

# **Town of Natick**

## **Capital Improvement Program**

### **FY 2022 – FY 2026**

December 2, 2020

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**Executive Summary:**

Per Section 5-7 of the Town Charter, the Town Administrator shall issue a Capital Improvement Plan (CIP) to the Select Board and the Finance Committee thirty days prior to the date required for the submission of the operating budget.

The Capital Plan shall include the following:

- 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. The information is to be annually revised with regard to all items still pending, or in the process of being acquired, improved or constructed

The FY 2022-2026 Capital Improvement Program (CIP) is provided herein; first in summary form and then by program area of the budget in project-by-project detail (Appendix). All told, there are over one hundred million dollars of capital improvements, equipment and infrastructure in the five-year plan. 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 assets to avoid inevitable additional future costs incurred through deferment;
- Requirements of state or federal law or regulation;
- Improvement of infrastructure; and
- Improvement of productivity/efficiency.

In past years (2008-2010), due to an economic downturn, the Town had to defer a number of capital needs. The Town has been fortunate in recent years to fund nearly all capital needs. Unfortunately, due to the COVID-19 pandemic and financial crisis, the Town is once again facing some challenging fiscal constraints. As evidenced by the FY 2021 modified CIP (Appendix A) approved by 2020 Spring Annual Town Meeting and 2020 Special Town Meeting, many capital needs outlined for FY2021 were deferred to future years. In preparing this five-year CIP (FY2022 to FY2026) town staff made a concerted effort to ensure the plan was both achievable and responsive to the fiscal challenges currently facing the Town, while at the same time investing strategically in the Town's many assets.

During FY2021 and FY2022, the Town will be completing a series of facilities assessments to inform future capital needs of town building assets, including general government buildings (Town Hall, DPW, Community Senior Center, Police/Fire, etc) and School buildings. The Facilities Department included immediate requests for FY2022 as part of this CIP. Future year needs will be added to the CIP as the building assessments are completed.

**Introduction:**

A Capital Improvement Plan (CIP) is an essential planning document for any municipality to complete annually. A CIP encompasses the equipment and improvements necessary for a community to provide the myriad of services and facilities offered to residents, businesses, and visitors, and often includes streets and sidewalks, water and sewer mains, parks and recreational facilities, buildings, large equipment and vehicles, and technology. A town's annual CIP and budgeting processes ensure that adequate investments are made in a timely and organized manner.

The 5-year CIP is an important part of any organization's overall budgeting process. The multi-year plan informs budgeting processes and ensures proper staging and sequencing of capital projects across fiscal years to minimize the impact of capital investments on the overall financial strength of a community. Capital investments can also include unique large-scale projects or initiatives, such as a new fire station or school buildings. Such large-scale initiatives are often identified in a CIP, but paid for through alternative funding mechanisms. The bulk of the CIP is designed for funding through annual financing and investments.

As with any planning document, this Capital Improvement Plan (CIP) is a living document that needs constant updating and adjustments. Project costs provided are estimates based on information available at the time of the CIP creation. Often, through the course of a fiscal year, cost estimates, prioritization of projects, or even the projects themselves will change from the time when the CIP is created and when Town Meeting is asked to appropriate funding to support capital investments. This is a natural part of any capital planning process, and is why the Town bylaws requires the Town Administrator to report regular updates on the capital plan to the Select Board in March and September of every year.

**Financing Methods:**

There are three primary methods for funding a capital improvement program:

*Capital Stabilization Fund* – Established at the 2010 Fall Annual Town Meeting, this stabilization fund can be used to pay for 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 local option taxes. Additional funds have been added to the fund over last several years per the Town's Financial Management Principles. The Capital Stabilization Fund will continue to be a major source of funding capital moving forward.

*Enterprise Fund Retained Earnings* – The town regularly appropriates monies from Retained Earnings within the Water/Sewer Enterprise Fund and the Golf Course Enterprise Fund in support of capital needs for those operations.

*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 varied as a percentage of general fund revenue, from a low of 6% to a high of 10%, and may increase above 10% as a result of the COVID-19 Pandemic.

In addition to these primary methods, the town may use Free Cash and revolving funds to fund the Town's capital needs. Non-town funding resources are also used such as grants, mitigation funds, or dedicated state aid (i.e. Chapter 90 funding for roadway improvements).

### **Financial Considerations:**

The Town of Natick currently holds a AAA/Stable bond rating from both Standard & Poor's and Fitch Ratings– the best possible credit rating. 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.

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 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 and again in FY 2020 with the addition of the new Kennedy Middle School and West Natick Fire Station. Debt per capita will grow significantly in FY 2020 with the debt for the new Kennedy Middle School and West Natick Fire Station. However, this combined issuance was well- timed in that the Town captured an interest rate of 3.22% for the life of the bond repayments.

General Fund Debt tends to be front loaded and decreases over time as project debt is retired. This will change as new projects are funded through the use of debt. Analysis 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 limit debt burden increases on the overall budget.

The Town breaks debt into within levy debt and excluded or exempt debt. Excluded debt includes large projects approved by the voters such as the West Natick Fire Station and the Kennedy Middle School.

As the Town enters FY 2022, monitoring the impacts of the COVID-19 pandemic and financial crisis will be essential as we consider how best to fund the Capital Improvement Project. While in years past, the Town could rely on healthy revenues from local option taxes to fund capital investments, the pandemic has significantly affected these revenues. The extent of the impact is still to be determined as of the date of this report, but early projections show a few challenging years.

### **Conclusion:**

With this document and the accompanying appendices, please find the FY2022 – FY2026 Capital Improvement Program for the Town of Natick. As noted, this document is a living document, and will change throughout the year. The Town has made great strides in the past to adequately fund a robust capital plan to ensure high quality services and facilities for its residents, businesses and visitors. While the current COVID pandemic and fiscal crisis will have an impact for several years, this plan is designed to be responsive to this crisis, while still achieving the Town's goals.

**Appendix A**  
**FY2021 Town Meetings Capital Appropriations**

DEPARTMENT	PROJECT TITLE	TM Approval	Borrowed	Cap Stab	Reappropriated	Total
Community & Economic Development	Cloud-based, online permitting system	Spec TM	\$ 300,000	\$ -	\$ -	\$ 300,000
Community Services - Recreation & Parks	Playground Safety Updates	SATM	-	\$ 15,000	\$ -	\$ 15,000
Community Services - Recreation & Parks	Henry Wilson Roof	SATM	-	\$ 5,000	\$ -	\$ 5,000
Community Services - Recreation & Parks	Historical Monument Restoration	Spec TM	\$ 10,000	\$ -	\$ -	\$ 10,000
Community Services - Recreation & Parks	Cole Center Playground Enhancements	Spec TM	\$ 30,000	\$ -	\$ -	\$ 30,000
Facilities Management	Police Station - UPS Battery Replacement	Spec TM	\$ 10,000	\$ -	\$ -	\$ 10,000
Facilities Management	Senior Center - Upgrade HVAC Controls System	Spec TM	\$ 25,000	\$ -	\$ -	\$ 25,000
Facilities Management	Morse Library - Upgrade Chiller Controls	Spec TM	\$ 35,000	\$ -	\$ -	\$ 35,000
Facilities Management	Police/Fire Station - Engineering for HVAC Controls Upgrade	Spec TM	\$ 50,000	\$ -	\$ -	\$ 50,000
Facilities Management	Wilson Middle School - Engineering for Roof Top Units Replacement	Spec TM	\$ 50,000	\$ -	\$ -	\$ 50,000
Facilities Management	Fire Station # 1 - Replace Bay Roll Up Doors	Spec TM	\$ 240,000	\$ -	\$ -	\$ 240,000
Facilities Management	Natick High School - Projector Replacement Project	Spec TM	\$ 330,000	\$ -	\$ -	\$ 330,000
Fire Department	Defibrillator Purchase	Spec TM	\$ 90,000	\$ -	\$ -	\$ 90,000
Fire Department	Turnout Gear	Spec TM	\$ 240,000	\$ -	\$ -	\$ 240,000
Information Technology	Munis Cloud Migration	Spec TM	\$ 150,000	\$ -	\$ -	\$ 150,000
Natick Public Schools	FCC Auditorium Microphone & System Upgrades	SATM	-	\$ 40,000	\$ -	\$ 40,000
Police & Fire Department	CRT Public Safety Vehicle & Equipment	SATM	-	\$ 40,000	\$ -	\$ 40,000
Police Department	Cruiser Replacement (reduced from \$130k)	SATM	-	\$ 65,000	\$ -	\$ 65,000
Police Department	Primary Repeater & Antenna Replacement	SATM	-	\$ 23,500	\$ -	\$ 23,500
Police Department	Cruiser Replacement (2 vehicles)	Spec TM	\$ 130,000	\$ -	\$ -	\$ 130,000
Police Department	Level Meter for Service of Radio System	Spec TM	\$ 5,627	\$ -	\$ -	\$ 5,627
Public Works Engineering	Complete Streets Priority Plan Update	Spec TM	\$ 35,500	\$ -	\$ -	\$ 35,500
Public Works Engineering	Replacement "Grove Park" Retaining Wall -- design work	Spec TM	\$ 50,000	\$ -	\$ -	\$ 50,000
Public Works Engineering	Roads and Sidewalks	Spec TM	\$ 1,328,601	\$ -	\$ 546,399	\$ 1,875,000
Public Works Highway	Replace Vehicle 512 (s-102) Side Arm Recycling Truck	SATM	\$ 335,000	\$ -	\$ -	\$ 335,000
Public Works Highway	Guardrails (Various Locations)	Spec TM	\$ 14,000	\$ -	\$ -	\$ 14,000
Public Works Highway	Replace Dumpsters	Spec TM	\$ 19,000	\$ -	\$ -	\$ 19,000
Public Works Lnd Fac/Nat Res	Tree Inventory	Spec TM	\$ 10,000	\$ -	\$ -	\$ 10,000
Public Works Lnd Fac/Nat Res	Tree Replacement	Spec TM	\$ 30,000	\$ -	\$ -	\$ 30,000
Public Works Lnd Fac/Nat Res	Park and Field Renovations	Spec TM	\$ 175,000	\$ -	\$ -	\$ 175,000
Select Board/TA	Route 27 N. Main Street Project - Construction Oversight & Non Participating Items	Spec TM	\$ 110,000	\$ -	\$ -	\$ 110,000
Sustainability	Energy Efficiency	SATM	-	\$ 100,000	\$ -	\$ 100,000
Town Administrator	Capital Emergencies	SATM	-	\$ 50,000	\$ -	\$ 50,000
Town Administrator	Capital Maintenance	SATM	-	\$ 50,000	\$ -	\$ 50,000
Town Administrator	90 Oak St. Contamination Clean-up & Park Amenities	SATM/Spec TM	\$ -	\$ -	\$ 450,000	\$ 450,000
Town Administrator	Space & Building needs analysis - Cole, East, 5 Auburn	Spec TM	\$ 100,000	\$ -	\$ -	\$ 100,000
<b>TOTAL</b>			<b>\$ 3,902,728</b>	<b>\$ 388,500</b>	<b>\$ 996,399</b>	<b>\$ 5,287,627</b>

**Appendix B**  
**FY2021 Town Meetings Capital Appropriations – Enterprise Funds**

**Golf Course (Sassamon Trace) Enterprise Fund**

Department	Project Title	Source	Amount
Community Services - Recreation & Parks - Golf Course	Rough Mower	Golf Course Borrowing	\$ 50,000
Community Services - Recreation & Parks - Golf Course	HD Utility Vehicle	Golf Course Borrowing	\$ 30,000
<b>Total:</b>			<b>\$ 80,000</b>

**Water/Sewer Enterprise Fund**

Project Title	Retained Earnings	Water/Sewer Borrowing	Other
REPLACE GROUND WATER WELLS		\$ 500,000	
SEWER COLLECTION SYSTEM REPAIRS & MAINT*			\$ 700,000
MWRA I&I REMOVAL PROGRAM**			\$ 2,500,000
WATER DISTRIBUTION SYSTEM ENHANCEMENTS	\$ 150,000		
WATER MAIN RELINING / REPLACEMENT		\$ 2,600,000	
HIGH LIFT, H&T BUILDING MODIFICATIONS SPRINGVALE		\$ 450,000	
SPRINGVALE WTR AIR STRIPPER MEDIA REPLACEMENT		\$ 380,000	
REPLACE VEHICLE 606 (W-17) F-450 W/CRANE		\$ 200,000	
VFD'S FOR WATER PUMPS	\$ 150,000		
REPLACE VEHICLE 609 (W-21) CALL TRUCK	\$ 90,000		
<b>Total:</b>	<b>\$ 390,000</b>	<b>\$ 4,130,000</b>	<b>\$ 3,200,000</b>

\* Funded through I&I Stabilization Fund

\*\* Funded through MWRA Grant

**Appendix C**  
**FY 2022 – 2026 Capital Improvement Program – Proposed Projects**

**FY2022 Capital Improvement Program Proposed Projects**

Department	Request Title	FY2022	Funding Sources
Dept. Public Works	Town Common Decorative Lighting (Park Street)	\$ 20,000.00	Capital Stabilization
Dept. Public Works	Replace Dumpsters	\$ 20,500.00	Capital Stabilization
Dept. Public Works	South Street Bridge Study	\$ 25,000.00	Capital Stabilization
Dept. Public Works	Replacement of Grove Park (South Natick) Retaining Wall - Design	\$ 50,000.00	Capital Stabilization
Dept. Public Works	Street Acceptance Plan Preparation	\$ 150,000.00	Capital Stabilization
Dept. Public Works	Park and Field Renovations	\$ 175,000.00	Capital Stabilization
Dept. Public Works	Replacement of Grove Park (South Natick) Retaining Wall - Construction	\$ 250,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 421 (H-62) Street Sweeper	\$ 285,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 504 (S-34) Trash Packer	\$ 325,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 513 (S-103) Recycling Truck	\$ 340,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Synthetic Turf Memorial Field	\$ 600,000.00	Tax Levy Borrowing
Dept. Public Works	Roadway & Sidewalk Supplement	\$ 2,500,000.00	Tax Levy Borrowing
Facilities	Custodial Equipment Replacement Program	\$ 16,600.00	Capital Stabilization
Facilities	Ben Hem Roofing Replacement Engineering	\$ 75,000.00	Capital Stabilization
Facilities	Memorial Roof Replacement Engineering	\$ 75,000.00	Capital Stabilization
Facilities	Wilson Roof Replacement Engineering	\$ 75,000.00	Capital Stabilization
Facilities	Morse Library - Replace 5 Air Handling Units Engineering	\$ 75,000.00	Capital Stabilization
Facilities	Brown and Lilja Elementary Boilers Replacement Engineering	\$ 75,000.00	Capital Stabilization
Facilities	Lilja HVAC Controls Upgrade Engineering	\$ 75,000.00	Capital Stabilization
Facilities	Public Safety Building - Controls System	\$ 300,000.00	Tax Levy Borrowing
Facilities	Morse Library - Chiller System	\$ 500,000.00	Tax Levy Borrowing
Facilities	Ben Hem - HVAC Controls Upgrade and addition of Chiller System	\$ 500,000.00	Tax Levy Borrowing
Facilities	Wilson Middle School - HVAC Controls Upgrade and addition of Chiller System Copy	\$ 500,000.00	Tax Levy Borrowing
Facilities	Roof Replacements - Town Hall, Morse Library, Police/Fire buildings	\$ 1,500,000.00	Tax Levy Borrowing
Fire Dept	Replace Car 3	\$ 80,000.00	Capital Stabilization
Fire Dept	Replace 2001 Pumping Engine	\$ 700,000.00	Capital Stabilization
Parks & Recreation	Historical Monument Restoration	\$ 10,000.00	Capital Stabilization
Parks & Recreation	Replace unsafe Shed at Mary Bunker	\$ 10,000.00	Capital Stabilization
Parks & Recreation	Playground Maintenance and Safety	\$ 15,000.00	Capital Stabilization
Parks & Recreation	Loker Park Playground Improvements	\$ 40,000.00	Capital Stabilization
Police Dept.	LEVEL METER FOR SERVICE OF RADIO SYSTEM	\$ 5,700.00	Capital Stabilization
Police Dept.	BACKUP REPEATER REPLACEMENT - POLICE	\$ 20,000.00	Capital Stabilization
Police Dept.	POLICE CRUISER REPLACEMENT	\$ 334,475.00	Capital Stabilization
Police Dept.	POLICE INDOOR FIRING RANGE UPDATE	\$ 700,000.00	Tax Levy Borrowing
Select Board	Energy Efficiency Improvements	\$ 100,000.00	Capital Stabilization
Town Clerk	New Voting Machines	\$ 75,000.00	Capital Stabilization
Town Clerk	Preservation of Historical Records	\$ 100,000.00	Capital Stabilization
	<b>Total:</b>	\$ 10,697,275.00	
	<b>Capital Stabilization</b>	\$ 2,397,275.00	
	<b>Tax Levy Borrowing</b>	\$ 8,300,000.00	

NOTE: During FY2021 and FY2022, the Town will be completing a series of facilities assessments to inform future capital needs of town building assets, including general government buildings (Town Hall, DPW, Community Senior Center, Police/Fire, etc) and School buildings. The Facilities Department included immediate requests for FY2022 as part of this CIP. Future year needs will be added to the CIP as the building assessments are completed.

## FY2023 Capital Improvement Program Proposed Projects

Department	Request Title	FY2023	Funding Sources
Dept. Public Works	Tree Inventory	\$ 10,000.00	Capital Stabilization
Dept. Public Works	Roadway Guardrail (Various Locations)	\$ 18,000.00	Capital Stabilization
Dept. Public Works	Replace Dumpsters	\$ 22,000.00	Capital Stabilization
Dept. Public Works	Tree Replacement	\$ 30,000.00	Capital Stabilization
Dept. Public Works	Oak Street/MWRA Aqueduct Pedestrian Crossing	\$ 30,000.00	Capital Stabilization
Dept. Public Works	Replace Garage Doors - Police Maintenance Garage	\$ 40,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 23 (BH-2) Utility Vehicle	\$ 55,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 20 (TH-1)	\$ 55,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 102 (NFM-87) Utility Vehicle	\$ 55,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 2 (E-1) Utility Vehicle	\$ 60,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 103 (NFM-81) Service Van	\$ 60,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 104 (NFM-82) Work Van	\$ 60,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 401 (H-1) Pickup Truck	\$ 70,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 105 (NFM-83) Pickup Truck	\$ 80,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 404 (H-42) Dump Body Pickup	\$ 110,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 203 (LF-3) Dump Truck	\$ 110,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 508 (S-39) Hooklift Truck	\$ 145,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 206 (LF-6) Hooklift Truck	\$ 145,000.00	Tax Levy Borrowing
Dept. Public Works	Street Acceptance Plan Preparation	\$ 150,000.00	Capital Stabilization
Dept. Public Works	Stormwater Drainage Improvement - Farwell Street	\$ 150,000.00	Capital Stabilization
Dept. Public Works	Park and Field Renovations	\$ 175,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 402 (H-52) Utility Body Pickup	\$ 200,000.00	Capital Stabilization
Dept. Public Works	Replace Running Track Memorial Field	\$ 235,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 414 (H-49) Dump Truck/Sander	\$ 255,000.00	Tax Levy Borrowing
Dept. Public Works	Roadway & Sidewalk Supplement	\$ 2,500,000.00	Tax Levy Borrowing
Dept. Public Works	North Avenue Area Drainage Improvements	\$ 2,500,000.00	Tax Levy Borrowing
Facilities	Custodial Equipment Replacement Program	\$ 61,400.00	Capital Stabilization
Facilities	Roof Replacements - Town Hall, Morse Library, Police/Fire buildings	\$ 1,500,000.00	Tax Levy Borrowing
Fire Dept	Replace Car 4	\$ 85,000.00	Capital Stabilization
Fire Dept	Replace Ladder 1 with an Aerial Platform	\$ 1,500,000.00	Capital Stabilization
Parks & Recreation	Historical Monument Restoration	\$ 10,000.00	Capital Stabilization
Parks & Recreation	Playground Maintenance and Safety	\$ 15,000.00	Capital Stabilization
Police Dept.	REPLACE LAPTOP COMPUTERS	\$ 6,600.00	Capital Stabilization
Police Dept.	REPLACE FIRE DEPARTMENT REPEATER	\$ 19,500.00	Capital Stabilization
Police Dept.	REPLACE BULLET PROOF VESTS	\$ 45,000.00	Capital Stabilization
Police Dept.	REPLACE PORTABLE 2 WAY RADIOS POLICE	\$ 170,685.00	Capital Stabilization
Police Dept.	POLICE CRUISER REPLACEMENT	\$ 344,800.00	Capital Stabilization
Police Dept.	RELOCATION OF PUBLIC SAFETY RADIO EQUIPMENT	\$ 536,400.00	Tax Levy Borrowing
Police Dept.	PUBLIC SAFETY RADIO OBSOLESCENCE MITIGATION/ENHANCEMENT	\$ 1,600,000.00	Tax Levy Borrowing
Select Board	Energy Efficiency Improvements	\$ 100,000.00	Capital Stabilization
	<b>Total:</b>	<b>\$ 13,314,385.00</b>	
	<b>Capital Stabilization</b>	<b>\$ 3,897,985.00</b>	
	<b>Tax Levy Borrowing</b>	<b>\$ 9,416,400.00</b>	

NOTE: During FY2021 and FY2022, the Town will be completing a series of facilities assessments to inform future capital needs of town building assets, including general government buildings (Town Hall, DPW, Community Senior Center, Police/Fire, etc) and School buildings. The Facilities Department included immediate requests for FY2022 as part of this CIP. Future year needs will be added to the CIP as the building assessments are completed.

## FY2024 Capital Improvement Program Proposed Projects

Department	Request Title	FY2024	Funding Sources
Dept. Public Works	Tree Inventory	\$ 10,000.00	Capital Stabilization
Dept. Public Works	Roadway Guardrail (Various Locations)	\$ 20,000.00	Capital Stabilization
Dept. Public Works	Replace Dumpsters	\$ 23,500.00	Capital Stabilization
Dept. Public Works	Tree Replacement	\$ 30,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 1 (A-1) Utility Vehicle	\$ 55,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 304 (M-4) Utility Body Pickup	\$ 80,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 41 (RECBUS-1) Recreation Bus	\$ 150,000.00	Tax Levy Borrowing
Dept. Public Works	Rehabilitation of Jennings Pond Dam	\$ 175,000.00	Capital Stabilization
Dept. Public Works	Park and Field Renovations	\$ 175,000.00	Capital Stabilization
Dept. Public Works	Tractor Trailer with Dump Trailer	\$ 225,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 412 (H-47) Catch Basin Cleaner	\$ 330,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 503 (S-33) Trash Packer	\$ 340,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 514 (S-104) Recycling Truck	\$ 340,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 422 (H-63) Street Sweeper	\$ 350,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Public Works Backup Electric Generator	\$ 1,000,000.00	Tax Levy Borrowing
Dept. Public Works	Roadway & Sidewalk Supplement	\$ 2,500,000.00	Tax Levy Borrowing
Facilities	Custodial Equipment Replacement Program	\$ 21,900.00	Capital Stabilization
Fire Dept	Incident Support Vehicle	\$ 150,000.00	Capital Stabilization
Fire Dept	Replace 2005 Pumping Engine	\$ 750,000.00	Capital Stabilization
Parks & Recreation	Historical Monument Restoration	\$ 10,000.00	Capital Stabilization
Parks & Recreation	Playground Maintenance and Safety	\$ 15,000.00	Capital Stabilization
Parks & Recreation	South Natick Multi Purpose Court Design	\$ 25,000.00	Capital Stabilization
Parks & Recreation	Memorial Elementary School Court Repairs	\$ 75,000.00	Capital Stabilization
Parks & Recreation	Modular Restroom-Connor Heffler Park	\$ 90,000.00	Capital Stabilization
Police Dept.	REPLACE LAPTOP COMPUTERS	\$ 6,600.00	Capital Stabilization
Police Dept.	REPLACE BULLET PROOF VESTS	\$ 15,000.00	Capital Stabilization
Police Dept.	POLICE CRUISER REPLACEMENT	\$ 355,125.00	Capital Stabilization
Select Board	Energy Efficiency Improvements	\$ 100,000.00	Capital Stabilization
	<b>Total:</b>	<b>\$ 7,417,125.00</b>	
	<b>Capital Stabilization</b>	<b>\$ 2,182,125.00</b>	
	<b>Tax Levy Borrowing</b>	<b>\$ 5,235,000.00</b>	

NOTE: During FY2021 and FY2022, the Town will be completing a series of facilities assessments to inform future capital needs of town building assets, including general government buildings (Town Hall, DPW, Community Senior Center, Police/Fire, etc) and School buildings. The Facilities Department included immediate requests for FY2022 as part of this CIP. Future year needs will be added to the CIP as the building assessments are completed.

## FY2025 Capital Improvement Program Proposed Projects

Department	Request Title	FY2025	Funding Sources
Dept. Public Works	Roadway Guardrail (Various Locations)	\$ 22,000.00	Capital Stabilization
Dept. Public Works	Replace Dumpsters	\$ 24,500.00	Capital Stabilization
Dept. Public Works	Tree Replacement	\$ 30,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 213 (LF-13) Tractor Loader	\$ 110,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 403 (H-41) Dump Truck	\$ 110,000.00	Tax Levy Borrowing
Dept. Public Works	Park and Field Renovations	\$ 175,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 507 (S-38) Hooklift Truck	\$ 175,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 426 (H-70) Trackless Sidewalk Machine	\$ 250,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 416 (H-51) Large Swap Loader	\$ 250,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 420 (H-59) Backhoe Loader	\$ 250,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 409 (H-44) Dump Truck/Sander	\$ 275,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 502 (S-32) Trash Packer	\$ 345,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Police/Fire Headquarters Backup Electric Generator	\$ 1,600,000.00	Tax Levy Borrowing
Dept. Public Works	Roadway & Sidewalk Supplement	\$ 2,500,000.00	Tax Levy Borrowing
Facilities	Custodial Equipment Replacement Program	\$ 6,100.00	Capital Stabilization
Fire Dept	Replace car 1	\$ 75,000.00	Capital Stabilization
Fire Dept	Replace Ambulance 2	\$ 380,000.00	Capital Stabilization
Fire Dept	Replace Rescue 3	\$ 725,000.00	Capital Stabilization
Parks & Recreation	Historical Monument Restoration	\$ 10,000.00	Capital Stabilization
Parks & Recreation	Playground Maintenance and Safety	\$ 15,000.00	Capital Stabilization
Parks & Recreation	South Natick Multi Purpose Court Improvements	\$ 175,000.00	Tax Levy Borrowing
Parks & Recreation	Memorial Beach Bathrooms and Support Building	\$ 180,000.00	Capital Stabilization
Police Dept.	REPLACE LAPTOP COMPUTERS	\$ 6,600.00	Capital Stabilization
Police Dept.	POLICE CRUISER REPLACEMENT	\$ 365,775.00	Capital Stabilization
Police Dept.	REPLACE POLICE/FIRE HDQTRS BACKUP GENERATORS	\$ 1,000,000.00	Tax Levy Borrowing
Select Board	Energy Efficiency Improvements	\$ 100,000.00	Capital Stabilization
Select Board	Natick Center Parking Garage	\$ 12,000,000.00	Tax Levy Borrowing
	<b>Total:</b>	<b>\$ 21,154,975.00</b>	
	<b>Capital Stabilization</b>	<b>\$ 2,114,975.00</b>	
	<b>Tax Levy Borrowing</b>	<b>\$ 19,040,000.00</b>	

NOTE: During FY2021 and FY2022, the Town will be completing a series of facilities assessments to inform future capital needs of town building assets, including general government buildings (Town Hall, DPW, Community Senior Center, Police/Fire, etc) and School buildings. The Facilities Department included immediate requests for FY2022 as part of this CIP. Future year needs will be added to the CIP as the building assessments are completed.

### FY2026 Capital Improvement Program Proposed Projects

Department	Request Title	FY2026	Funding Sources
Dept. Public Works	Replace Vehicle T-290 (LF-133) Leaf Blower	\$ 15,000.00	Capital Stabilization
Dept. Public Works	Roadway Guardrail (Various Locations)	\$ 24,000.00	Capital Stabilization
Dept. Public Works	Replace Dumpsters	\$ 25,500.00	Capital Stabilization
Dept. Public Works	Tree Replacement	\$ 30,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 201 (LF-1) Supervisor Vehicle	\$ 65,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 107 (NFM-86) Work Van	\$ 75,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 106 (NFM-84) Pickup Truck Sander	\$ 80,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 214 (LNFR-14) Tractor Loader	\$ 100,000.00	Capital Stabilization
Dept. Public Works	Park and Field Renovations	\$ 175,000.00	Capital Stabilization
Dept. Public Works	Replace Vehicle 427 (H-71) Trackless Sidewalk Machine	\$ 250,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 415 (H-53) Dump Truck Sander	\$ 280,000.00	Tax Levy Borrowing
Dept. Public Works	Replace Vehicle 505 (S-35) Trash Truck	\$ 350,000.00	Tax Levy Borrowing
Dept. Public Works	Roadway & Sidewalk Supplement	\$ 2,500,000.00	Tax Levy Borrowing
Facilities	Custodial Equipment Replacement Program	\$ 4,400.00	Capital Stabilization
Fire Dept	Replace Fire Rescue Boat	\$ 75,000.00	Capital Stabilization
Fire Dept	Replace car 5	\$ 95,000.00	Capital Stabilization
Fire Dept	Replace Squad 1	\$ 150,000.00	Capital Stabilization
Fire Dept	Replace Ambulance	\$ 400,000.00	Capital Stabilization
Fire Dept	Replace 2008 Pumping Engine	\$ 800,000.00	Capital Stabilization
Parks & Recreation	Historical Monument Restoration	\$ 10,000.00	Capital Stabilization
Parks & Recreation	Playground Maintenance and Safety	\$ 15,000.00	Capital Stabilization
Police Dept.	REPLACE LAPTOP COMPUTERS	\$ 6,600.00	Capital Stabilization
Police Dept.	REPLACE POLICE K9	\$ 8,000.00	Capital Stabilization
Police Dept.	POLICE CRUISER REPLACEMENT	\$ 441,750.00	Capital Stabilization
Select Board	Energy Efficiency Improvements	\$ 100,000.00	Capital Stabilization
	<b>Total:</b>	<b>\$ 6,075,250.00</b>	
	<b>Capital Stabilization</b>	<b>\$ 2,695,250.00</b>	
	<b>Tax Levy Borrowing</b>	<b>\$ 3,380,000.00</b>	

NOTE: During FY2021 and FY2022, the Town will be completing a series of facilities assessments to inform future capital needs of town building assets, including general government buildings (Town Hall, DPW, Community Senior Center, Police/Fire, etc) and School buildings. The Facilities Department included immediate requests for FY2022 as part of this CIP. Future year needs will be added to the CIP as the building assessments are completed.

**FY 2022 – 2026 Capital Improvement Program  
Water/Sewer Enterprise Funds Proposed Projects**

Request Title	FY2022	FY2023	FY2024	FY2025	FY2026	Funding Sources
Replace Vehicle 608 (W-20) Dump Truck	\$ 110,000.00					W/S Enterprise Fund Borrowing
Replace Vehicle 623 (W-9) Backhoe Loader		\$ 250,000.00				W/S Enterprise Fund Borrowing
Replace Vehicle 611 (W-25) Utility Body Pickup			\$ 85,000.00			W/S Enterprise Fund Borrowing
Mini Excavator	\$ 125,000.00					W/S Enterprise Fund Borrowing
Replace Vactor Truck					\$ 650,000.00	W/S Enterprise Fund Borrowing
Replace Groundwater Wells	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00		W/S Enterprise Fund Borrowing
Replace Water Treatment Facility Backup Electrical Generator		\$ 600,000.00				W/S Enterprise Fund Borrowing
Replacement of Captain Tom's Booster Pump Station (Lamp)		\$ 760,000.00				W/S Enterprise Fund Borrowing
4M Sewer Pump Station Force Main Replacement	\$ 1,640,000.00					W/S Enterprise Fund Borrowing
Water Main Rehabilitation and Replacement	\$ 2,600,000.00	\$ 2,200,000.00	\$ 2,200,000.00	\$ 2,300,000.00	\$ 2,400,000.00	W/S Enterprise Fund Borrowing
Sewer Pump Station Rehabilitation and Replacement	\$ 400,000.00	\$ 420,000.00	\$ 440,000.00	\$ 460,000.00	\$ 480,000.00	W/S Enterprise Fund Borrowing
Replace Glenridge Booster Pump Station		\$ 760,000.00				W/S Enterprise Fund Borrowing
South Natick Water Transmission Main Cleaning and Upgrades	\$ 1,220,000.00					W/S Enterprise Fund Borrowing
Springvale Water Treatment Facility Filter Expansion			\$ 8,500,000.00			W/S Enterprise Fund Borrowing
Water Gate Valve Repair	\$ 300,000.00					W/S Enterprise Fund Borrowing
Health Center Sewer Pump Station Building Rehabilitation (Rut)		\$ 920,000.00				W/S Enterprise Fund Borrowing
Springvale WTF Generator Storage Building	\$ 350,000.00					W/S Enterprise Fund Borrowing
Broads Hill Water Storage Reservoir Ancillary Building Rehabilitation			\$ 230,000.00			W/S Enterprise Fund Borrowing
Water Meter Replacement		\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,500,000.00		W/S Enterprise Fund Borrowing
Water Distribution System Enhancements	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	W/S Enterprise Fund Retained Earnings
SCADA Equipment Replacement/Upgrade	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00			W/S Enterprise Fund Retained Earnings
Replace Vehicle 621 (W-15) Front End Loader	\$ 315,000.00					W/S Enterprise Fund Retained Earnings
Replace T-692 (W-11) Air Compressor	\$ 50,000.00					W/S Enterprise Fund Retained Earnings
Replace Vehicle 603 (W-3) Utility Vehicle	\$ 85,000.00					W/S Enterprise Fund Retained Earnings
Replace Vehicle 602 (W-2) Utility Vehicle		\$ 60,000.00				W/S Enterprise Fund Retained Earnings
Replace Vehicle T-694 (WS-10) Towable Electric Generator			\$ 110,000.00			W/S Enterprise Fund Retained Earnings
Replace Vehicle T-695 (WS-11) Towable Electric Generator			\$ 110,000.00			W/S Enterprise Fund Retained Earnings
Replace Vehicle 625 (W-5) Vibratory Roller				\$ 50,000.00		W/S Enterprise Fund Retained Earnings
Replace Vehicle 614 (W-28) Utility Body Pickup				\$ 85,000.00		W/S Enterprise Fund Retained Earnings
Replace Vehicle 624 (W-13) Skid Steer		\$ 110,000.00				W/S Enterprise Fund Retained Earnings
Replace Vehicle 604 (W-4) Pickup Truck				\$ 75,000.00		W/S Enterprise Fund Retained Earnings
Replace T-690 (WT-6) Variable Message Board				\$ 50,000.00		W/S Enterprise Fund Retained Earnings
Replace Vehicle T-699 (WS-9) Towable Electric Generator				\$ 120,000.00		W/S Enterprise Fund Retained Earnings
Replace Vehicle 613 (W-27) Pickup Truck w/ Lift Gate					\$ 80,000.00	W/S Enterprise Fund Retained Earnings
Replace Vehicle 605 (W-10) Utility Body Pickup					\$ 85,000.00	W/S Enterprise Fund Retained Earnings
Replace Vehicle 627 (DPW-506) Hydro-hammer Attachment					\$ 50,000.00	W/S Enterprise Fund Retained Earnings
Replace Vehicle 601 (W-1) Supervisor Vehicle					\$ 65,000.00	W/S Enterprise Fund Retained Earnings
Replace Vehicle T-693 (W-12) Towable Air Compressor					\$ 50,000.00	W/S Enterprise Fund Retained Earnings
Geographic Information System Cloud Migration	\$ 50,000.00					W/S Enterprise Fund Retained Earnings
<b>Total:</b>	<b>\$ 7,775,000.00</b>	<b>\$ 8,110,000.00</b>	<b>\$ 13,705,000.00</b>	<b>\$ 5,090,000.00</b>	<b>\$ 4,010,000.00</b>	
<b>W/S Enterprise Fund Borrowing</b>	<b>\$ 235,000.00</b>	<b>\$ 250,000.00</b>	<b>\$ 85,000.00</b>	<b>\$ -</b>	<b>\$ 650,000.00</b>	
<b>W/S Enterprise Fund Retained Earnings</b>	<b>\$ 500,000.00</b>	<b>\$ 170,000.00</b>	<b>\$ 220,000.00</b>	<b>\$ 380,000.00</b>	<b>\$ 330,000.00</b>	

**FY 2022 – 2026 Capital Improvement Program  
Golf Course Enterprise Funds Proposed Projects**

<b>Request Title</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>	<b>Funding Sources</b>
Golf Cart Replacement (27) with extended service		\$ 140,000.00				Golf Enterprise Borrowing
Sprayer		\$ 30,000.00				Golf Enterprise Borrowing
Greens Mower			\$ 40,000.00			Golf Enterprise Borrowing
Trim Mower			\$ 37,800.00			Golf Enterprise Borrowing
Fairway Mower			\$ 55,000.00			Golf Enterprise Borrowing
Aerator					\$ 33,000.00	Golf Enterprise Borrowing
Top Dresser		\$ 15,000.00				Golf Enterprise Retained Earnings
Utility Vehicle (2)	\$ 20,000.00					Golf Enterprise Retained Earnings
Bunker Rake	\$ 20,000.00					Golf Enterprise Retained Earnings
Tee Mower			\$ 29,500.00			Golf Enterprise Retained Earnings
Light Weight Utility Vehicle					\$ 12,000.00	Golf Enterprise Retained Earnings
Dowse Fence	\$ 20,000.00					Golf Enterprise Retained Earnings
Cart Path Repair	\$ 6,000.00					Golf Enterprise Retained Earnings
<b>Total:</b>	<b>\$ 66,000.00</b>	<b>\$ 185,000.00</b>	<b>\$ 162,300.00</b>	<b>\$ -</b>	<b>\$ 45,000.00</b>	
<b>Golf Enterprise Retained Earnings</b>	<b>\$ 66,000.00</b>	<b>\$ 15,000.00</b>	<b>\$ 29,500.00</b>	<b>\$ -</b>	<b>\$ 12,000.00</b>	
<b>Golf Enterprise Borrowing</b>	<b>\$ -</b>	<b>\$ 170,000.00</b>	<b>\$ 132,800.00</b>	<b>\$ -</b>	<b>\$ 33,000.00</b>	

**FY 2022 – 2026 Capital Improvement Program  
Other Funds Proposed Projects**

<b>Request Title</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>	<b>Funding Sources</b>
Ch90 Road and Sidewalk Improvements	\$ 966,686.00	\$ 966,686.00	\$ 966,686.00	\$ 966,686.00	\$ 966,686.00	Grants
Sanitary Sewer Rehabilitation MWRA I&I Removal Program	\$ 2,500,000.00					Grants
Camp Arrowhead Floating Docks/ADA Kayak Access			\$ 55,000.00			Grants
Per-ride Assessment Funds	\$ 50,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	Grants
Sanitary Sewer Collection System Repairs and Mainenance	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	I&I Stabilization Fund
Replace Vehicle 4 (E-3) Utility Vehicle		\$ 55,000.00				Surplus Revolving Account
Compact Utility Tractor with Mower and Snow Plow	\$ 58,000.00					Surplus Revolving Account
Replace Vehicle 22 (BH-1) Pickup Truck		\$ 55,000.00				Surplus Revolving Account
Replace T39 (Health-T) Enclosed Cargo Trailer			\$ 12,000.00			Surplus Revolving Account
Replace Vehicle 26 (CD-2)			\$ 50,000.00			Surplus Revolving Account
Replace Vehicle 25 (CD-1)		\$ 50,000.00				Surplus Revolving Account
Replace Vehicle 109 (NFM-89) Box Truck	\$ 75,000.00					Surplus Revolving Account
Replace Vehicle 442 (H-54) Utility Body Pickup	\$ 85,000.00					Surplus Revolving Account
Replace Vehicle 40 (REC-1) Pickup Truck			\$ 60,000.00			Surplus Revolving Account
Replace Vehicle 42 (RECBUS-2) Recreation Bus	\$ 150,000.00					Surplus Revolving Account
Replace Vehicle 210 (LF-10) Wood Chipper				\$ 100,000.00		Surplus Revolving Account
Replace Vehicle 219 (LF-21) Ball Field Tractor					\$ 50,000.00	Surplus Revolving Account
Replace Vehicle 24 (BH-3) Passenger Vehicle					\$ 50,000.00	Surplus Revolving Account
Replace Vehicle 101 (NFM-1) Small Utility Vehicle					\$ 50,000.00	Surplus Revolving Account
<b>Total:</b>	<b>\$ 4,034,686.00</b>	<b>\$ 1,301,686.00</b>	<b>\$ 1,318,686.00</b>	<b>\$ 1,241,686.00</b>	<b>\$ 1,291,686.00</b>	
<b>Grants</b>	<b>\$ 3,516,686.00</b>	<b>\$ 991,686.00</b>	<b>\$ 1,046,686.00</b>	<b>\$ 991,686.00</b>	<b>\$ 991,686.00</b>	
<b>I&amp;I Stabilization Fund</b>	<b>\$ 150,000.00</b>	<b>\$ 150,000.00</b>	<b>\$ 150,000.00</b>	<b>\$ 150,000.00</b>	<b>\$ 150,000.00</b>	
<b>Surplus Revolving Account</b>	<b>\$ 368,000.00</b>	<b>\$ 160,000.00</b>	<b>\$ 122,000.00</b>	<b>\$ 100,000.00</b>	<b>\$ 150,000.00</b>	