



Memorandum

To: Board of Selectmen
Finance Committee

From: Martha White, Town Administrator

Date: Tuesday, September 1, 2009

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 2010-2015 Capital Improvement Program as well as the proposed FY 2010 Budget. This document serves to further update the Capital Improvement Program submitted as part of the FY 2010 budget process in December 2008 and subsequently updated in March 2009.

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 Administrator'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 planned capital requests at the upcoming 2009 Fall Annual Town Meeting, Natick will not meet even the recommended 8% target this year.

Capital Planning - Town Administrator Recommended Policy **thru 2009 Fall Town Meeting**

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

	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>
Total Revenues	\$ 88,784,111	\$ 93,661,567	\$ 97,389,390	\$ 102,445,746	\$ 101,710,415
Target:	8%	8%	8%	8%	8%
8% Target =	\$ 7,102,729	\$ 7,492,925	\$ 7,791,151	\$ 8,195,660	\$ 8,136,833
Ideal Target:	10%	10%	10%	10%	10%
10% Ideal Target =	\$ 8,878,411	\$ 9,366,157	\$ 9,738,939	\$ 10,244,575	\$ 10,171,042
Actual Capital Spending					
Cash	\$ 997,500	\$ 886,347	\$ 1,077,378	\$ 293,900	\$ 330,120
Debt Service	\$ 7,845,268	\$ 7,610,908	\$ 7,239,698	\$ 6,915,198	\$ 7,158,758
Total Capital Spending	\$ 8,842,768	\$ 8,497,255	\$ 8,317,076	\$ 7,209,098	\$ 7,488,878
Total Cap. Spending As %	9.96%	9.07%	8.54%	7.04%	7.36%

Notes:

FY 2006-2009 columns reflect actual Town Meeting Appropriations and borrowing authorizations; some projects were subsequently deferred.

FY 2010 column includes actual appropriations from Spring and planned appropriations from Fall Annual Town Meetings.

Traditionally, there are four potential funding sources 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.
- **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 for operating or capital costs.
- **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.
- **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 2010. We hope that the strides we have 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.

FY 2010 CAPITAL BUDGET & FY 2010-2015 CAPITAL IMPROVEMENT PROGRAM

The FY 2010-2015 Capital Improvement Program is attached on the following pages. All told, there are requests for over \$63,000,000 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.

At the 2009 Spring Annual Town Meeting, slightly more than \$1,800,000 of capital equipment and improvements was approved. These are shown below.

Capital Equipment - 2009 Spring Annual Town Meeting

<u>Item #</u>	<u>Department</u>	<u>Item</u>	<u>Funding Source</u>	<u>Amount</u>
1	DPW	Replacement of Streetlights	Tax Levy	\$ 25,000
2	Fire	Replacement of Fire Hose	Tax Levy	\$ 25,000
3	Police	Replacement of Police Radios	Tax Levy	\$ 10,400
4	Police	Replacement of Police Firearms	Tax Levy	\$ 17,600
5	Police	Replacement of Police Cruisers:	Tax Levy	\$ 75,560
6	Water/Sewer	Replace W-30 (Sewer Vac/Truck)	Borrowing	\$ 250,000
Total Appropriation under Article 12				\$ 403,560
Tax Levy Funding				\$ 153,560
Water/Sewer Borrowing Funding				\$ 250,000
Total Funding for Appropriations under Article 12				\$ 403,560

Capital Improvements - 2009 Spring Annual Town Meeting

<u>Item #</u>	<u>Department</u>	<u>Item</u>	<u>Funding Source</u>	<u>Amount</u>
1	Water/Sewer	Upgrade SCADA:	Retained Earnings	\$ 100,000
2	Water/Sewer	Sewer Main Relining	Art. 9 of 2006 SATM	\$ 150,000
3	Water/Sewer	WTP/Elm Bank Security Rehab	R.E./Art. 9 - 2006 SATM	\$ 100,000
4	Water/Sewer	Replace Springvale #1 Well	Borrowing	\$ 250,000
5	Water/Sewer	Broad's Hill Town Forest Renovations	Borrowing	\$ 500,000
6	Water/Sewer	Sewer Pump Station Replacement & Upgrade	Borrowing	\$ 300,000
Total Appropriation under Article 13				\$ 1,400,000
Funding Sources				
Water/Sewer Enterprise Fund Retained Earnings				\$ 187,696
Article 9 of the 2006 Spring Annual Town Meeting				\$ 162,304
Water/Sewer Borrowing				\$ 1,050,000
Total Funding for Appropriations under Article 13				\$ 1,400,000

Even as recent as a year ago, efforts were being made to strengthen annual capital spending and dedicate more resources annually towards capital projects. Unfortunately, given the state of the economy and the significant financial pressures facing the Town, it is not possible to sustain that progress at this point in time. The \$1,800,000 of capital projects approved in spring represented the most critical projects and equipment necessary for the continued operation of General Fund and Water & Sewer Operations. Important projects for both the Public Schools and the General Government cannot be funded at this point in time because the additional debt service costs should not be incurred in the current fiscal climate.

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.

Proposed Capital Budget at the 2009 Fall Town Meeting

The projects being proposed for funding at the 2009 Fall Town Meeting are done so under the same overarching principle as those in spring: capital projects which are the most critical and essential for the continued operation of the Town.

<u>Proposed Item</u>	<u>Amount</u>	<u>Funding Source</u>
<p>Replacement of two (2) police cruisers In Spring 2009, Town Meeting approved the same amount for replacement of 2 police cruisers with the hope that this appropriation would keep the fleet in good working order, even though the normal replacement cycle is the purchase of between 4-5 cruisers/year. This request brings the total replacement amount up to 4 for FY 2010 and maintains our regular replacement cycle.</p>	\$ 75,560	Free Cash
<p>Replacement of Engine 1 with an Engine equip. w/Ladder This request would replace Engine 1 and allow the decommissioning of two of the oldest pieces of Fire apparatus - a 1984 Ladder Truck and a 1985 Pumper (engine) with the purchase of a combined unit. Funding is proposed through a re-designation of a previous borrowing authorization (\$400,000) and an existing set-aside of Mall Mitigation funds (\$250,000) designated for this purpose.</p>	\$ 650,000	Borrowing Authorization Mall Mitigation
<p>Eliot School Doors This request would replace the passage doors at the Eliot Montessori School. This request is needed to improve energy efficiency at a Town owned property and to replace doors which have become severely worn over the years. Due to the historic nature of the structure, doors will be replaced with exact duplicates, which will provide better energy efficiency. This request includes removal, disposal of the old doors and installation of the new.</p>	\$ 27,500	Free Cash

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Proposed Item

Amount

Funding Source

Passageway Doors at DPW Facility 7 separate steel doors at the DPW facility have become rotted, rusty and no longer work properly. In some cases they do not even close, which poses a security problem at the DPW. This request would replace the doors, thereby improving energy efficiency and reestablishing proper security at an important Town-owned property.	\$ 28,500	Free Cash
Replacement of Dumpsters Deferred from Spring, the DPW annually has requested \$10,000 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.	\$ 10,000	Free Cash
Replacement of Guardrails Deferred from Spring, the DPW annually has requested \$10,000 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.	\$ 10,000	Free Cash
Street Light Replacement In Spring 2009, Town Meeting approved the same amount for streetlight replacement, but still far short of the annual requested amount of over \$80,000 annually. The Administration, has recently been exploring a program to convert existing street lights to LED - powered lights which are far more efficient. We intend to undertake a pilot program at various locations throughout the community to determine if this new lighting provides adequate illumination. Appropriating \$25,000 will bring the total amount to \$50,000 this fiscal year.	\$ 25,000	Free Cash

Total **\$ 826,560**

The proposed funding summary for the projects listed above is as follows:

2009 Fall Annual Town Meeting: Capital Equipment

Article 6: Capital Equipment

General Fund Capital	\$ 826,560
Total Appropriation Article 6	\$ 826,560
Free Cash	\$ 176,560
Mall Mitigation Funds	\$ 250,000
Borrowing Authorization	\$ 400,000
Total Funding for Appropriations under Article 6	\$ 826,560

2009 Fall Annual Town Meeting: Capital Improvements

Article 7: Capital Improvements

None.

Closing

Unfortunately, the funding of those items designated for funding via free cash is dependent upon two factors: timely certification of Free Cash prior to the 2009 Fall Annual Town Meeting and the availability of a sufficient amount of Free Cash to fund those projects. Although the former is achievable, the latter will not be known with certainty until the Department of Revenue has certified Free Cash.

The FY 2010-2015 Capital Improvement Program is attached on the following pages. Projects funded at the 2009 Spring Annual Town Meeting are designated with a note next to the item description.

Department	Project Title	FY 2010	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>	0	100000	100000	100000	100000	0	400000
Natick Public Schools	LILJA- REPLACE CLASSROOM AND LIBRARY CARPET	0	20000	0	0	0	0	20000
Natick Public Schools	REPLACE NSD82	0	21000	0	0	0	0	21000
Natick Public Schools	REPLACE NSD 81	0	0	20000	0	0	0	20000
Natick Public Schools	REPLACE 1997 NSD 86	0	22000	0	0	0	0	22000
Natick Public Schools	BROWN-REPLACE LIBRARY CARPET	0	24000	0	0	0	0	24000
Natick Public Schools	BROWN-REPLACE A/C UNITS	0	0	25000	0	0	0	25000
Natick Public Schools	LILJA-REPLACE A/C UNITS	0	0	50000	0	0	0	50000
Natick Public Schools	JOHNSON- REPLACE EXTERIOR WINDOWS	0	150000	0	0	0	0	150000
Natick Public Schools	MEMORIAL- REPLACE GYM AND CAFE HVAC UNITS	0	165000	0	0	0	0	165000
Natick Public Schools	KENNEDY- REPLACE STEAM CONVERTERS AND HOT WTR PUMP	0	220000	0	0	0	0	220000
Natick Public Schools	MEMORIAL- REPLACE FIRE ALARM SYSTEM	0	250000	0	0	0	0	250000
Natick Public Schools	JOHNSON- REPLACE BOILERS	0	400000	0	0	0	0	400000
Natick Public Schools	BEN-HEM-REPLACE HOT WATER HEATER	0	0	10000	0	0	0	10000
Natick Public Schools	BEN-HEM-REPLACE OFFICE CARPET	0	0	22000	0	0	0	22000
Natick Public Schools	REPLACE NSD 83	0	0	30000	0	0	0	30000
Natick Public Schools	BROWN-REPLACE EXHAUST FANS	0	0	30000	0	0	0	30000
Natick Public Schools	MEMORIAL- REMOVE INCINERATOR	0	0	45000	0	0	0	45000
Natick Public Schools	BEN-HEM-REBUILD/REPLACE A/C COMPRESSORS	0	0	50000	0	0	0	50000
Natick Public Schools	MEMORIAL-REPAVE REAR DRIVE AND PARKING AREA	0	0	65000	0	0	0	65000
Natick Public Schools	JOHNSON- REPAVE DRIVEWAYS	0	0	75000	0	0	0	75000
Natick Public Schools	KENNEDY-REPLACE LARGE HVAC UNITS	0	0	300000	300000	0	0	600000
Natick Public Schools	KENNEDY-REPLACE CLASSROOM UNIVENTS + DDC	0	0	425000	0	0	0	425000
Natick Public Schools	MEMORIAL- REPLACE BOILERS	0	0	500000	0	0	0	500000
Natick Public Schools	MEMORIAL-REPLACE EXTERIOR WINDOWS	0	0	500000	0	0	0	500000
Natick Public Schools	BROWN- ROOF REPLACEMENT	0	0	550000	0	0	0	550000
Natick Public Schools	LILJA- REPLACE DOMESTIC HOT WATER HEATER	0	0	0	30000	0	0	30000
Natick Public Schools	BROWN-REPLACE DOMESTIC HOT WATER HEATER	0	0	0	30000	0	0	30000
Natick Public Schools	LILJA-REPLACE EXHAUST FANS	0	0	0	30000	0	0	30000
Natick Public Schools	REPLACE NSD84	0	0	0	35000	0	0	35000
Natick Public Schools	JOHNSON-REFURBISH HALL CEILINGS	0	0	0	100000	0	0	100000
Natick Public Schools	KENNEDY- REPLACE EXTERIOR DOORS	0	0	0	120000	0	0	120000
Natick Public Schools	KENNEDY- REPLACE VAT FLOOR TILE	0	0	0	300000	300000	0	600000
Natick Public Schools	KENNEDY-REPLACE EXTERIOR WINDOWS	0	0	0	500000	0	0	500000
Natick Public Schools	LILJA- ROOF REPLACEMENT	0	0	0	550000	0	0	550000
Natick Public Schools	BEN-HEM-REPLACE EXHAUST FANS	0	0	0	45000	0	0	45000
Natick Public Schools	BEN-HEM-REPLACE DDC TEMP CONTROL SYSTEM	0	0	0	0	150000	0	150000
Natick Public Schools	WILSON-REPLACE DOMESTIC WATER HEATERS	0	0	0	0	90000	0	90000
Natick Public Schools	WILSON-REPLACE A/C COMPRESSORS	0	0	0	0	100000	0	100000
Natick Public Schools	JOHNSON-REMOVE VAT	0	0	0	0	150000	0	150000
Natick Public Schools	MEMORIAL-INSTALL FIRE SPRINKLER SYSTEM	0	0	0	0	500000	0	500000
Natick Public Schools	KENNEDY-INSTALL FIRE SPRINKLER SYSTEM	0	0	0	0	750000	0	750000
Natick Public Schools	NATICK HIGH SCHOOL REPLACEMENT	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Sub-total Natick Public Schools		0	1372000	2797000	2140000	2140000	0	8449000

Department	Project Title	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
Morse Institute Library								
Morse Institute Library	LIBRARY SECURITY SYSTEM	0	55000	0	0	0	0	55000
Morse Institute Library	FURNITURE REPLACEMENT	0	12500	12500	0	0	0	25000
Morse Institute Library	LIBRARY COLLECTION DEVELOPMENT	0	20000	20000	20000	0	0	60000
Morse Institute Library	MATERIALS AND EQUIPMENT ACCESSABILITY EQUIPMENT	0	25000	0	0	0	0	25000
Morse Institute Library	PHOTO SERVER AND MICROFILM READER	0	26000	0	0	0	0	26000
Sub-total Morse Institute Library		0	138500	32500	20000	0	0	191000
Police Department								
Police Department	CRUISER REPLACEMENT <i>(funded at 2009 SATM @ \$75,560)</i>	75560	173900	178900	183900	188900	193900	995060
Police Department	TRAFFIC MONITORING EQUIPMENT (LIDAR/RADAR)	0	10000	0	0	0	0	10000
Police Department	SPEED EDUCATION UNIT	0	16000	0	0	0	0	16000
Police Department	MOTOR VEHICLE CRASH DIAGRAMMING EQUIPMENT	0	18500	0	0	0	0	18500
Police Department	FIREARMS <i>(funded at 2009 SATM @ \$17,600)</i>	0	10600	10600	0	0	0	21200
Police Department	LIVE SCAN FINGERPRINT SYSTEM	0	27000	0	0	0	0	27000
Police Department	REPLACE VOTER COMPARATOR, EAST NATICK VOTER RECEIV	0	30000	0	0	0	0	30000
Police Department	RADIOS <i>(funded at 2009 SATM @ \$10,400)</i>	0	10400	0	0	0	0	10400
Police Department	EOC CONFIGURATION	0	163420	0	0	0	0	163420
Police Department	RECONFIGURE DISPATCH CENTER	0	200000	0	0	0	0	200000
Sub-total Police Department		75560	659820	189500	183900	188900	193900	1491580
Fire Department								
Fire Department	MOBILE DATA TERMINALS/ COMPUTERS ON APPARATUS.	0	70000	0	0	0	0	70000
Fire Department	FIRE HOSE <i>(funded at 2009 SATM @ \$25,000)</i>	0	25000	25000	0	0	0	50000
Fire Department	CONSTRUCTION OF TRAINING FACILITY	0	250000	0	0	0	0	250000
Fire Department	REPLACE ENG.1 WITH ENG. EQUIPPED WITH LADDER.	650000	0	0	0	0	0	650000
Fire Department	REPLACE CAR 2	0	45000	0	0	0	0	45000
Fire Department	REPLACE FIRE PICKUP 3/PLOW	0	58000	0	0	0	0	58000
Fire Department	REPLACE AMBULANCE	0	180000	0	0	0	0	180000
Fire Department	REPLACE LADDER 2 / PLATFORM	0	0	950000	0	0	0	950000
Fire Department	REPLACE ENGINE 2/OLD ENGINE 4	0	0	0	0	500000	0	500000
Fire Department	REPLACE 2001 FIRE PUMPER	0	0	0	0	0	500000	500000
Sub-total Fire Department		650000	628000	975000	0	500000	500000	3253000
Public Works - Building Maintenance								
Public Works - Building Maintenance	CARPETS (MUNICIPAL BUILDINGS)	0	16000	0	0	0	0	16000
Public Works - Building Maintenance	BOILER REMOVAL (COLE)	0	25000	0	0	0	0	25000
Public Works - Building Maintenance	DOORS (ELIOT SCHOOL)	27500	0	0	0	0	0	27500
Public Works - Building Maintenance	7 PASSAGE DOORS (DPW)	28500	0	0	0	0	0	28500
Public Works - Building Maintenance	EXTERIOR PAINTING (ELIOT SCHOOL)	0	44000	0	0	0	0	44000
Public Works - Building Maintenance	BATHROOMS (SENIOR CENTER)	0	21500	0	0	0	0	21500
Public Works - Building Maintenance	REPLACE B-3	0	30000	0	0	0	0	30000
Public Works - Building Maintenance	LOBBY (SENIOR CENTER)	0	31500	0	0	0	0	31500
Public Works - Building Maintenance	AIR HANDLER UNITS (COLE)	0	48000	0	0	0	0	48000
Public Works - Building Maintenance	5 ROOF TOP UNITS (DPW)	0	48500	0	0	0	0	48500
Public Works - Building Maintenance	ROOF TOP UNIT (SENIOR CENTER)	0	65000	0	0	0	0	65000

Department	Project Title	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
Public Works - Building Maintenance	COURT HOUSE BOILER	0	95000	0	0	0	0	95000
Public Works - Building Maintenance	ROOF (90 OAK STREET)	0	0	135000	0	0	0	135000
Public Works - Building Maintenance	REPLACE B-2	0	0	0	30000	0	0	30000
Sub-total Public Works - Building Maintenance		56000	424500	135000	30000	0	0	645500
Public Works - Engineering								
Public Works - Engineering	WILLOW ST. DRAINAGE IMPROVEMENTS	0	200000	0	450000	0	0	650000
Public Works - Engineering	ROADWAY IMPROVEMENTS PINE STREET	0	0	1200000	0	0	0	1200000
Public Works - Engineering	ROADWAY IMPROVEMENTS OAK STREET	0	2000000	0	0	0	0	2000000
Public Works - Engineering	CH90 ROAD IMPROVEMENTS	0	750000	750000	750000	750000	750000	3750000
Public Works - Engineering	REPLACE E-2	0	250000	0	0	0	0	250000
Public Works - Engineering	MIDDLE ST. DRAINAGE IMPROVEMENTS	0	0	21252	790000	0	0	811252
Public Works - Engineering	REHAB. - CHARLES RIVER BRIDGE	0	0	400000	0	0	0	400000
Public Works - Engineering	ADD NEW E-3	0	0	0	25000	0	0	25000
Public Works - Engineering	ENGINEERING & REPAIRS TO THE CHARLES RIVER DAM	0	0	0	590000	0	0	590000
Public Works - Engineering	ROADS (COLLECTOR/ARTERIAL)	0	0	0	1500000	1500000	1500000	4500000
Public Works - Engineering	PEDESTRIAN BRIDGE & SIDEWALK- SPEEN STREET	0	0	0	0	98000	0	98000
Public Works - Engineering	REHAB. - JENNINGS POND DAM	0	0	0	0	114000	0	114000
Sub-total Public Works - Engineering		0	2975000	2371252	4105000	2462000	2250000	14163252
Public Works - Equipment Maintenance								
Public Works - Equipment Maintenance	FORK LIFT	0	20000	0	0	0	0	20000
Public Works - Equipment Maintenance	STORAGE EXPANSION	0	50000	0	0	0	0	50000
Public Works - Equipment Maintenance	REPLACE M-2	0	0	50000	0	0	0	50000
Public Works - Equipment Maintenance	REPLACE M-1	0	0	0	28000	0	0	28000
Public Works - Equipment Maintenance	REPLACE M-4	0	0	0	35000	0	0	35000
Sub-total Public Works - Equipment Maintenance		0	70000	50000	63000	0	0	183000
Public Works - Highway								
Public Works - Highway	REPLACE DUMPSTERS	10000	10000	10000	10000	10000	10000	60000
Public Works - Highway	GUARDRAIL (VARIOUS LOCATIONS)	10000	10000	10000	10000	10000	10000	60000
Public Works - Highway	REPLACE H-1	0	26000	0	0	0	0	26000
Public Works - Highway	REPLACE H-52	0	50000	0	0	0	0	50000
Public Works - Highway	REPLACE H-59	0	62000	0	0	0	0	62000
Public Works - Highway	STREET LIGHT REPLACEMENT <i>(funded at 2009 SATM @ \$25,000)</i>	25000	80000	80000	80000	80000	80000	425000
Public Works - Highway	REPLACE BLOWER ATTACHMENT	0	135000	0	0	0	0	135000
Public Works - Highway	REPLACE H-53	0	150000	0	0	0	0	150000
Public Works - Highway	ROAD PLANER ATTACHMENT	0	22000	0	0	0	0	22000
Public Works - Highway	REPLACE H-60 ROAD GRADER	0	50000	0	0	0	0	50000
Public Works - Highway	REPLACE H-40	0	53000	0	0	0	0	53000
Public Works - Highway	REPLACE H-45	0	150000	0	0	0	0	150000
Public Works - Highway	REPLACE H-42	0	150000	0	0	0	0	150000
Public Works - Highway	REPLACE BOMBADIER	0	0	140000	0	0	0	140000
Public Works - Highway	REPLACE H-44	0	0	150000	0	0	0	150000
Public Works - Highway	REPLACE H-55	0	0	0	140000	0	0	140000
Public Works - Highway	REPLACE TRASH PACKER	0	0	0	0	200000	0	200000

Department	Project Title	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
Public Works - Highway	REPLACE H-51	0	0	0	0	0	150000	150000
Sub-total Public Works - Highway		45000	948000	390000	240000	300000	250000	2173000
Public Works - Land, Facilities & Natural Resources								
Public Works - Land, Facilities & Natural Resources	REPLACE LF-19	0	15000	0	0	0	0	15000
Public Works - Land, Facilities & Natural Resources	REPLACE 2 BACKSTOPS AT MEMORIAL SCHOOL	0	25000	0	0	0	0	25000
Public Works - Land, Facilities & Natural Resources	CORE AERATOR	0	25000	0	0	0	0	25000
Public Works - Land, Facilities & Natural Resources	IRRIGATION CONTROLLER	0	25000	0	0	0	0	25000
Public Works - Land, Facilities & Natural Resources	REPLACE LEAF VACUUM	0	27000	0	0	0	0	27000
Public Works - Land, Facilities & Natural Resources	REPLACE LF-3	0	120000	0	0	0	0	120000
Public Works - Land, Facilities & Natural Resources	HIGH SCHOOL TRACK	0	125000	0	0	0	0	125000
Public Works - Land, Facilities & Natural Resources	BALL FIELD LINING MACHINES	0	16000	0	0	0	0	16000
Public Works - Land, Facilities & Natural Resources	REPLACE LF-12 STUMP GRINDER	0	35000	0	0	0	0	35000
Public Works - Land, Facilities & Natural Resources	REPLACE LF-14	0	35000	0	0	0	0	35000
Public Works - Land, Facilities & Natural Resources	REPLACE LF-6	0	70000	0	0	0	0	70000
Public Works - Land, Facilities & Natural Resources	REPLACE LF-15 AND LF-14	0	70000	0	0	0	0	70000
Public Works - Land, Facilities & Natural Resources	REPLACE LF-9	0	0	150000	0	0	0	150000
Public Works - Land, Facilities & Natural Resources	REPLACE LF-8	0	0	150000	0	0	0	150000
Public Works - Land, Facilities & Natural Resources	REPLACE LF17	0	0	0	12000	0	0	12000
Sub-total Public Works - Land, Facilities & Natural Resources		0	588000	300000	12000	0	0	900000
Human Services/Council on Aging								
Council on Aging	SENIOR COMMUNITY CENTER - Design <i>(funded at 2009 SATM for \$1,000,000)</i>	0	0	0	0	0	0	0
Council on Aging	SENIOR COMMUNITY CENTER - CONSTRUCTION	0	9000000	0	0	0	0	9000000
Council on Aging	BUS	0	65000	0	0	0	0	65000
Sub-total Human Services/Council on Aging		0	9065000	0	0	0	0	9065000
Board of Health								
Board of Health	REPLACE HEALTH-1	0	26000	0	0	0	0	26000
Board of Health	REPLACE HEALTH-2	0	26000	0	0	0	0	26000
Sub-total Board of Health		0	52000	0	0	0	0	52000
Recreation								
Recreation	DUG POND PIER	0	10000	10000	10000	10000	10000	50000
Recreation	J. J. LANE PARK	0	50000	550000	0	0	0	600000
Recreation	NATICK COMMON SIDEWALKS	0	9500	0	0	0	0	9500
Recreation	MULTI-TURF FIELDS AT COLE CENTER	0	1000000	0	0	0	0	1000000
Recreation	NEW GYM/FITNESS/STORAGE AREA	0	5000000	0	0	0	0	5000000
Recreation	INTERIOR RENOVATIONS (COLE)	0	0	20000	20000	20000	0	60000
Recreation	MURPHY FIELD - NAVY YARD IMPROVEMENTS	0	0	42500	7500	0	0	50000
Recreation	EAST SCHOOL PLAYGROUND EQUIP.	0	0	60000	0	0	0	60000
Recreation	REPLACE REC BUS #2	0	0	70000	0	0	0	70000
Recreation	JOHNSON SCH CT/RINK/NHS TENNIS CT & BASKETBALL CT	0	0	90000	0	0	0	90000
Recreation	REPLACE FARM TRUCK	0	0	0	35000	0	0	35000

Department	Project Title	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
Recreation	EAST TENNIS/BASKETBALL COURTS	0	0	0	100000	0	0	100000
Recreation	MEMORIAL SCHOOL LIGHTING	0	0	0	125000	0	0	125000
Recreation	BASKETBALL COURT RENOVATIONS	0	0	0	0	25000	0	25000
Recreation	REPLACE REC BUS	0	0	0	0	65000	0	65000
Recreation	SOUTH NATICK PARK SYSTEM	0	0	0	0	1000000	0	1000000
Recreation	PEGAN COVE PARK	0	0	0	0	0	30000	30000
Recreation	COLE CENTER PLAYGROUND	0	0	0	0	0	50000	50000
Recreation	MEMORIAL BEACH WATER PLAY UNIT	0	0	0	0	0	75000	75000
Sub-total Recreation		0	6069500	842500	297500	1120000	165000	8494500
Information Technology								
Information Technology	DOCUMENT ARCHIVING	0	250000	250000	0	0	0	500000
Sub-total Information Technology		0	250000	250000	0	0	0	500000
Community Development								
Community Development	REPLACE CD-1	0	26000	0	0	0	0	26000
Community Development	REPLACE CD-2	0	26000	0	0	0	0	26000
Community Development	NORTH MAIN STREET REDESIGN	0	60000	0	0	0	0	60000
Community Development	WEST CENTRAL/SPEEN ST INTERSECTION IMPROVEMENTS	0	300000	0	0	0	0	300000
Community Development	DESIGN INTERSECTION IMPROVEMENTS AT OAK ST / RT 9	0	600000	0	0	0	0	600000
Community Development	RT 27 / RT 9 INTERSECTION REDESIGN	0	700000	800000	0	0	0	1500000
Community Development	ROUTE 27 IMPROVEMENTS - CONSTRUCTOIN	0	6500000	0	0	0	0	6500000
Sub-total Community Development		0	8212000	800000	0	0	0	9012000
Total General Fund		826560	31452320	9132752	7091400	6710900	3358900	58572832

Department	Project Title	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
Water/Sewer Enterprise Fund								
Water/Sewer Enterprise Fund	SEWER MAIN RELINING <i>(funded at 2009 SATM @ \$150,000)</i>	0	150000	150000	150000	150000	150000	750000
Water/Sewer Enterprise Fund	REPLACE GROUND WATER WELLS <i>(funded at 2009 SATM @ \$300,000)</i>	0	300000	300000	300000	300000	300000	1500000
Water/Sewer Enterprise Fund	REPLACE W-3	0	25000	0	0	0	0	25000
Water/Sewer Enterprise Fund	REPLACE W-2	0	26000	0	0	0	0	26000
Water/Sewer Enterprise Fund	REPLACE W-13	0	30000	0	0	0	0	30000
Water/Sewer Enterprise Fund	REPLACE W-6	0	40000	0	0	0	0	40000
Water/Sewer Enterprise Fund	WATER SYSTEM MODEL	0	75000	0	0	0	0	75000
Water/Sewer Enterprise Fund	WATER METER RADIO TRANSMITTERS	0	100000	100000	100000	100000	0	400000
Water/Sewer Enterprise Fund	VFD INSTALLS	0	150000	150000	150000	0	0	450000
Water/Sewer Enterprise Fund	DATA COLLECTION GPS BASE STATION	0	0	25000	0	0	0	25000
Water/Sewer Enterprise Fund	W-12 AIR COMPRESSOR	0	0	30000	0	0	0	30000
Water/Sewer Enterprise Fund	W-21 CALL TRUCK 1 TON WORK TRUCK	0	0	40000	0	0	0	40000
Water/Sewer Enterprise Fund	REPLACE W-28	0	0	45000	0	0	0	45000
Water/Sewer Enterprise Fund	REPLACE W-20	0	0	55000	0	0	0	55000
Water/Sewer Enterprise Fund	CHLORINE UPGRADE ELM BANK/PINE OAKS/MORSE POND	0	0	90000	0	0	0	90000
Water/Sewer Enterprise Fund	REPLACE W-14	0	0	95000	0	0	0	95000
Water/Sewer Enterprise Fund	REPLACE W-25	0	0	0	45000	0	0	45000
Water/Sewer Enterprise Fund	SEWER MAIN ON COTTAGE & UNION STREET	0	0	0	50000	0	0	50000
Water/Sewer Enterprise Fund	REPLACE W-22	0	0	0	100000	0	0	100000
Water/Sewer Enterprise Fund	PINE OAKS WELLS REPLACE MCC	0	0	0	150000	0	0	150000
Water/Sewer Enterprise Fund	TRAVIS ROAD GENERATOR	0	0	0	150000	0	0	150000
Water/Sewer Enterprise Fund	REPLACE W-1	0	0	0	0	30000	0	30000
Water/Sewer Enterprise Fund	GENERATOR BRADFORD RD & GRINDER PUMP	0	0	0	0	125000	0	125000
Water/Sewer Enterprise Fund	BOOSTER PUMP - GLENRIDGE	0	0	0	0	250000	0	250000
Water/Sewer Enterprise Fund	RUNNING BROOK/VESTA RD PUMP STATION	0	0	0	0	500000	0	500000
Water/Sewer Enterprise Fund	REPLACE W-16	0	0	0	0	0	100000	100000
Total Water Sewer Enterprise Fund		0	896000	1080000	1195000	1455000	550000	5176000
Sassamon Trace Golf Course Enterprise Fund								
Sassamon Trace Golf Course	SASSAMON TRACE IRRIGATION WELL	0	75000	0	0	0	0	75000
Total Sassamon Trace Golf Course Enterprise Fund		0	75000	0	0	0	0	75000
Total All Capital Requests, All Funds		826560	32423320	10212752	8286400	8165900	3908900	63823832