



Town of Natick

FY 2011 Appropriated Budget

Section XII: Capital

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Capital

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.

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.

The Town'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 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. Even with the additional capital appropriations made at the 2009 Fall Annual Town Meeting, Natick did not meet even the recommended 8% target in FY 2010.



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Recommended Capital Spending - Financial Management Principles thru 2010 Spring Town Meeting

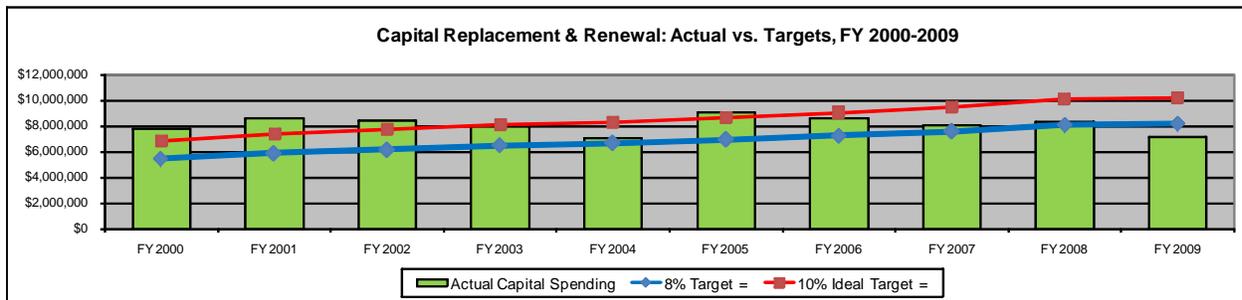
The numbers shown below reflect ONLY General Fund Revenues & Expenditures.

	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011 (to date)</u>
Total Revenues	\$ 94,546,948	\$ 100,954,999	\$ 102,021,869	\$ 103,933,898	\$ 106,958,773
Target:	8%	8%	8%	8%	8%
8% (minimum) Target =	\$ 7,563,756	\$ 8,076,400	\$ 8,161,750	\$ 8,314,712	\$ 8,556,702
Target:	10%	10%	10%	10%	10%
10% (ideal) Target =	\$ 9,454,695	\$ 10,095,500	\$ 10,202,187	\$ 10,393,390	\$ 10,695,877
Actual Capital Spending					
Cash	\$ 906,128	\$ 1,077,378	\$ 293,900	\$ 300,940	\$ 232,260
Debt Service	\$ 7,213,658	\$ 7,243,778	\$ 6,915,198	\$ 7,158,758	\$ 7,017,319
Total Capital Spending	\$ 8,119,786	\$ 8,321,156	\$ 7,209,098	\$ 7,459,698	\$ 7,249,579
Total Cap. Spending As %	8.59%	8.24%	7.07%	7.18%	6.78%

Notes:

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

This continues a trend over the last 10 years concerning capital investment. FY 2000-2009 Capital Investment is shown below:



Eventually, this delayed and deferred approach to capital investment will cost the Town more than it would to replace and renew its infrastructure regularly. Economic necessity has dictated – and will continue to dictate for the near future – that capital investment be less than desired for the Town of Natick and most local and state governments nationwide.



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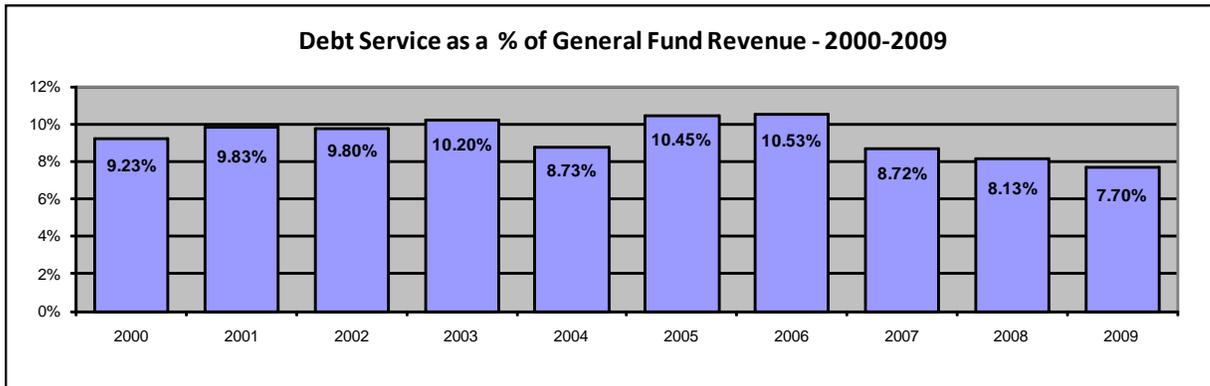
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FINANCING METHODS

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. For FY 2011, the recommended amount of financing using the general fund and/or free cash is \$350,000.
- **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 2011 at this time, as the need to maintain adequate reserves is as important in the current fiscal climate as is capital renewal and replacement.
- **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 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 7.70% in FY 2009.



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.

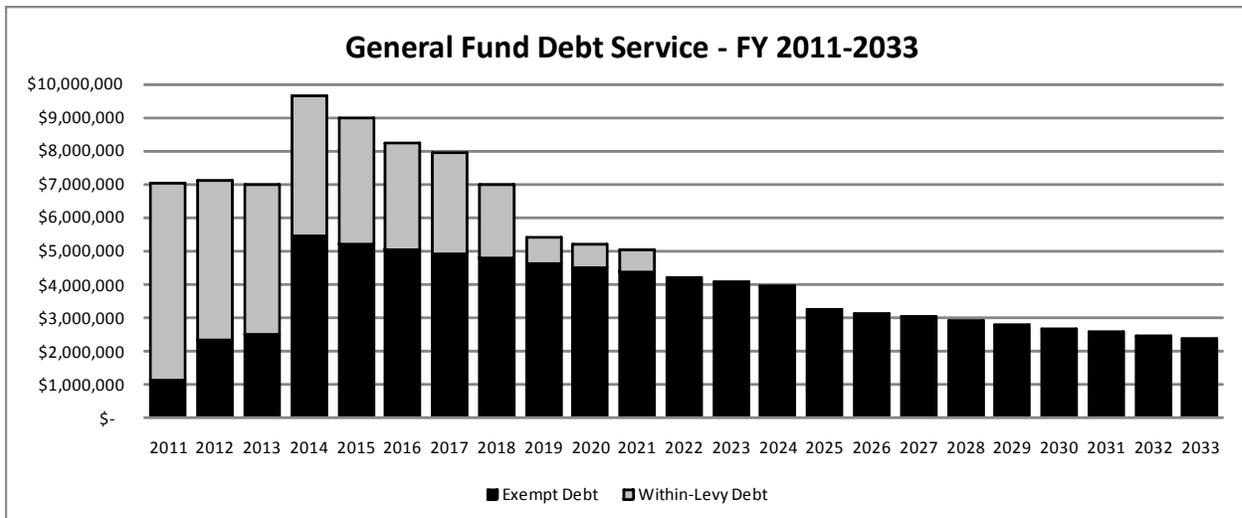


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Positively for Natick, the community has a reasonable level of serviceable debt. Not only has debt service per capita remained well within recommended levels at between 8%-10.5% (debt service of 20% of operating revenues is considered a problem and 10% is considered acceptable) but has been decreasing since FY 2006. Future issuance of debt should be timed so as to minimize its 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.

Looking into the future, the charts below show the Town's debt curves for the next 20+ 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. As a general rule, however, this debt curve should be utilized so as to not increase the debt burden upon the overall budget by selectively timing when and how much new debt to issue annually in support of capital renewal and replacement.

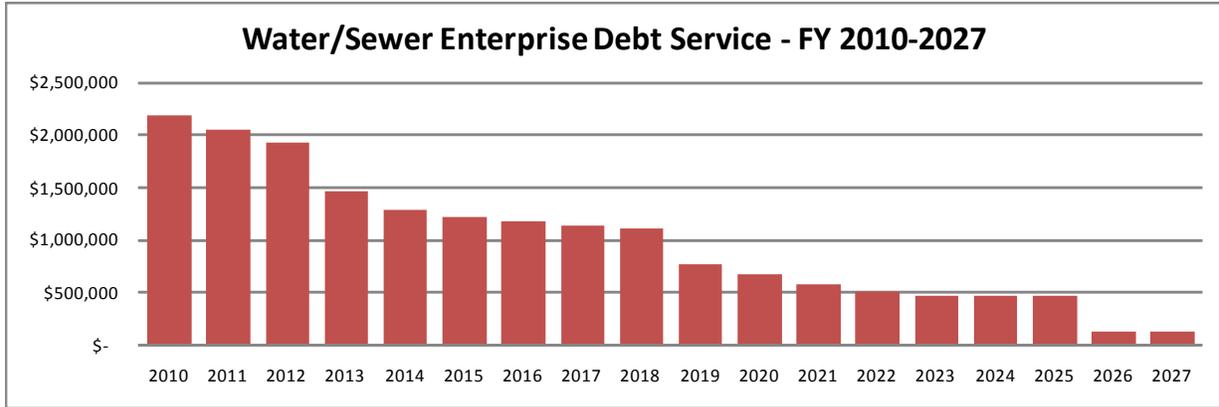




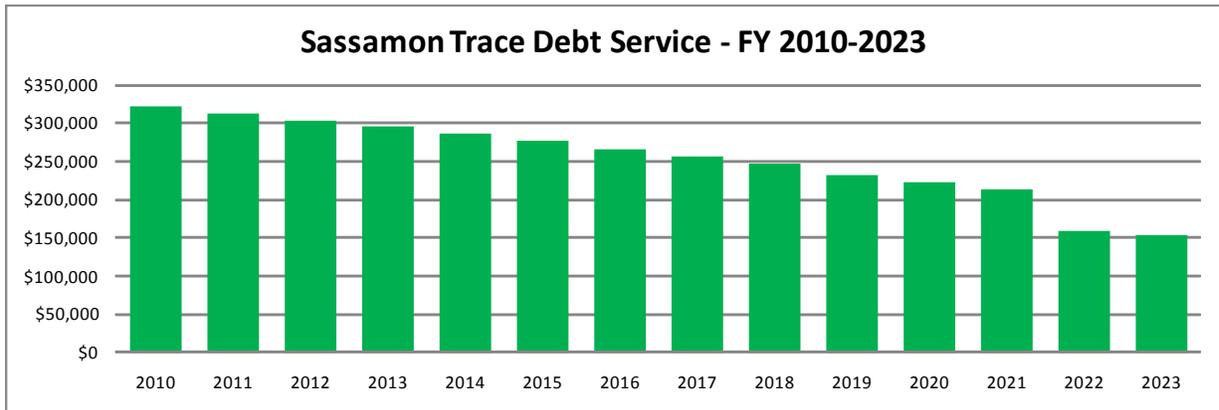
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Water/Sewer Enterprise debt also declines annually from FY 2010-2027, though the rate of decline is different than the General Fund.



Finally, the Debt Service for Sassamon Trace steadily declines as interest payments decline until FY 2021, until it is paid off entirely in FY 2023.



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

Unfortunately, economic necessity has limited available funding from most of these sources and forced staff to recommend a significantly reduced capital plan for FY 2011. Although we hope that the strides made over the last few years can see us through until such time that the fiscal health of the Town and the Commonwealth improves to allow for adequate capital investment, it is very uncertain at this time that FY 2012 and beyond will be that time.



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FY 2011 CAPITAL BUDGET

The Spring 2010 Annual Town Meeting approved \$1,148,260 in Capital Equipment and Infrastructure purchases. They are detailed on the ensuing pages. More capital will be pursued in fall.

Capital Equipment

Article 9 - Capital Equipment - 2010 Spring Annual Town Meeting

<u>Item #</u>	<u>Department</u>	<u>Item</u>	<u>Funding Source</u>	<u>Amount</u>
1	Police	Replacement of Police Radios	Free Cash	\$ 10,400
2	Police	Replacement of Police Cruisers	Free Cash	\$ 62,360
3	Fire	Replace Ambulance	Borrowing	\$ 180,000
4	Fire	Replace Fire Hose	Free Cash	\$ 25,000
5	Fire	Improve Fire Ground Repeater System	Borrowing	\$ 150,000
6	DPW	Replace Snow Plow/Dump Truck #H-53	Borrowing	\$ 180,000
7	DPW	Replace Snow Plow/Dump Truck #H-44	Borrowing	\$ 180,000
8	Water/Sewer	Replace Water Meter Radio Transmitters	Retained Earnings/Rates	\$ 100,000
9	Water/Sewer	Replace W-2	Retained Earnings/Rates	\$ 26,000

Total Appropriation under Article 9	\$ 913,760
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Funding Sources

Free Cash	\$ 97,760
Tax Levy Borrowing	\$ 690,000
Water/Sewer Retained Earnings or Rates	\$ 126,000

Total Funding for Appropriations under Article 9	\$ 913,760
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Descriptions

<u>#</u>	<u>Appropriated Item</u>	<u>Amount</u>	<u>Funding Source</u>
1	Police Department RADIOS This is the second-year of a three-year replacement for the remaining older handheld radios used daily by the Natick Police Department. Since replacement began in 2007, 46 radios have been purchased out of approximate 60 radios for the department. This request will purchase approximately 8 portable radios / label mics. \$10,400 was appropriated at the Spring 2009 Annual Town Meeting for the purchase of a comparable amount of radios.	\$ 10,400	Free Cash
2	Police Department CRUISER REPLACEMENT This request is an annual request to replace front-line cruisers for the Natick Police Department. Rather than replace 5 cruisers once a year, 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.	\$ 62,360	Free Cash



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#	Appropriated Item	Amount	Funding Source
3	Fire Department REPLACE AMBULANCE This will replace a 2005 Ambulance currently used as Ambulance 2. Ambulances are due for replacement every five to seven years. It currently has 54,000 miles on it and averages around 350 calls annually. Although an ambulance's service life can be extended beyond the recommended replacement cycle, the DPW & Fire Department have found historically that maintenance costs increase significantly after seven years. Beyond the maintenance costs, the current Ambulance 2 also has cosmetic body damage suffered as a result to an accident. Estimates are that it will cost around \$10,000 to repair. The DPW has not performed the repairs until it is determined whether or not the vehicle will be replaced.	\$ 130,000 \$ 50,000	G/F Borrowing Free Cash
4	Fire Department FIRE HOSE This is the second year of a three year to replace all of the fire hose used by the Natick Fire Department. The FY 2010 appropriation replaced 100% of all of the attack lines - those lines used in connection with nozzles to actually apply water to active incidents. The FY 2011 request will replace approximately 50% of the supply lines. The final 50% will be replaced in FY 2012. The current hose is over 10 years old and has reached the end of its service life. Though no hose has yet failed a service test, the aging hose has increasing come closer to doing so.	\$ 25,000	Free Cash
5	Fire Department IMPROVE FIRE GROUND REPEATER SYSTEM This request is to complete the transition of the Fire Department communication system from VHF to UHF. This equipment would be used to pick up and amplify the signal from mobile and portable radios used by front-line personnel. All of the other equipment - the radios & handsets are already in stock. Money was not appropriated originally for this purpose as most of the radios and other equipment was secured via grant funding. The goal of this to make sure that the system we are switching to (UHF) has the same degree of robustness of the current system.	\$ 150,000	G/F Borrowing
6	Public Works - Highway REPLACE H-53 This is a 1986 Mack Dump Truck with 103,000 miles on it. The vehicle is used as a street sander, snow plow and general dump truck. The manufacturer's expected life on these trucks was 15 years. This vehicle has a cracked frame which have been repaired many times, but due to the excessive corrosion incurred through over twenty years of sanding and salting Natick's roadways, the metal has been deteriorated and cannot be replaced further. This vehicle will be unavailable for any use as a road-worth vehicle once their current inspection sticker expires (because due to the structural integrity they will not be re-certified by the State) The replacement vehicle will be a comparable sander/dump truck with a plow and a heavier GVW. The dump/sander body will be stainless steel and the truck chassis frame will be a single-frame instead of a double-channel frame. (both will extend the useful life).	\$ 180,000	G/F Borrowing



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#	<u>Appropriated Item</u>	<u>Amount</u>	<u>Funding Source</u>
7	<p>Public Works - Highway REPLACE H-44 This is a 1988 Mack Dump Truck with 96,000 miles on it. The vehicle is used as a street sander, snow plow and general dump truck. The manufacturer's expected life on these trucks was 15 years. This vehicle has a cracked frame which have been repaired many times, but due to the excessive corrosion incurred through over twenty years of sanding and salting Natick's roadways, the metal has been deteriorated and cannot be replaced further. This vehicle will be unavailable for any use as a road-worth vehicle once their current inspection sticker expires (because due to the structural integrity they will not be re-certified by the State) The replacement vehicle will be a comparable sander/dump truck with a plow and a heavier GVW. The dump/sander body will be stainless steel and the truck chassis frame will be a single-frame instead of a double-channel frame. (both will extend the useful life).</p>	\$ 180,000	G/F Borrowing
8	<p>Water/Sewer WATER METER RADIO TRANSMITTERS The existing water meter radio transmitters were installed between 5-8 years ago and are beginning to reach their end of life cycle. These transmitters are crucial for maintaining timely reads of customers water usage, and thus key to the billing cycle and the ability to determine problems within the system. This proposal would begin a multi-year replacement cycle (between \$100,000-\$250,000 annually) for the next 5 years to allow the purchase, installation and replacement of all transmitters throughout Natick. The replacement transmitters should last for up to 15 years once replaced. The radio transmitters are battery operated. Staff has a 3 year quote at \$85 each. We have 10703 transmitters. FY 2011 - Amount Requested: 100000 - Transmitters Purchased: 1176 FY 2012 - Amount Requested: 150000 - Transmitters Purchased: 1764 FY 2013 - Amount Requested: 200000 - Transmitters Purchased: 2352 FY 2014 - Amount Requested: 200000 - Transmitters Purchased: 2222</p>	\$ 100,000	W/S User Fees
9	<p>Water/Sewer REPLACE W-2 W-2 is a 1999 Ford Explorer utilized daily in the operation of the Water/Sewer Division. The vehicle has 77,000 miles. The vehicle suffers from body rot and rust. The department is currently reviewing the hybrid option. Absent a grant, the hybrid is not the most cost effective option. This request is for a Ford Escape or a Ford F150.</p>	\$ 26,000	W/S User Fees
Total		\$ 913,760	



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Capital Infrastructure

Article 10 - Capital Improvements - 2010 Spring Annual Town Meeting

<u>Item #</u>	<u>Department</u>	<u>Item</u>	<u>Funding Source</u>	<u>Amount</u>
1	DPW	Replace Steam Traps & Return @ Schools	Borrowing	\$ 59,500
2	Recreation	Repair Civil War Monument	Free Cash	\$ 25,000
3	Water/Sewer	Annual Sewer Main Relining	Inflow & Infiltration Fund	\$ 150,000

Total Appropriation under Article 10 **\$ 234,500**

Funding Sources

Free Cash	\$ 25,000
Tax Levy Borrowing	\$ 59,500
Water & Sewer Inflow & Infiltration Fund	\$ 150,000

Total Funding for Appropriations under Article 10 **\$ 234,500**

<u>#</u>	<u>Appropriated Item</u>	<u>Amount</u>	<u>Funding Source</u>
1	<p>Public Works - Building Maintenance REPLACE FAULTY STEAM TRAPS AND RETURN AT EAST & ELIOT SCHOOLS This project will replace faulty returns and steam traps as part of the HVAC system. The DPW has incurred substantial cost repairing and maintaining the current HVAC system at the East School and the Eliot School over the last several years. Replacement of the traps and removal of the asbestos contained around some of the traps and returns is necessary to accomplish before another winter heating season begins.</p>	\$ 59,500	Free Cash
2	<p>Recreation CIVIL WAR MONUMENT The cornerstone monument on Natick Common, the Civil War Monument is in need of serious repair and maintenance. The \$25,000 would be for repairing, cleaning, and re-pointing the structure. Inspection of the monument occurred last fall where it was discovered that tuck pointing and foundation work was needed to prevent further deterioration. As of late February a second inspection has revealed that the monument is starting to crack at about twenty feet up from the ground in the "obelisk" section. This crack is new. Without repair work the monument will begin to pose a safety hazard to individuals who use the common. It should be noted that private fundraising will be solicited in conjunction with the repair work, though such efforts are not expected to significantly contribute to defraying the cost.</p>	\$ 25,000	Free Cash
3	<p>Water/Sewer SEWER MAIN RELINING This is a request for annual sewer main relining. Once the funding is approved, we would then TV and inspect problem sewer mains and prioritize the relining based upon need. This process helps prevent pipe collapse and stop groundwater infiltration and tree root infestation. The department is focusing on lines that cross easements where pipe replacement is difficult.</p>	\$ 150,000	Inflow & Infiltration Fund
Total		\$234,500	

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The FY 2011-2015 Capital Improvement Program is attached at the end of this section. All told, there are requests for over \$51,000,000 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.

The guiding principle in recommending those capital projects which were funded by Town Meeting remained unchanged: capital projects and equipment which is the most critical and necessary for the continued operation of General Fund and Water & Sewer Operations will take priority. As a result, this left many important projects for both the Public Schools and the General Government unfunded because the additional debt service costs should not be incurred in the current fiscal climate and/or the necessary cash is not available.

Those projects that are being deferred, however, cannot be forgotten because failure to replace and renew capital assets in a timely manner leads to costlier replacements in the future. We continue to hope that this deferral is only for one-to-two years – and that the capital equipment and infrastructure of the community can sustain longer than previously intended. As funds become more available, replacing capital items on a more frequent and cyclical basis will be a key to maximizing the protection of Natick's assets.

Department	Project Title	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
General Fund							
Natick Public Schools							
Natick Public Schools	HIGH SCHOOL-EXTRAORDINARY REPAIRS <i>(part of FinComm Reserve Fund)</i>	100000	100000	100000	100000	0	400000
Natick Public Schools	LILJA- REPLACE CLASSROOM AND LIBRARY CARPET	20000	0	0	0	0	20000
Natick Public Schools	MEMORIAL- REPLACE FIRE ALARM SYSTEM	250000	0	0	0	0	250000
Natick Public Schools	JOHNSON- REPLACE BOILERS	400000	0	0	0	0	400000
Natick Public Schools	BROWN-REPLACE LIBRARY CARPET	24000	0	0	0	0	24000
Natick Public Schools	JOHNSON- REPLACE EXTERIOR WINDOWS	150000	0	0	0	0	150000
Natick Public Schools	REPLACE NSD-81	21000	0	0	0	0	21000
Natick Public Schools	KENNEDY- REPLACE STEAM CONVERTERS AND HOT WTR PUMP	220000	0	0	0	0	220000
Natick Public Schools	REPLACE 1997 NSD-86	0	22000	0	0	0	22000
Natick Public Schools	KENNEDY-REPLACE LARGE HVAC UNITS	0	300000	300000	0	0	600000
Natick Public Schools	MEMORIAL-REPAVE REAR DRIVE AND PARKING AREA	0	65000	0	0	0	65000
Natick Public Schools	BROWN- ROOF REPLACEMENT	0	550000	0	0	0	550000
Natick Public Schools	BROWN-REPLACE A/C UNITS	0	25000	0	0	0	25000
Natick Public Schools	BROWN-REPLACE EXHAUST FANS	0	30000	0	0	0	30000
Natick Public Schools	JOHNSON- REPAVE DRIVEWAYS	0	75000	0	0	0	75000
Natick Public Schools	MEMORIAL-REPLACE EXTERIOR WINDOWS	0	500000	0	0	0	500000
Natick Public Schools	BEN-HEM-REBUILD/REPLACE A/C COMPRESSORS	0	50000	0	0	0	50000
Natick Public Schools	BEN-HEM-REPLACE OFFICE CARPET	0	22000	0	0	0	22000
Natick Public Schools	KENNEDY-REPLACE CLASSROOM UNIVENTS + DDC	0	425000	0	0	0	425000
Natick Public Schools	LILJA-REPLACE A/C UNITS	0	50000	0	0	0	50000
Natick Public Schools	BEN-HEM-REPLACE HOT WATER HEATER	0	10000	0	0	0	10000
Natick Public Schools	MEMORIAL- REPLACE BOILERS	0	500000	0	0	0	500000
Natick Public Schools	REPLACE NSD-83	0	30000	0	0	0	30000
Natick Public Schools	JOHNSON-REFURBISH HALL CEILINGS	0	0	100000	0	0	100000
Natick Public Schools	KENNEDY-REPLACE EXTERIOR WINDOWS	0	0	500000	0	0	500000
Natick Public Schools	KENNEDY- REPLACE EXTERIOR DOORS	0	0	120000	0	0	120000
Natick Public Schools	LILJA- ROOF REPLACEMENT	0	0	550000	0	0	550000
Natick Public Schools	LILJA-REPLACE EXHAUST FANS	0	0	30000	0	0	30000
Natick Public Schools	LILJA- REPLACE DOMESTIC HOT WATER HEATER	0	0	30000	0	0	30000
Natick Public Schools	BROWN-REPLACE DOMESTIC HOT WATER HEATER	0	0	30000	0	0	30000
Natick Public Schools	KENNEDY- REPLACE VAT FLOOR TILE	0	0	300000	300000	0	600000
Natick Public Schools	BEN-HEM-REPLACE EXHAUST FANS	0	0	45000	0	0	45000
Natick Public Schools	REPLACE NSD84	0	0	35000	0	0	35000
Natick Public Schools	KENNEDY-INSTALL FIRE SPRINKLER SYSTEM	0	0	0	750000	0	750000
Natick Public Schools	WILSON-REPLACE A/C COMPRESSORS	0	0	0	100000	0	100000
Natick Public Schools	WILSON-REPLACE DOMESTIC WATER HEATERS	0	0	0	90000	0	90000
Natick Public Schools	JOHNSON-REMOVE VAT	0	0	0	150000	0	150000
Natick Public Schools	BEN-HEM-REPLACE DDC TEMP CONTROL SYSTEM	0	0	0	150000	0	150000
Natick Public Schools	MEMORIAL-INSTALL FIRE SPRINKLER SYSTEM	0	0	0	500000	0	500000
Sub-total Natick Public Schools		1185000	2754000	2140000	2140000	0	8219000

Department	Project Title	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
Morse Institute Library							
Morse Institute Library	FURNITURE REPLACEMENT	12500	12500	0	0	0	25000
Morse Institute Library	LIBRARY SECURITY SYSTEM	0	55000	0	0	0	55000
Morse Institute Library	PHOTO SERVER AND MICROFILM READER	0	16000	0	0	0	16000
Sub-total Morse Institute Library		12500	83500	0	0	0	96000
Police Department							
Police Department	CRUISER REPLACEMENT	124720	178900	183900	188900	193900	870320
Police Department	RADIOS	10400	0	0	0	0	10400
Police Department	TRAFFIC MONITORING EQUIPMENT (LIDAR/RADAR)	10000	0	0	0	0	10000
Police Department	EOC CONFIGURATION	0	163420	0	0	0	163420
Police Department	SPEED EDUCATION UNIT	0	16000	0	0	0	16000
Police Department	MOTOR VEHICLE CRASH DIAGRAMMING EQUIPMENT	0	18500	0	0	0	18500
Police Department	REPLACE VOTER COMPARATOR, EAST NATICK VOTER RECEIV	0	30000	0	0	0	30000
Police Department	LIVE SCAN FINGERPRINT SYSTEM	0	27000	0	0	0	27000
Police Department	RECONFIGURE DISPATCH CENTER	0	200000	0	0	0	200000
Sub-total Police Department		145120	633820	183900	188900	193900	1345640
Fire Department							
Fire Department	FIRE HOSE (<i>funded at 2009 SATM @ \$25,000</i>)	25000	25000	0	0	0	50000
Fire Department	REPLACE AMBULANCE	180000	0	0	0	0	180000
Fire Department	REPLACE CAR 2	45000	0	0	0	0	45000
Fire Department	REPLACE FIRE PICKUP 3/PLOW	58000	0	0	0	0	58000
Fire Department	IMPROVE FIRE GROUND REPEATER SYSTEM	150000	0	0	0	0	150000
Fire Department	MOBILE DATA TERMINALS/ COMPUTERS ON APPARATUS.	0	70000	0	0	0	70000
Fire Department	CONSTRUCTION OF TRAINING FACILITY	0	250000	0	0	0	250000
Fire Department	REPLACE LADDER 2 / PLATFORM	0	950000	0	0	0	950000
Fire Department	REPLACE ENGINE 2/OLD ENGINE 4	0	0	0	500000	0	500000
Fire Department	REPLACE 2001 FIRE PUMPER	0	0	0	0	500000	500000
Sub-total Fire Department		458000	1270000	0	500000	500000	2728000
Public Works - Building Maintenance							
Public Works - Building Maintenance	BOILER REMOVAL (COLE)	25000	0	0	0	0	25000
Public Works - Building Maintenance	REPLACE FAULTY STEAM TRAPS AND RETURN AT 90 OAK	59500	0	0	0	0	59500
Public Works - Building Maintenance	REPLACE B-3	0	30000	0	0	0	30000
Public Works - Building Maintenance	CARPETS (MUNICIPAL BUILDINGS)	0	16000	0	0	0	16000
Public Works - Building Maintenance	5 ROOF TOP UNITS (DPW)	0	175000	0	0	0	175000
Public Works - Building Maintenance	AIR HANDLER UNITS (COLE)	0	48000	0	0	0	48000
Public Works - Building Maintenance	EXTERIOR PAINTING (ELIOT SCHOOL)	0	75000	0	0	0	75000
Public Works - Building Maintenance	EXTERIOR PAINTING (90 OAK)	0	30000	0	0	0	30000
Public Works - Building Maintenance	ROOF (90 OAK STREET)	0	135000	0	0	0	135000
Public Works - Building Maintenance	REROOF DPW VEHICLE STORAGE GARAGE	0	165000	0	0	0	165000
Public Works - Building Maintenance	REPLACE FAULTY STEAM TRAPS AT ELIOT SCHOOL	0	24000	0	0	0	24000
Public Works - Building Maintenance	REPLACE B-2	0	0	30000	0	0	30000

Department	Project Title	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
Sub-total Public Works - Building Maintenance		84500	698000	30000	0	0	812500
Public Works - Engineering							
Public Works - Engineering	CH90 ROAD IMPROVEMENTS	750000	750000	750000	750000	750000	3750000
Public Works - Engineering	WILLOW ST. DRAINAGE IMPROVEMENTS	200000	0	450000	0	0	650000
Public Works - Engineering	ROADWAY IMPROVEMENTS OAK STREET	2000000	0	0	0	0	2000000
Public Works - Engineering	MIDDLE ST. DRAINAGE IMPROVEMENTS	0	21252	790000	0	0	811252
Public Works - Engineering	REHAB. - CHARLES RIVER BRIDGE	0	400000	0	0	0	400000
Public Works - Engineering	ROADWAY IMPROVEMENTS PINE STREET	0	1200000	0	0	0	1200000
Public Works - Engineering	ROADS (COLLECTOR/ARTERIAL)	0	0	1500000	1500000	1500000	4500000
Public Works - Engineering	ADD NEW E-3	0	0	25000	0	0	25000
Public Works - Engineering	ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM	0	0	590000	0	0	590000
Public Works - Engineering	PEDESTRIAN BRIDGE & SIDEWALK- SPEEN STREET	0	0	0	98000	0	98000
Public Works - Engineering	REHAB. - JENNINGS POND DAM	0	0	0	114000	0	114000
Sub-total Public Works - Engineering		2950000	2371252	4105000	2462000	2250000	14138252
Public Works - Equipment Maintenance							
Public Works - Equipment Maintenance	REPLACE M-2	0	50000	0	0	0	50000
Public Works - Equipment Maintenance	FORK LIFT	0	20000	0	0	0	20000
Public Works - Equipment Maintenance	REPLACE M-4	0	0	35000	0	0	35000
Public Works - Equipment Maintenance	FUEL DEPOT UPGRADES	0	0	25000	0	0	25000
Public Works - Equipment Maintenance	REPLACE M-1	0	0	28000	0	0	28000
Sub-total Public Works - Equipment Maintenance		0	70000	88000	0	0	158000
Public Works - Highway							
Public Works - Highway	GUARDRAIL (VARIOUS LOCATIONS)	10000	10000	10000	10000	10000	50000
Public Works - Highway	STREET LIGHT REPLACEMENT <i>(funded at 2009 SATM @ \$25,000)</i>	0	80000	80000	80000	80000	320000
Public Works - Highway	REPLACE DUMPSTERS	10000	10000	10000	10000	10000	50000
Public Works - Highway	REPLACE H-53	180000	0	0	0	0	180000
Public Works - Highway	REPLACE H-59	0	105000	0	0	0	105000
Public Works - Highway	REPLACE H-44	180000	0	0	0	0	180000
Public Works - Highway	REPLACE H-52	50000	0	0	0	0	50000
Public Works - Highway	ROAD PLANER ATTACHMENT	22000	0	0	0	0	22000
Public Works - Highway	REPLACE BOMBADIER	0	140000	0	0	0	140000
Public Works - Highway	REPLACE H-40	0	53000	0	0	0	53000
Public Works - Highway	REPLACE H-42	0	150000	0	0	0	150000
Public Works - Highway	REPLACE H-45	0	150000	0	0	0	150000
Public Works - Highway	REPLACE H-55	0	0	140000	0	0	140000
Public Works - Highway	REPLACE TRASH PACKER	0	0	0	200000	0	200000
Public Works - Highway	REPLACE H-51	0	0	0	0	150000	150000
Sub-total Public Works - Highway		452000	698000	240000	300000	250000	1940000

Department	Project Title	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
Public Works - Land, Facilities & Natural Resources							
Public Works - Land, Facilities & Natural Resources	BALL FIELD LINING MACHINES	0	16000	0	0	0	16000
Public Works - Land, Facilities & Natural Resources	CORE AERATOR	0	25000	0	0	0	25000
Public Works - Land, Facilities & Natural Resources	REPLACE LF-15 AND LF-14	70000	0	0	0	0	70000
Public Works - Land, Facilities & Natural Resources	REPLACE LF-3	120000	0	0	0	0	120000
Public Works - Land, Facilities & Natural Resources	IRRIGATION CONTROLLER	25000	0	0	0	0	25000
Public Works - Land, Facilities & Natural Resources	REPLACE LF-12 STUMP GRINDER	0	35000	0	0	0	35000
Public Works - Land, Facilities & Natural Resources	REPLACE LF-8	0	150000	0	0	0	150000
Public Works - Land, Facilities & Natural Resources	REPLACE LF-6	0	70000	0	0	0	70000
Public Works - Land, Facilities & Natural Resources	REPLACE LF-17	0	0	12000	0	0	12000
Public Works - Land, Facilities & Natural Resources	REPLACE LF-9	0	0	150000	0	0	150000
Sub-total Public Works - Land, Facilities & Natural Resources		215000	296000	162000	0	0	673000
Human Services/Council on Aging							
Council on Aging	BUS	65000	0	0	0	0	65000
Sub-total Human Services/Council on Aging		65000	0	0	0	0	65000
Board of Health							
Board of Health	REPLACE HEALTH-1	26000	0	0	0	0	26000
Board of Health	REPLACE HEALTH-2	26000	0	0	0	0	26000
Sub-total Board of Health		52000	0	0	0	0	52000
Recreation							
Recreation	J. J. LANE PARK	550000	0	0	0	0	550000
Recreation	NATICK COMMON SIDEWALKS	10000	0	0	0	0	10000
	CIVIL WAR MONUMENT	25000	0	0	0	0	25000
Recreation	DUG POND PIER	10000	10000	10000	10000	10000	50000
Recreation	MURPHY FIELD - NAVY YARD IMPROVEMENTS	0	42500	7500	0	0	50000
Recreation	EAST SCHOOL PLAYGROUND EQUIP.	0	60000	0	0	0	60000
Recreation	JOHNSON SCH CT/RINK/NHS TENNIS CT & BASKETBALL CT	0	90000	0	0	0	90000
Recreation	INTERIOR RENOVATIONS (COLE)	0	20000	20000	20000	0	60000
Recreation	REPLACE REC BUS #2	0	70000	0	0	0	70000
Recreation	MEMORIAL SCHOOL LIGHTING	0	0	125000	0	0	125000
Recreation	EAST TENNIS/BASKETBALL COURTS	0	0	100000	0	0	100000
Recreation	REPLACE FARM TRUCK	0	0	35000	0	0	35000
Recreation	REPLACE REC BUS	0	0	0	65000	0	65000
Recreation	BASKETBALL COURT RENOVATIONS	0	0	0	25000	0	25000
Recreation	SOUTH NATICK PARK SYSTEM	0	0	0	1000000	0	1000000
Recreation	COLE CENTER PLAYGROUND	0	0	0	0	50000	50000
Recreation	MEMORIAL BEACH WATER PLAY UNIT	0	0	0	0	75000	75000
Recreation	PEGAN COVE PARK	0	0	0	0	30000	30000
Sub-total Recreation		595000	292500	297500	1120000	165000	2470000

Department	Project Title	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
Information Technology							
Information Technology	DOCUMENT ARCHIVING	0	250000	250000	0	0	500000
Sub-total Information Technology		0	250000	250000	0	0	500000
Community Development							
Community Development	NORTH MAIN STREET REDESIGN	60000	690000	0	0	0	750000
Community Development	RT 27 / RT 9 INTERSECTION REDESIGN	600000	0	0	0	0	600000
Community Development	ROUTE 27 IMPROVEMENTS - CONSTRUCTION	0	11000000	0	0	0	11000000
Community Development	REPLACE CD-1	0	26000	0	0	0	26000
Community Development	REPLACE CD-2	0	26000	0	0	0	26000
Sub-total Community Development		660000	11742000	0	0	0	12402000
Total General Fund		6874120	21159072	7496400	6710900	3358900	45599392

Department	Project Title	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
Water/Sewer Enterprise Fund							
Water/Sewer Enterprise Fund	REPLACE GROUND WATER WELLS	150000	300000	300000	300000	300000	1350000
Water/Sewer Enterprise Fund	SEWER MAIN RELINING	150000	150000	150000	150000	150000	750000
Water/Sewer Enterprise Fund	WATER METER RADIO TRANSMITTERS	100000	150000	200000	200000	0	650000
Water/Sewer Enterprise Fund	REPLACE W-2	26000	0	0	0	0	26000
Water/Sewer Enterprise Fund	VFD INSTALLS	0	150000	150000	150000	0	450000
Water/Sewer Enterprise Fund	REPLACE W-3	0	25000	0	0	0	25000
Water/Sewer Enterprise Fund	REPLACE W-13	0	30000	0	0	0	30000
Water/Sewer Enterprise Fund	REPLACE W-14	0	95000	0	0	0	95000
Water/Sewer Enterprise Fund	REPLACE W-28	0	45000	0	0	0	45000
Water/Sewer Enterprise Fund	CHLORINE UPGRADE ELM BANK/PINE OAKS/MORSE POND	0	90000	0	0	0	90000
Water/Sewer Enterprise Fund	W-12 AIR COMPRESSOR	0	30000	0	0	0	30000
Water/Sewer Enterprise Fund	W-21 CALL TRUCK 1 TON WORK TRUCK	0	40000	0	0	0	40000
Water/Sewer Enterprise Fund	REPLACE W-20	0	55000	0	0	0	55000
Water/Sewer Enterprise Fund	WATER SYSTEM MODEL	0	75000	0	0	0	75000
Water/Sewer Enterprise Fund	DATA COLLECTION GPS BASE STATION	0	25000	0	0	0	25000
Water/Sewer Enterprise Fund	REPLACE W-22	0	0	160000	0	0	160000
Water/Sewer Enterprise Fund	PINE OAKS WELLS REPLACE MCC	0	0	150000	0	0	150000
Water/Sewer Enterprise Fund	REPLACE W-6	0	0	40000	0	0	40000
Water/Sewer Enterprise Fund	REPLACE W-25	0	0	45000	0	0	45000
Water/Sewer Enterprise Fund	TRAVIS ROAD GENERATOR	0	0	150000	0	0	150000
Water/Sewer Enterprise Fund	SEWER MAIN ON COTTAGE & UNION STREET	0	0	50000	0	0	50000
Water/Sewer Enterprise Fund	REPLACE W-1	0	0	0	30000	0	30000
Water/Sewer Enterprise Fund	BOOSTER PUMP - GLENRIDGE	0	0	0	250000	0	250000
Water/Sewer Enterprise Fund	GENERATOR BRADFORD RD & GRINDER PUMP	0	0	0	125000	0	125000
Water/Sewer Enterprise Fund	RUNNING BROOK/VESTA RD PUMP STATION	0	0	0	500000	0	500000
Water/Sewer Enterprise Fund	REPLACE W-16	0	0	0	0	100000	100000
Total Water Sewer Enterprise Fund		426000	1260000	1395000	1705000	550000	5336000
Sassamon Trace Golf Course Enterprise Fund							
Sassamon Trace Golf Course	SASSAMON TRACE IRRIGATION WELL	0	75000	0	0	0	75000
Total Sassamon Trace Golf Course Enterprise Fund		0	75000	0	0	0	75000
Total All Capital Requests, All Funds		7300120	22494072	8891400	8415900	3908900	51010392



Town of Natick

FY 2011 Appropriated Budget

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