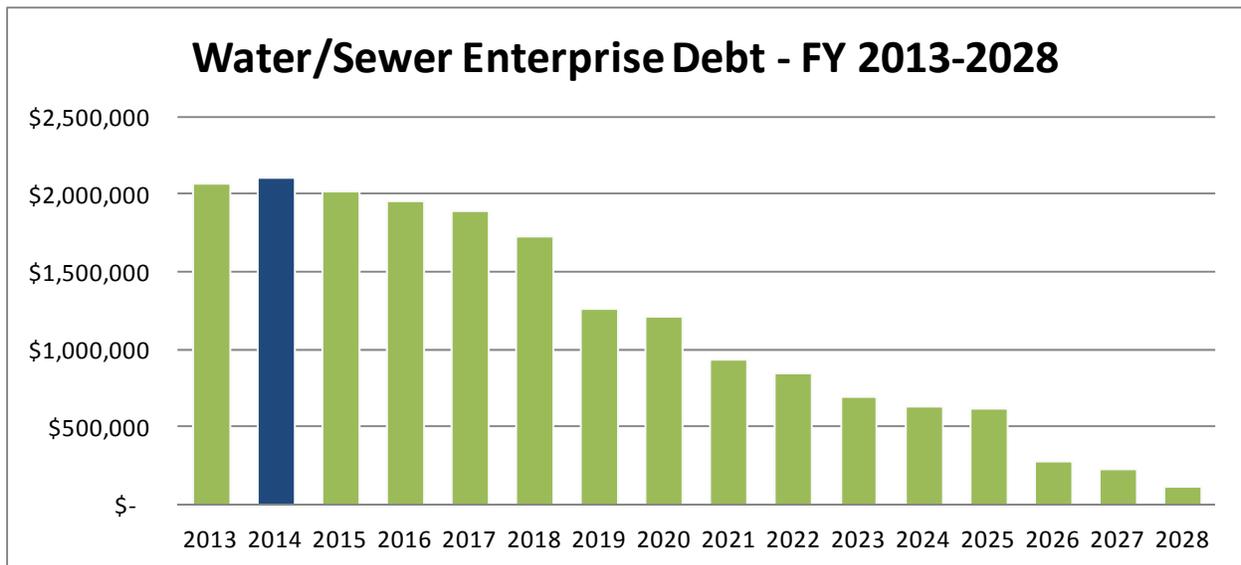


Town of Natick

FY 2015 Preliminary Budget



Water/Sewer Enterprise debt also declines annually from FY 2013-2028, though the rate of decline is different than the General Fund.

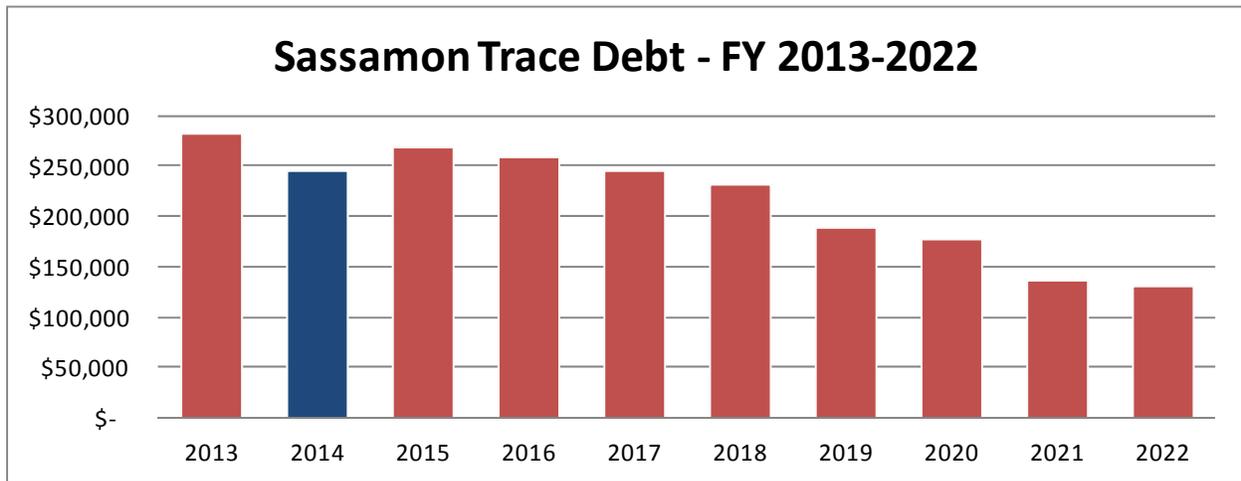


Finally, the Debt Service for Sassamon Trace steadily declines as interest payments decline until FY 2020, until it is paid off entirely in FY 2022. The debt will be paid down quicker than previously anticipated thanks to refinancing of the bonds in June 2013.



Town of Natick

FY 2015 Preliminary Budget



- **Other Sources** – The Town uses dedicated state aid, mitigation funds, receipts reserved, grant funding and even re-appropriation of unspent capital funds to finance capital investment when these funds are available. For FY 2014, \$200,000 of Receipts Reserved (from Chrysler Road 40B) and \$225,000 of reappropriated funds were appropriated at the 2013 Fall Annual Town Meeting.

FY 2015-2019 CAPITAL IMPROVEMENT PROGRAM & PHILOSOPHY: (a.k.a. what gets funded and why)

All told, the FY 2015-2019 Capital Improvement Program consists of requests for more than \$71,000,000 of capital improvements, equipment and infrastructure. This amount of money is necessary to maintain the hundreds of millions of dollars the Town has invested in its properties, equipment and operations.

All capital projects have been and will continue to be evaluated according to the following criteria, listed in their order of priority. The priority areas which administration assigns capital projects are as follows:

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

In recent years, we have had to defer a vast number of capital needs; this issue has been a recurring cautionary theme in recent budget messages – that our failure to adequately fund our capital needs, while a reasonable short-term response to fiscal challenges, is not a sustainable pattern. However, the administration’s commitment – and achievements – in working toward adequately funding these needs appears to have been successful as we may well be able to fund all requests for capital projects within the 2015 fiscal year. This would be the fourth consecutive year of being able to achieve this.



Town of Natick

FY 2015 Preliminary Budget

Continued Innovations to the Capital Improvement Plan:

We encourage all who review this budget to go online to http://natickma.gov/Public_Documents/NatickMA_Admin/capital to check out the full document. The FY 2015-2019 has maintained several innovations and changes from previous plans and even added a few new items. These changes include:

- Full Implementation of the Priority Area Rating System: Previous Capital Improvement Plans either included an older rating system or none at all. All detailed capital project sheets contain a priority area rating.
- Long-Range Capital Forecast (to 2039): Included for the second time is a long-range capital forecast. This forecast goes out 20 additional years, or to FY 2039. The forecast contains mostly equipment. Improvements to facilities, infrastructure and building systems will be completed in future iterations. This forecast is designed to illustrate the ongoing capital needs and to highlight cyclical nature of capital improvements. So long as the community exists, it will have capital equipment and projects in order to sustain it. We hope to use this as a planning tool, especially for future debt service and excluded debt forecasting.
- Effects of Consolidated Departments: For the first time, departmental consolidation (Community Services, Facilities Management) are reflected within the Capital Improvement Plan. Reviewers will notice nearly all building-related projects consolidated from being scattered throughout departmental requests and lumped entirely into the Department of Facilities Management. This is particularly noticeable for Natick Public Schools projects.
- Pictures/Maps: Where ever possible, we have included pictures of the buildings to be renovated, equipment to be replaced, or asset to be improved upon. Many are still lacking pictures, but we at least begun to provide reviewers more visual information and we will continue to work to improve this presentation in the future.

Closing

We are pleased to present a comprehensive Capital Improvement Plan to the citizens of Natick. The community has made great strides in recent years to adequately fund and improve the Town's many capital assets. This will ensure that our public servants have the right tools they need to continue providing quality services to the citizens of Natick. We will continue to work to improve our planning, seek out innovative tools and search for efficiencies to grow and sustain Natick.



Town of Natick

FY 2015-2019 Capital Plan Summary

FY 2015 Capital Budget

Department/Division	Description	2015	Spring Town Meeting	Fall Town Meeting	Funding Source			
General Fund			Equipment	Improvement	Equipment	Improvement	Cash	Debt
Natick Public Schools		2015	Equipment	Improvement	Equipment	Improvement	Cash	Debt
NATICK PUBLIC SCHOOLS	KENNEDY - PURCHASE PORTABLE CLASSROOMS	215000	215000				0	215000
NATICK PUBLIC SCHOOLS	FEASIBILITY STUDY FOR MEMORIAL FIELD IMPROVEMENTS	50000		50000			50000	0
NATICK PUBLIC SCHOOLS	REPLACE NSD-84	42000	42000				42000	0
Total Natick Public Schools		307000	257000	50000	0	0	92000	215000
Police Department								
POLICE DEPARTMENT	CRUISER REPLACEMENT	183900	73560		110340		183900	0
POLICE DEPARTMENT	DICTIONARY SYSTEM REPLACEMENT	30000	30000				30000	0
POLICE DEPARTMENT	REPLACE LAPTOP COMPUTERS	13500	13500				13500	0
POLICE DEPARTMENT	POLICE MOBILITY VEHICLE	10000	10000				10000	0
POLICE DEPARTMENT	REPLACE FURNITURE	10000	10000				10000	0
Total Police Department		247400	137060	0	110340	0	247400	0
Fire Department								
FIRE DEPARTMENT	REPLACE AMBULANCE 3	205000	205000				0	205000
FIRE DEPARTMENT	REPLACE FIRE PICKUP 3/PLOW	75000	75000				75000	0
FIRE DEPARTMENT	TURN OUT GEAR/ FIREFIGHTER PROTECTIVE CLOTHING	75000	75000				75000	0
FIRE DEPARTMENT	REPLACE THERMAL IMAGING CAMERAS	30000	30000				30000	0
FIRE DEPARTMENT	REPLACE MULTI GAS METERS	30000	30000				30000	0
FIRE DEPARTMENT	PURCHASE ADDITIONAL AUTOMATED STRETCHER	14000	14000				14000	0
FIRE DEPARTMENT	EMERGENCY TRAINING EQUIPMENT	10000	10000				10000	0
Total Fire Department		439000	439000	0	0	0	234000	205000
DPW Engineering								
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS PINE STREET	2000000		2000000			0	2000000
PUBLIC WORKS ENGINEERING	POND ST. SIDEWALK & GUARD RAIL REPLACEMENT	285000		285000			0	285000
Total DPW Engineering		2285000	0	2285000	0	0	0	2285000
DPW Equipment Maintenance								
PUBLIC WORKS EQUIPMENT MAINT	REPLACE M-2 (TRUCK)	100000	100000				0	100000
PUBLIC WORKS EQUIPMENT MAINT	REPLACE M-1 (VEHICLE)	28500	28500				28500	0
PUBLIC WORKS EQUIPMENT MAINT	FORK LIFT	20000	20000				20000	0
Total DPW Equipment Maintenance		148500	148500	0	0	0	48500	100000
DPW Highway								
PUBLIC WORKS HIGHWAY	REPLACE S-37 CHASSIS AND HOOKLIFT	230000	230000				0	230000
PUBLIC WORKS HIGHWAY	REPLACE S-38 (SMALL MULTI-BODY TRUCK)	130000	130000				0	130000
PUBLIC WORKS HIGHWAY	REPLACE H-68 (1 TON ASPHALT ROLLER)	22000	22000				22000	0
PUBLIC WORKS HIGHWAY	REPLACE DUMPSTERS	12500	12500				12500	0



Town of Natick

FY 2015-2019 Capital Plan Summary

FY 2015 Capital Budget

Department/Division	Description	2015	Spring Town Meeting	Fall Town Meeting	Funding Source
PUBLIC WORKS HIGHWAY	GUARDRAIL (VARIOUS LOCATIONS)	10000	10000	10000	0
Total DPW Highway		404500	394500	10000	0

DPW Land, Facilities and Natural Resources

PUBLIC WORKS LND FAC/NAT RES	FIELD RENOVATIONS	66000	66000	66000	0
PUBLIC WORKS LND FAC/NAT RES	TREE REPLACEMENT	30000	30000	30000	0
PUBLIC WORKS LND FAC/NAT RES	REPLACE FIELD UTILITY TRACTOR	20000	20000	20000	0
Total DPW Land, Facilities and Natural Resources		116000	20000	96000	0

Community Services

PARKS & RECREATION	RECREATION PARKS AND FIELDS STUDY	50000	50000	50000	0
PARKS & RECREATION	HISTORICAL MONUMENT RESTORATION	15000	15000	15000	0
Total Community Services		65000	0	65000	0

Town Administrator/Selectmen/Moderator

MODERATOR/TOWN ADMIN.	ELECTRONIC VOTING DEVICES FOR TOWN MEETING	50000	50000	0	0
Total Town Administrator/Selectmen/Moderator		50000	50000	0	0

Finance

FINANCE	ACCOUNTS RECIEVABLE SOFTWARE CONVERSION	285000	285000	0	285000
Total Finance		285000	0	285000	0

Information Technology

INFORMATION TECHNOLOGY	TELEPHONE SYSTEM UPGRADE	750000	750000	0	750000
INFORMATION TECHNOLOGY	DOCUMENT ARCHIVING	250000	250000	0	250000
INFORMATION TECHNOLOGY	NETWORK ASSESSMENT	50000	50000	50000	0
Total Information Technology		1050000	0	800000	250000

Town Clerk

TOWN CLERK	PRESERVATION OF HISTORICAL RECORDS	100000	100000	100000	0
TOWN CLERK	VOTING BOOTHS	40000	40000	40000	0
Total Town Clerk		140000	40000	0	100000

Community Development

COMMUNITY DEVELOPMENT	MAIN STREET IMPROVEMENTS	75000	75000	75000	0
Total Community Development		75000	0	0	75000

Facilities Management

FACILITIES MANAGEMENT	RENOVATION OF TOWN HALL OFFICES	400000	400000	400000	0
FACILITIES MANAGEMENT	TOWN HALL HVAC	140000	140000	0	140000
FACILITIES MANAGEMENT	AIR HANDLER UNITS (COLE)	100000	100000	100000	0



Town of Natick

FY 2015-2019 Capital Plan Summary

FY 2015 Capital Budget

Department/Division	Description	2015	Spring Town Meeting	Fall Town Meeting	Funding Source		
FACILITIES MANAGEMENT	WILSON - PARKING LOT EXPANSION	50000		50000		50000	0
FACILITIES MANAGEMENT	REPLACE B-2 (VAN)	35000	35000			35000	0
FACILITIES MANAGEMENT	CARPET REPLACEMENT - TOWN HALL	30000		30000		30000	0
FACILITIES MANAGEMENT	DPW MAINT GARAGE HEATER REPLACEMENT	30000	30000			30000	0
FACILITIES MANAGEMENT	RELOCATE METERS AT SOLAR PANELS	15000	15000			15000	0
FACILITIES MANAGEMENT	EXTERIOR PAINTING (90 OAK ST)	15000		15000		15000	0
Total Facilities Management		815000	220000	95000	100000	400000	640000
Total General Fund		6427400	1706060	3686000	210340	825000	5090000
Net General Fund		6427400	1706060	3686000	210340	825000	5090000

Notes

- 1 Funded through M.G.L. Ch. 90 State Aid for Roadway Construction & Maintenance
- 2 Funded only if grants are available
- 3 Funded through B.A.A./Marathon funds
- 4 Funded through the State
- 5 Funded/partially funded through project specific mitigation funds

Funding Summary	
G.F. Debt	\$ 5,090,000
2014 Spring ATM	\$ 1,052,060
2014 Fall ATM	\$ 285,340
Total Capital S.F. Allocation	\$ 1,337,400
Total General Fund Funding - FY 2015	\$ 6,427,400





Town of Natick

FY 2015-2019 Capital Plan Summary

FY 2015 Capital Budget

Department/Division	Description	2015	Spring Town Meeting		Fall Town Meeting		Funding Source	
			Equipment	Improvement	Equipment	Improvement	Cash	Debt
Enterprise Funds								
Water & Sewer Enterprise								
WATER & SEWER ENTERPRISE	SEWER STATION GENERATORS	360000	360000				0	360000
WATER & SEWER ENTERPRISE	REPLACE GROUND WATER WELLS	300000	300000				0	300000
WATER & SEWER ENTERPRISE	SEWER PUMP STATION REPLACEMENT	230000		230000			0	230000
WATER & SEWER ENTERPRISE	SEWER MAIN RELINING	150000		150000			150000	0
WATER & SEWER ENTERPRISE	WATER METER RADIO TRANSMITTERS	150000	150000				0	150000
WATER & SEWER ENTERPRISE	REPLACE W-16 (BACKHOE)	135000	135000				0	135000
WATER & SEWER ENTERPRISE	INSTALL SEWER GRINDER PUMP	100000	100000				100000	0
WATER & SEWER ENTERPRISE	REPLACE W-4 RANGER (TRUCK)	45000	45000				45000	0
WATER & SEWER ENTERPRISE	MESSAGE BOARD	14000	14000				14000	0
Total Water & Sewer Enterprise		1484000	1104000	380000	0	0	309000	1175000
<i>Less grants, subsidies, etc. (I&I Fund)</i>		<i>-150000</i>	<i>0</i>	<i>-150000</i>	<i>0</i>	<i>0</i>	<i>-150000</i>	<i>0</i>
Net Water/Sewer (dependent upon rates)		1334000	1104000	230000	0	0	159000	1175000

Funding Summary	
Water/Sewer Debt	\$ 1,175,000
I & I Fund	\$ 150,000
Retained Earnings	\$ 159,000
Total Water/Sewer Enterprise Funding	\$ 1,484,000



Town of Natick

FY 2015-2019 Capital Plan Summary

FY 2015-2019 Capital Improvement Plan

Department/Division	Description	2015	2016	2017	2018	2019	Total
General Fund							
Natick Public Schools		2015	2016	2017	2018	2019	Total
NATICK PUBLIC SCHOOLS	KENNEDY - PURCHASE PORTABLE CLASSROOMS	215000	0	0	0	0	215000
NATICK PUBLIC SCHOOLS	FEASIBILITY STUDY FOR MEMORIAL FIELD IMPROVEMENTS	50000	0	0	0	0	50000
NATICK PUBLIC SCHOOLS	REPLACE NSD-84	42000	0	0	0	0	42000
NATICK PUBLIC SCHOOLS	REPLACE NSD-80 (DELIVERY TRUCK)	0	0	41000	0	0	41000
Total Natick Public Schools		307000	0	41000	0	0	348000
Morse Institute Library							
MORSE INSTITUTE LIBRARY	STACK LIGHTING FOR CHILDREN'S ROOM MAIN SHELVES	0	16000	0	0	0	16000
MORSE INSTITUTE LIBRARY	PICTURE BOOK SHELF LIGHTING	0	10000	0	0	0	10000
Total Morse Institute Library		0	26000	0	0	0	26000
Police Department							
POLICE DEPARTMENT	CRUISER REPLACEMENT	183900	188900	193900	198900	203900	969500
POLICE DEPARTMENT	DICTATION SYSTEM REPLACEMENT	30000	0	0	0	0	30000
POLICE DEPARTMENT	REPLACE LAPTOP COMPUTERS	13500	0	0	12000	15000	40500
POLICE DEPARTMENT	POLICE MOBILITY VEHICLE	10000	0	0	0	0	10000
POLICE DEPARTMENT	REPLACE FURNITURE	10000	0	0	0	0	10000
POLICE DEPARTMENT	REPLACE ELECTRONIC CONTROL DEVICES	0	23000	0	0	0	23000
POLICE DEPARTMENT	REPLACE SHOTGUNS	0	0	0	10500	0	10500
POLICE DEPARTMENT	REPLACE BULLET PROOF VESTS	0	0	0	0	50000	50000
Total Police Department		247400	211900	193900	221400	268900	1143500
Fire Department							
FIRE DEPARTMENT	REPLACE AMBULANCE 3	205000	0	0	0	0	205000
FIRE DEPARTMENT	REPLACE FIRE PICKUP 3/PLOW	75000	0	0	0	0	75000
FIRE DEPARTMENT	TURN OUT GEAR/ FIREFIGHTER PROTECTIVE CLOTHING	75000	0	0	0	0	75000
FIRE DEPARTMENT	REPLACE THERMAL IMAGING CAMERAS	30000	0	0	0	0	30000
FIRE DEPARTMENT	REPLACE MULTI GAS METERS	30000	0	0	0	0	30000
FIRE DEPARTMENT	PURCHASE ADDITIONAL AUTOMATED STRETCHER	14000	0	0	0	0	14000
FIRE DEPARTMENT	EMERGENCY TRAINING EQUIPMENT	10000	0	0	0	0	10000
FIRE DEPARTMENT	CONSTRUCTION OF TRAINING FACILITY	0	750000	0	0	0	750000
FIRE DEPARTMENT	INCIDENT SUPPORT VEHICLE/BOX TRUCK	0	90000	0	0	0	90000
FIRE DEPARTMENT	MOBILE DATA TERMINALS/ COMPUTERS ON APPARATUS	0	70000	0	0	0	70000
FIRE DEPARTMENT	REPLACE NFD CAR-1	0	28500	0	0	0	28500



Town of Natick

FY 2015-2019 Capital Plan Summary

FY 2015-2019 Capital Improvement Plan

Department/Division	Description	2015	2016	2017	2018	2019	Total
FIRE DEPARTMENT	REPLACE FIRE STATION 4 (WEST NATICK)	0	0	7000000	0	0	7000000
FIRE DEPARTMENT	REPLACE 2001 FIRE PUMPER	0	0	535000	0	0	535000
FIRE DEPARTMENT	REPLACE AMBULANCE	0	0	210000	0	0	210000
FIRE DEPARTMENT	DEFIBRILATOR PURCHASE	0	0	30000	0	0	30000
FIRE DEPARTMENT	PURCHASE ADDITIONAL AUTO PULSE/ AUTOMATED CPR	0	0	13000	0	0	13000
FIRE DEPARTMENT	REPLACE L-1 WITH A PLATFORM/LADDER	0	0	0	0	1250000	1250000
Total Fire Department		439000	938500	7788000	0	1250000	10415500

DPW Engineering

PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS PINE STREET	2000000	0	0	0	0	2000000
PUBLIC WORKS ENGINEERING	CH90 ROAD IMPROVEMENTS ¹	750000	750000	750000	750000	750000	3750000
PUBLIC WORKS ENGINEERING	POND ST. SIDEWALK & GUARD RAIL REPLACEMENT	285000	0	0	0	0	285000
PUBLIC WORKS ENGINEERING	ROADWAY IMPROVEMENTS COTTAGE STREET	0	1750000	0	0	0	1750000
PUBLIC WORKS ENGINEERING	ROADS & SIDEWALKS (COLLECTOR/ARTERIAL)	0	1500000	1500000	1500000	1500000	6000000
PUBLIC WORKS ENGINEERING	ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM	0	580000	875000	0	0	1455000
PUBLIC WORKS ENGINEERING	REHAB. - CHARLES RIVER BRIDGE	0	500000	0	0	0	500000
PUBLIC WORKS ENGINEERING	WILLOW ST. DRAINAGE IMPROVEMENTS	0	500000	0	0	0	500000
PUBLIC WORKS ENGINEERING	MIDDLE ST. DRAINAGE IMPROVEMENTS	0	250000	1000000	0	0	1250000
PUBLIC WORKS ENGINEERING	STORMWATER MANAGEMENT REGULATION IMPACT STUDY	0	50000	0	0	0	50000
PUBLIC WORKS ENGINEERING	REHAB. - JENNINGS POND DAM	0	0	0	125000	0	125000
PUBLIC WORKS ENGINEERING	REPLACE E-3	0	0	0	28000	0	28000
Total DPW Engineering		3035000	5880000	4125000	2403000	2250000	17693000

DPW Equipment Maintenance

PUBLIC WORKS EQUIPMENT MAINT	REPLACE M-2 (TRUCK)	100000	0	0	0	0	100000
PUBLIC WORKS EQUIPMENT MAINT	REPLACE M-1 (VEHICLE)	28500	0	0	0	0	28500
PUBLIC WORKS EQUIPMENT MAINT	FORK LIFT	20000	0	0	0	0	20000
PUBLIC WORKS EQUIPMENT MAINT	REPLACE PORTABLE LIFTS	0	0	50000	0	0	50000
Total DPW Equipment Maintenance		148500	0	50000	0	0	198500

DPW Highway

PUBLIC WORKS HIGHWAY	REPLACE S-37 CHASSIS AND HOOKLIFT	230000	0	0	0	0	230000
PUBLIC WORKS HIGHWAY	REPLACE S-38 (SMALL MULTI-BODY TRUCK)	130000	0	0	0	0	130000
PUBLIC WORKS HIGHWAY	REPLACE H-68 (1 TON ASPHALT ROLLER)	22000	0	0	0	0	22000
PUBLIC WORKS HIGHWAY	REPLACE DUMPSTERS	12500	12500	12500	12500	12500	62500
PUBLIC WORKS HIGHWAY	GUARDRAIL (VARIOUS LOCATIONS)	10000	10000	10000	10000	10000	50000



Town of Natick

FY 2015-2019 Capital Plan Summary

FY 2015-2019 Capital Improvement Plan

Department/Division	Description	2015	2016	2017	2018	2019	Total
PUBLIC WORKS HIGHWAY	REPLACE H-57 (FRONT-END LOADER)	0	175000	0	0	0	175000
PUBLIC WORKS HIGHWAY	REPLACE H-61 (SIDEWALK MACHINE)	0	142000	0	0	0	142000
PUBLIC WORKS HIGHWAY	IMPLEMENTATION OF GRAVEL PIT MASTER PLAN	0	100000	0	0	0	100000
PUBLIC WORKS HIGHWAY	REPLACE S-31 (TRASH PACKER)	0	0	280000	0	0	280000
PUBLIC WORKS HIGHWAY	REPLACE H-63 (STREET SWEEPER)	0	0	190000	0	0	190000
PUBLIC WORKS HIGHWAY	REPLACE H-58 (FRONT END LOADER)	0	0	185000	0	0	185000
PUBLIC WORKS HIGHWAY	REPLACE H-50 (DUMP TRUCK)	0	0	135000	0	0	135000
PUBLIC WORKS HIGHWAY	REPLACE S-32 (TRASH PACKER)	0	0	0	290000	0	290000
PUBLIC WORKS HIGHWAY	REPLACE H-73 (2 TON ASPHALT ROLLER)	0	0	0	23000	0	23000
PUBLIC WORKS HIGHWAY	REPLACE S-33	0	0	0	0	295000	295000
PUBLIC WORKS HIGHWAY	AUTOMATED LOADER SCALE	0	0	0	0	10000	10000
Total DPW Highway		404500	439500	812500	335500	327500	2319500

DPW Land, Facilities and Natural Resources

PUBLIC WORKS LND FAC/NAT RES	FIELD RENOVATIONS	66000	0	0	0	0	66000
PUBLIC WORKS LND FAC/NAT RES	TREE REPLACEMENT	30000	30000	30000	30000	30000	150000
PUBLIC WORKS LND FAC/NAT RES	REPLACE FIELD UTILITY TRACTOR	20000	0	0	0	0	20000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-9 (BUCKET TRUCK)	0	200000	0	0	0	200000
PUBLIC WORKS LND FAC/NAT RES	REPLACE 1999 WOOD CHIPPER	0	90000	0	0	0	90000
PUBLIC WORKS LND FAC/NAT RES	FIELD RENOVATIONS	0	75000	0	0	0	75000
PUBLIC WORKS LND FAC/NAT RES	REPLACE FIELD UTILITY TRACTOR/SMITHCO	0	20000	0	0	0	20000
PUBLIC WORKS LND FAC/NAT RES	FIELD RENOVATIONS	0	0	146000	0	0	146000
PUBLIC WORKS LND FAC/NAT RES	ATHLETIC FIELD MOWER	0	0	80000	0	0	80000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-1	0	0	28500	0	0	28500
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-19 HUSTLER Z MOWER	0	0	18000	0	0	18000
PUBLIC WORKS LND FAC/NAT RES	ADDITIONAL EQUIPMENT ATTACHMENTS	0	0	16000	0	0	16000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-17 (LAWN MOWER)	0	0	0	15000	0	15000
PUBLIC WORKS LND FAC/NAT RES	REPLACE LF-11 (LAWN MOWER)	0	0	0	15000	0	15000
Total DPW Land, Facilities and Natural Resources		116000	415000	318500	60000	30000	939500

Community Services

PARKS & RECREATION	RECREATION PARKS AND FIELDS STUDY	50000	0	0	0	0	50000
PARKS & RECREATION	HISTORICAL MONUMENT RESTORATION	15000	15000	15000	0	0	45000
PARKS & RECREATION	DUG POND PIER ³	5000	5000	5000	5000	5000	25000
COUNCIL ON AGING	BUS ²	0	65000	0	0	0	65000
Total Community Services		70000	85000	20000	5000	5000	185000



Town of Natick

FY 2015-2019 Capital Plan Summary

FY 2015-2019 Capital Improvement Plan

Department/Division	Description	2015	2016	2017	2018	2019	Total
Town Administrator/Selectmen/Moderator							
MODERATOR/TOWN ADMIN.	ELECTRONIC VOTING DEVICES FOR TOWN MEETING	50000	0	0	0	0	50000
Total Town Administrator/Selectmen/Moderator		50000	0	0	0	0	50000
Finance							
FINANCE	ACCOUNTS RECIEVABLE SOFTWARE CONVERSION	285000	0	0	0	0	285000
Total Finance		285000	0	0	0	0	285000
Information Technology							
INFORMATION TECHNOLOGY	TELEPHONE SYSTEM UPGRADE	750000	0	0	0	0	750000
INFORMATION TECHNOLOGY	DOCUMENT ARCHIVING	250000	250000	250000	0	0	750000
INFORMATION TECHNOLOGY	NETWORK ASSESSMENT	50000	0	0	0	0	50000
INFORMATION TECHNOLOGY	COMMUNITY SENIOR CENTER DAS SYSTEM	0	0	0	100000	0	100000
Total Information Technology		1050000	250000	250000	100000	0	1650000
Town Clerk							
TOWN CLERK	PRESERVATION OF HISTORICAL RECORDS	100000	100000	100000	100000	0	400000
TOWN CLERK	VOTING BOOTHS	40000	0	0	0	0	40000
Total Town Clerk		140000	100000	100000	100000	0	440000
Community Development							
COMMUNITY DEVELOPMENT	KANSAS STREET RECONSTRUCTION ⁴	2000000	0	0	0	0	2000000
COMMUNITY DEVELOPMENT	MAIN STREET IMPROVEMENTS	75000	0	1250000	0	0	1325000
COMMUNITY DEVELOPMENT	ROUTE 27 IMPROVEMENTS - CONSTRUCTION ⁴⁵	0	11000000	0	0	0	11000000
COMMUNITY DEVELOPMENT	DOWNTOWN PARKING GARAGE	0	7000000	0	0	0	7000000
Total Community Development		2075000	18000000	1250000	0	0	21325000
Facilities Management							
FACILITIES MANAGEMENT	RENOVATION OF TOWN HALL OFFICES	400000	0	0	0	0	400000
FACILITIES MANAGEMENT	TOWN HALL HVAC	140000	0	0	0	0	140000
FACILITIES MANAGEMENT	AIR HANDLER UNITS (COLE)	100000	0	0	0	0	100000
FACILITIES MANAGEMENT	WILSON - PARKING LOT EXPANSION	50000	0	0	0	0	50000
FACILITIES MANAGEMENT	REPLACE B-2 (VAN)	35000	0	0	0	0	35000
FACILITIES MANAGEMENT	CARPET REPLACEMENT - TOWN HALL	30000	30000	30000	0	0	90000
FACILITIES MANAGEMENT	DPW MAINT GARAGE HEATER REPLACEMENT	30000	0	0	0	0	30000



Town of Natick

FY 2015-2019 Capital Plan Summary

FY 2015-2019 Capital Improvement Plan

Department/Division	Description	2015	2016	2017	2018	2019	Total
FACILITIES MANAGEMENT	RELOCATE METERS AT SOLAR PANELS	15000	0	0	0	0	15000
FACILITIES MANAGEMENT	EXTERIOR PAINTING (90 OAK ST)	15000	0	0	0	0	15000
FACILITIES MANAGEMENT	KENNEDY-REPLACE EXTERIOR WINDOWS	0	850000	0	0	0	850000
FACILITIES MANAGEMENT	KENNEDY-REPLACE LARGE HVAC UNITS	0	300000	300000	0	0	600000
FACILITIES MANAGEMENT	MEMORIAL- REPAVE PARKING AREAS	0	300000	0	0	0	300000
FACILITIES MANAGEMENT	KENNEDY-REPLACE CLASSROOM UNIVENTS + DDC	0	200000	0	0	0	200000
FACILITIES MANAGEMENT	BROWN- REPLACE UNIT VENTILATORS IN CLASSROOMS	0	170000	0	0	0	170000
FACILITIES MANAGEMENT	KENNEDY- REPLACE EXTERIOR DOORS	0	140000	0	0	0	140000
FACILITIES MANAGEMENT	WILSON-ADMINISTRATIVE CARPETS	0	20000	0	0	0	20000
FACILITIES MANAGEMENT	MEMORIAL-REPLACE EXTERIOR WINDOWS	0	0	1000000	0	0	1000000
FACILITIES MANAGEMENT	LILJA- ROOF REPLACEMENT	0	0	550000	0	0	550000
FACILITIES MANAGEMENT	WILSON-REPLACE AUDITORIUM A/C COMPRESSORS	0	0	50000	0	0	50000
FACILITIES MANAGEMENT	BEN-HEM - REPLACE LIBRARY CARPET	0	0	25000	0	0	25000
FACILITIES MANAGEMENT	MEMORIAL-INSTALL FIRE SPRINKLER SYSTEM	0	0	0	550000	0	550000
FACILITIES MANAGEMENT	BROWN- ROOF REPLACEMENT	0	0	0	550000	0	550000
FACILITIES MANAGEMENT	KENNEDY- REPLACE VAT FLOOR TILE	0	0	0	300000	300000	600000
FACILITIES MANAGEMENT	KENNEDY-INSTALL FIRE SPRINKLER SYSTEM	0	0	0	0	850000	850000
FACILITIES MANAGEMENT	ROOF (90 OAK STREET)	0	0	0	0	160000	160000
Total Facilities Management		815000	2010000	1955000	1400000	1310000	7490000
Total General Fund		9182400	28355900	16903900	4624900	5441400	64508500
less grants, subsidies, mitigation funds, etc...		-2755000	-11820000	-3255000	-755000	-755000	-19340000
Net General Fund		6427400	16535900	13648900	3869900	4686400	45168500

Notes

- ¹ Funded through M.G.L. Ch. 90 State Aid for Roadway Construction & Maintenance
- ² Funded only if grants are available
- ³ Funded through B.A.A./Marathon funds
- ⁴ Funded through the State
- ⁵ Funded/partially funded through project specific mitigation funds



Town of Natick

FY 2015-2019 Capital Plan Summary

FY 2015-2019 Capital Improvement Plan

Department/Division	Description	2015	2016	2017	2018	2019	Total
Enterprise Funds							
Water & Sewer Enterprise		2015	2016	2017	2018	2019	Total
WATER & SEWER ENTERPRISE	SEWER STATION GENERATORS	360000	0	0	250000	0	610000
WATER & SEWER ENTERPRISE	REPLACE GROUND WATER WELLS	300000	300000	0	0	0	600000
WATER & SEWER ENTERPRISE	SEWER PUMP STATION REPLACEMENT	230000	0	0	0	0	230000
WATER & SEWER ENTERPRISE	SEWER MAIN RELINING	150000	150000	150000	150000	150000	750000
WATER & SEWER ENTERPRISE	WATER METER RADIO TRANSMITTERS	150000	100000	0	0	0	250000
WATER & SEWER ENTERPRISE	REPLACE W-16 (BACKHOE)	135000	0	0	0	0	135000
WATER & SEWER ENTERPRISE	INSTALL SEWER GRINDER PUMP	100000	0	0	0	0	100000
WATER & SEWER ENTERPRISE	REPLACE W-4 RANGER (TRUCK)	45000	0	0	0	0	45000
WATER & SEWER ENTERPRISE	MESSAGE BOARD	14000	0	0	0	0	14000
WATER & SEWER ENTERPRISE	BOOSTER PUMP - GLENRIDGE	0	375000	0	0	0	375000
WATER & SEWER ENTERPRISE	REPLACE W-19 VACTOR	0	250000	0	0	0	250000
WATER & SEWER ENTERPRISE	VFD INSTALLS & CONTROLS	0	180000	150000	0	0	330000
WATER & SEWER ENTERPRISE	REPLACE SCADA PLC/CPU EQUIPMENT	0	125000	0	0	0	125000
WATER & SEWER ENTERPRISE	REPLACE W-10 (1 TON WORK TRUCK)	0	50000	0	0	0	50000
WATER & SEWER ENTERPRISE	REPLACE W-2 (VEHICLE)	0	28000	0	0	0	28000
WATER & SEWER ENTERPRISE	ROUTE 30 WATER MAIN LOOP	0	0	420000	0	0	420000
WATER & SEWER ENTERPRISE	TOWN FOREST RESERVOIR WATER MAIN UPGRADE	0	0	360000	0	0	360000
WATER & SEWER ENTERPRISE	REPLACE W-23 (DUMP TRUCK)	0	0	225000	0	0	225000
WATER & SEWER ENTERPRISE	CAPT TOM'S BOOSTER PUMP	0	0	200000	0	0	200000
WATER & SEWER ENTERPRISE	REPACE WS#6 GENERATOR	0	0	47000	0	0	47000
WATER & SEWER ENTERPRISE	REPLACE W-12 (AIR COMPRESSOR)	0	0	30000	0	0	30000
WATER & SEWER ENTERPRISE	RUNNING BROOK/VESTA RD PUMP STATION	0	0	0	500000	0	500000
WATER & SEWER ENTERPRISE	SPRINGVALE TONKA FILTER MEDIA REPLACEMENT	0	0	0	300000	0	300000
WATER & SEWER ENTERPRISE	REPLACE W-29 2008 SERVICE TRUCK	0	0	0	53000	0	53000
WATER & SEWER ENTERPRISE	REPLACE W-8 (GENERATOR)	0	0	0	47000	0	47000
WATER & SEWER ENTERPRISE	REPLACE W-11 (AIR COMPRESSOR)	0	0	0	30000	0	30000
WATER & SEWER ENTERPRISE	REPLACE W-30 2010 VACTOR	0	0	0	0	250000	250000
WATER & SEWER ENTERPRISE	REPLACE W-24 2007 PICK UP TRUCK	0	0	0	0	35000	35000
WATER & SEWER ENTERPRISE	REPLACE EQUIPMENT TRAILERS	0	0	0	0	10000	10000
WATER & SEWER ENTERPRISE	WATER MAIN RELINING PHASE 6	0	0	0	0	0	0
WATER & SEWER ENTERPRISE	CHLORINE UPGRADE ELM BANK/PINE OAKS/MORSE POND	0	0	0	0	0	0
WATER & SEWER ENTERPRISE	SPRINGVALE IRON/MANGANESE DEWATERING PIT	0	0	0	0	0	0
Total Water & Sewer Enterprise		1484000	1558000	1582000	1330000	445000	6399000
<i>Less grants, subsidies, etc.</i>		<i>-150000</i>	<i>-150000</i>	<i>-150000</i>	<i>-150000</i>	<i>-150000</i>	<i>-750000</i>



Town of Natick

FY 2015-2019 Capital Plan Summary

FY 2015-2019 Capital Improvement Plan

Department/Division	Description	2015	2016	2017	2018	2019	Total
Net Water/Sewer (dependent upon rates)		1334000	1408000	1432000	1180000	295000	5649000
Sassamon Trace Enterprise		2015	2016	2017	2018	2019	Total
SASSAMON TRACE	PARKING LOT EXTENSION	0	20000	0	0	0	20000
SASSAMON TRACE	PAVING OF GOLF COURSE CART PATHS	0	10000	10000	10000	10000	40000
SASSAMON TRACE	SASSAMON TRACE IRRIGATION WELL	0	0	75000	0	0	75000
Total Sassamon Trace Enterprise		0	30000	85000	10000	10000	135000
Total All Funds		2015	2016	2017	2018	2019	Total
General Fund		9182400	28355900	16903900	4624900	5441400	64508500
Water/Sewer Enterprise		1484000	1558000	1582000	1330000	445000	6399000
Sassamon Trace		0	30000	85000	10000	10000	135000
Gross Capital Requests		10666400	29943900	18570900	5964900	5896400	71042500
<i>less subsidies/offsets</i>		<i>-2905000</i>	<i>-1.2E+07</i>	<i>-3405000</i>	<i>-905000</i>	<i>-905000</i>	<i>-20090000</i>
Net Capital Requests		7761400	17973900	15165900	5059900	4991400	50952500



Town of Natick

FY 2015 Preliminary Budget

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