

# Executive Summary

## Section 1



## EXECUTIVE SUMMARY

### The Recommended Capital Plan

The Town Charter requires that the Town Manager, after consultation with the Select Board, submit in writing to the Board a careful, detailed estimate of the recommended capital expenditures showing specifically the amount necessary to be provided for each office, department and activity and a statement of the amounts required to meet the debt service requirements or other indebtedness of the Town. This plan includes the proposed FY2022 Capital Budget, which is recommended to the Finance Committee and ultimately to Town Meeting for consideration. The projects presented for FY2023-FY2026 reflect an assessment by municipal departments and the School Committee of future capital needs and are primarily shown for planning purposes. While many of these projects may ultimately be recommended for funding, the plan is a fluid one, and projects may be added and deleted from the list as circumstances change. The proposed financing plan for the recommended FY2022 capital budget is shown in Table 1.

**Table 1**  
**Proposed Financing Plan**

Fund	Cash	Debt	Other	Total
General Fund Tier 1	\$5,765,715	\$1,700,000		\$7,465,715
General Fund Tier 2	\$1,153,879			\$1,153,879
<b>General Fund Total</b>	<b>\$6,919,594</b>	<b>\$1,700,000</b>		<b>\$8,619,594</b>
Community Preservation Fund	\$2,045,000			\$2,045,000
Sewer Enterprise	\$1,073,860			\$1,073,860
Water Enterprise	\$1,016,634	\$1,000,000		\$2,016,634
Total (all funds)	\$11,055,088	\$2,700,000		\$13,755,088

## **FY2022 Highlights**

In October 2016, the Select Board convened a Capital Facility Summit and committed to planning for the renovation, reconstruction or construction of eight facilities: Rosemary Pool, the Public Safety Building, Fire Station #2, the Memorial Park Fieldhouse, the DPW Complex, the Hillside School (now Sunita L. Williams), Needham High School, and Emery Grover. Over the past several years, the Town has made significant progress in this effort.

*Rosemary Pool* – The Town approved construction of the Rosemary Recreation Complex, which includes two pools, greatly improved parking, and provides office and programming space for the Park & Recreation and Public Health departments. The first full season of the pool occurred in 2019, serving just under 50,000 individuals.

*Public Safety Building & Fire Station #2* – The appropriation to fund the total reconstruction of these two public safety buildings was approved by the voters on November 6, 2018. Construction of Fire Station #1 was completed in 2020, and the construction of the Police Station, the second phase of the Public Safety Building Project, is underway with an expected opening in the winter of 2021/2022. Staff from Fire Station #2 moved to temporary quarters in early 2020, and construction of the new Station #2 is well underway. Fire Station #2 is expected to re-open at the end of CY2021. The public safety communications network, including towers at the Jack Cogswell Building, the Public Safety Building, on State land behind the Norfolk County House of Correction, and on leased property on Cabot Street is now complete.

*Memorial Park Fieldhouse* – The new fieldhouse was dedicated in September 2019 and is in use.

*DPW Complex* – This project is progressing in phases. A new fuel station was installed in 2017, and construction of the new Jack Cogswell Building storage facility was completed in the fall of 2019. Continued planning for the phased reconstruction of the DPW operations building at 470 Dedham Avenue is a priority for the Select Board.

*Sunita Williams School* – The new school on Central Avenue replacing the Hillside School on Glen Gary Road opened in September 2019.

*Needham High School* – The High School Cafeteria was expanded in 2017, and construction of eight new classrooms and the “A” gym renovations were completed in the fall of 2018.

*Emery Grover* – The October 10, 2018 Special Town Meeting approved funding for an expanded feasibility study for appropriate workspace for School Administration. The School Committee has selected a preferred design plan and is pursuing financing options. If no capital facility solution is approved for School Administration in the near future, alternatives such as investment in maintenance for the 120-year-old Emery Grover Building, or leased office space must be considered.

The School Committee embarked on a School Master Planning process in 2019/2020 in an effort to evaluate and plan for future use of school facilities. The School Committee has selected a preferred option that would replace the Mitchell School, add onto the Pollard School to create a 6 – 8 middle school, and repurpose the High Rock School as an elementary school. An evaluation of funding options and alternatives is underway.

In the coming years, the Town will be required to make significant investment in improving stormwater quality. This effort will require funding in the operating budget (for maintenance) and in the capital budget (for construction items). The Select Board will consider options for funding the new investment, including the option of instituting a stormwater fee and the potential creation of a stormwater fund.

## **Capital Planning 101**

### **Capital Improvement Plan**

A capital expenditure is defined by the Needham General By-laws as the acquisition, construction, renovation, betterment, or improvement involving land, public buildings and facilities; water and sewer system laterals, mains and appurtenances; and equipment or vehicles; provided that the cost is \$25,000 or more and the improvement will have a useful life of five years or more; or any planning, feasibility, engineering or design study in preparation for such capital expense.

The Capital Improvement Plan (CIP) is a multi-year tool used to coordinate the financing and timing of major public improvements for the Town of Needham. It contains a list of capital projects proposed for the Town within the next five years and reflects the recommendations of citizens, boards, commissions, and staff from each of the Town departments. The CIP identifies each proposed project and presents a summary description, estimate of cost, method of financing, and a schedule of implementation. Capital planning helps ensure that the community is positioned to:

- preserve and improve its basic infrastructure through construction, rehabilitation and maintenance;
- maximize the useful life of capital investments by scheduling major renovation, rehabilitation, or replacement at the appropriate time in the life cycle of the facility or equipment;
- identify and examine current and future infrastructure needs and establish priorities among projects so that available resources are used to the community's best advantage; and
- improve financial planning by balancing needs and resources and identifying potential fiscal implications.

### **Operating Budget and Capital Budget**

The Town's capital budget and operating budget are developed separately but are closely linked. The annual operating budget provides for general municipal service delivery, including personnel, supplies and other contractual services, and certain capital equipment. Most appropriations in the annual operating budget are for a single fiscal year. In contrast, the capital budget is a multi-year budget designed to expend monies which add to the physical assets of the Town. Capital projects typically require

expenditures which take place beyond a single fiscal year, funding with debt because of significant costs to be shared by current and future beneficiaries, systematic acquisition over an extended period in order to implement major operating systems or programs, and scheduled replacement or maintenance of specific elements of physical assets.

Notwithstanding the differences between the two, the operating and capital budgets are closely interwoven inasmuch as operating costs related to capital projects are estimated and incorporated into the operating budget. Many capital projects will have an impact on operating costs once constructed or acquired. Town practice is to project the net effect a capital project will have on the operating budget. While maintenance and repair costs may be lower in a new facility, larger and more modern facilities are often more costly to operate. In addition, since many capital projects are financed through municipal debt, repayment of that debt becomes part of the operating budget and is incorporated into the Town's forecasting models. The necessity to incur some degree of debt in order to finance the CIP carries with it the burden to effectively manage that debt within the Town's financial resources.

### **Best Practices**

The following best practices have been used in the development of the FY2022 operating and capital budgets:

1. Current revenues must be sufficient to support current expenditures.
2. The operating and capital budgets will be developed in conformance with the Town's comprehensive financial policies and must not be reliant on one-time revenue or unsustainable practices.
3. The five-year Pro Forma budget should be updated on an annual basis to ensure that the underlying assumptions are adjusted based upon changing conditions and data.
4. Debt must not be used to fund on-going operating expenses and will only be issued for capital improvements greater than \$250,000 with a useful life of five years or more.
5. The use of Free Cash to fund operations will be minimized by limiting such use to no more than 2% of the prior year's appropriated operating budget, or the actual turn back, whichever is lower.
6. Adequate contingency funds will be maintained.
7. Appropriate maintenance and replacement funds will be allocated to ensure that capital facilities and equipment are properly maintained.
8. The operating and capital budgets must be resilient – allowing the Town to maintain existing service levels, withstand typical local and regional economic disruptions, and meet the demands of natural growth, decline, and change.
9. The operating and capital budgets must be sustainable – meeting the needs of the present without compromising the ability of future generations to meet their own needs.

### **Budget Priorities**

The Select Board has adopted the following core budget priorities for general government operations in FY2022. These priorities served as a key guideline in our evaluation of departmental spending requests.

1. The primary goal of the Board is the maintenance and optimization of existing Town services during a pandemic along with financial, social, and economic crises.
2. In addition, mindful of the availability of revenue for appropriation, the Board has set the following priorities:
  - a. Support for items that contribute to the achievement of Town wide goals and objectives, including recovering from COVID-19 and advancing racial equity in Needham.
  - b. Support for the continuation of the Public Information Officer position.
  - c. Support for a five to ten-year plan for the renovation, reconstruction and/or preservation of the Town's capital assets in the most prudent, realistic, and efficient manner, including continued investment in buildings infrastructure, and fleet maintenance.
  - d. Support for initiatives that contribute to financial sustainability, including the maintenance of a debt service plan that balances capital needs with the Town's ability to pay, identification of alternative funding sources for traditional cash capital needs, evaluation of financing alternatives, and alignment of capital and maintenance needs with appropriate funding sources.
  - e. Support for initiatives aimed at achieving greater coordination and efficiency among Town departments and providing adequate resources to address identified service delivery and general administrative needs of the Town in a cost-effective manner.
  - f. Support for a funding mechanism for mandated water quality (stormwater) expenses.

### **Financial Benefits of Capital Planning**

Needham's capital planning initiatives have contributed to the successful achievement and maintenance of its AAA bond rating from Standard and Poor's. This bond rating places Needham in the top tier of communities in Massachusetts and allows the Town to borrow at a lower interest rate. Investors and bond rating agencies stress the value of a CIP for a municipality seeking to borrow funds. The absence of a rational, long-term planning instrument would weigh against the bond rating assigned to Needham by rating agencies and the result would be higher interest rates on bond issues and the diversion of tax dollars to pay for the interest on loans. Another financial benefit of the capital planning process is the avoidance of poorly timed projects. Good planning can ensure that capital improvement efforts are coordinated. In addition, significant savings can accrue to taxpayers when major capital financing is coordinated so that bond issues are sold infrequently, and at times during the economic cycle when the Town can take advantage of low interest rates.

### **Development of the CIP**

The process for preparing the FY2022 - FY2026 Capital Improvement Plan and its associated FY2022 Capital Budget involves active participation by the Town Manager, Assistant Town Managers, and requesting departments, boards, committees and commissions. The Capital Budget is prepared in the context of a five-year determination of need by departments and the School Committee, in conjunction with the Town's overall financial capacity to affordably accommodate the required debt service payments. Projected debt service payments and budgetary impacts are forecast annually to help ensure affordability and sustainability of the Capital Improvement Program. The Town's Capital Improvement Policies provide guidance for assessing the capital needs of the Town. These policies, included in Section 5, define capital projects as those items requiring the

expenditure of at least \$25,000 and having a useful life of more than five years. Recommended capital project requests are prioritized using the following criteria:

- the project is required to comply with State and/or Federal accessibility standards;
- the project is necessary to protect the health and safety of people; or
- the project is necessary to maintain an existing capital facility, or operation of equipment used in providing Town services.

In addition to the criteria listed above, the Town has a long practice of funding the systematic replacement of obsolete or worn-out equipment, and those items requested for the improvement of operating efficiency and the equitable provision of services.

The development of the CIP occurs over the following approximate timeframe:

*Late Summer* — Following Town Meeting, departments are provided with their previously submitted five-year requests for review, update and the addition of the next fifth year. While requests for each year should remain the same as in the initial request, there are occasionally changed circumstances which necessitate alterations to the requests. This information is returned to the Town Manager and staff for review. Also in the summer, the Assistant Town Manager/Finance Director develops a pro forma budget for the ensuing five-year period. The pro forma budget is the basis for the determination of the amount of revenue available to support the CIP. Due to the added demands resulting from COVID-19, the Pro Forma was not updated in 2020.

*Autumn* — The Town Manager and staff meet with each department to gain a better understanding of each request.

*Late Autumn/Early Winter* — The Assistant Town Manager/Finance updates the preliminary debt schedules and financial forecasts in order to provide context to the Capital Budget as well as the five-year Capital Improvement Plan, and the Town Manager presents the Select Board with a proposed five-year plan.

*January* — The Town Manager transmits the Capital Improvement Plan, along with any recommendations made by the Select Board, to the Finance Committee by the first Tuesday after the first Monday in January.

*January/February/March* — The Finance Committee reviews each project in the capital budget and makes recommendations on items included in the Town Meeting Warrant.

*May* — The capital budget is presented to Town Meeting for consideration.



### **Financing of Capital Projects**

The number of capital projects to be funded must be considered in the context of the total operating budget, capital budget needs, and revenue growth. Capital improvement projects are funded through current receipts, reserves, and/or other funds such as grants.

*Current Receipts* – Current receipts include property tax revenue, local receipts (such as fees and charges), and state aid. This plan includes no projects to be funded from current receipts.

*Free Cash* – Free Cash is a function of actual revenue collections in excess of estimates and expenditures less than appropriations. Because Free Cash should not be relied upon as a recurring revenue source, the Town's practice is not to rely upon it as an operating revenue source. In this plan, we have continued the effort to minimize the Town's reliance on Free Cash to support on-going operations by limiting such use to no more than 2% of the prior year's appropriated operating budget, or the actual turn back, whichever is lower. The recommended plan includes \$5,765,715 in Tier 1 projects to be funded from Free Cash.

*Capital Improvement Fund* – In 2004, the Town created a General Fund Cash Capital Equipment and Facility Improvement Fund (CIF). The purpose of the CIF is to allow the Town to reserve funds to use for general fund cash capital. The CIF may be used in future years to fund the acquisition of new equipment, the replacement of existing equipment, and building and facility improvements which cost less than \$250,000, for which the Town may borrow for a period of five years or more. Projects must be included in the CIP in order to be eligible for funding through the CIF. This plan includes no projects to be funded from the Capital Improvement Fund.

*Capital Facility Stabilization Fund* – In 2007, the Town created a Capital Facility Stabilization Fund to allow the Town to reserve funds for design, maintenance, renovation or reconstruction relating to the structural integrity, building envelope or MEP (mechanical, electrical, plumbing) systems of then existing capital facilities. For this purpose, capital facility refers to any building or structure which is located on Town property and is under the jurisdiction of the Town Manager, including any Town-owned building, structure, room, or space within a building, facility, park or plaza, open space, driveway, landscaped area, or other physical improvements under the administrative control of the Town. This plan includes no projects to be funded from the Capital Facility Stabilization Fund.

*Athletic Facility Improvement Fund* – In 2012, the Town created an Athletic Facility Improvement Fund to reserve funds for the design, maintenance, renovation, reconstruction, or construction of athletic facilities. For the purpose of the fund, athletic facilities include any Town-owned building, structure, pool, synthetic turf and natural grass turf playing field or ball diamond, and associated grounds and parking areas whose primary purpose is for organized athletic events for Needham children, adults, and school teams. This plan includes no projects to be funded from the Athletic Facility Improvement Fund.

*Debt Service Stabilization Fund* – The November 2, 2015 Special Town Meeting approved the establishment of a Debt Service

Stabilization Fund to set aside funds to be available as necessary to pay certain debt obligations. This fund is intended to be part of the Town's overall planning strategy for addressing capital facility needs. The fund would provide added flexibility to maintain the Town's capital investment strategy by smoothing out the impact of debt payments in years when the debt level is higher than is typically recommended. The fund would also be beneficial at times when interest rates are higher than expected. The plan for the fund is designed to ensure that the monies are not depleted in a single year, and that the amount available for appropriation is known before the budget year begins. All appropriations to and from the fund require Town Meeting action. This plan includes no projects to be financed through use of the Debt Service Stabilization Fund for FY2022.

*Retained Earnings* – Two of the Town's operations – water and sewer – are accounted for as enterprise funds. The revenues and expenditures of these operations are not commingled with those generated by General Fund operations. Generally, each enterprise will generate surplus funds on an annual basis. The Select Board's retained earnings policies are included in Section 5. The policies contain reserve targets to ensure liquidity and stability of operations. Surplus funds above the target are considered available for appropriation. This plan includes \$1,073,860 in funding from Sewer Enterprise Fund retained earnings and \$1,016,634 in Water Enterprise Fund retained earnings.

*Debt* – The Select Board's debt management policies (Section 5) provide guidance in translating capital expenditures into annual debt service. Section 2 of this plan contains a graphic presentation of the Town's current debt service and a calculation of the Town's debt burden (annual debt service as a percent of total Town revenues). The figures used in calculating the debt burden are derived from the Town's long-term debt service schedule that is also included in Section 2. This plan includes \$1,700,000 in projects to be funded through General Fund debt, and \$1,000,000 in projects to be funded through Water Enterprise Fund debt for FY2022.

*Community Preservation Fund* – The Community Preservation Act (CPA) allows cities and towns to raise monies through a surcharge on the tax levy. These funds may then be used to acquire, create and preserve open space, acquire and preserve historic resources, create, preserve and support community housing, and acquire, create and preserve land for recreational use. The CPA also provides for matching funds from the Commonwealth. The CPA requires that each fiscal year Needham must spend, or set aside for later spending, at least 10% of the annual revenues in the Community Preservation Fund for each of three CPA target areas: open space (but not including land for recreational use), historic resources, and community housing. The remaining 70% may be appropriated at the Town's discretion as long as it is used for the three target areas or recreation. The statute also permits the Town to appropriate up to 5% of the annual revenue estimate for the administrative expenses of the Community Preservation Committee (CPC). Projects submitted for inclusion in the CIP that qualify for CPA funding are forwarded to the CPC for its consideration. This plan includes a recommendation for \$2,045,000 in projects contingent upon Community Preservation Funding for FY2022.

*Other Available Funds* – An Available Fund is actual monies which have become available and may be used to fund expenditures. Monies may become available after a project is completed and the cost was less than appropriated, monies that were previously set aside for future expenditure (e.g., stabilization fund), or monies that are received by the Town but must be

specifically identified as a funding source in the Town Meeting motion. An available fund may be restricted to certain purposes (e.g. surplus bond proceeds, special stabilization funds, sale of surplus real estate, grants), or may be non-restricted and hence can be appropriated for any legal purpose. Some Available Funds carry over from year to year and others expire at the end of the fiscal year and close out to fund balance.

### **The CIP Is a Flexible Planning Tool**

While much of the Town's budget and financial planning efforts are by necessity focused on one or at most two-year intervals, capital planning helps to focus attention on the Town's long-term objectives and financial capacity, and the balance between operating and capital needs. The Town is often faced with the option of reducing its capital plan in order to balance the operating budget. Having a formal and accepted plan helps to maintain a consistent level of spending for capital needs, barring extraordinary circumstances. Individual projects are evaluated against long-term objectives and in relationship to each other. By strategically programming capital projects, the Town can maintain a tolerable level of debt service and prevent unexpected changes in debt service payments.

## **Investment in Real Property, Facilities and Infrastructure**

Asset preservation – committing necessary resources to preserve, repair, or adaptively re-use current assets – is a high priority for the Town in order to keep its physical plant and infrastructure in reliable operating condition. While significant investment in many capital facilities is still required, the Town of Needham has made an extraordinary investment in public infrastructure during the past decade. The Town's success in this area is a direct result of continued and sustained focus on asset evaluation, needs assessment, careful planning, and prioritization. The need for this level of investment in facilities and infrastructure is generally attributable to three factors – the age of the community and its infrastructure and assets, the built environment and amount of lane miles of roadway, and the growth in school age population after the Second World War that resulted in a building boom from 1951 to 1960. After the advent of Proposition 2½, the community found it difficult to make necessary investment in its array of school facilities. This resulted in a need for complete replacement or rehabilitation of the entire system beginning in the mid-1990s and continuing today.

FY2020 and FY2021 saw the beginning and completion of several major projects including the opening of the Sunita Williams Elementary School, the first full season of the Pools at Rosemary Complex, the opening of the Memorial Park Fieldhouse, the opening of the Jack Cogswell Building, the construction of the temporary Station #2 and temporary Police Station at the Hillside School, and the opening of Fire Station #1. Projects underway include the construction of the Police Station portion of the Public Safety Building, construction of Fire Station #2, and continued planning for School Administration/Emery Grover, and the School Building Master Plan.

Over the past several years, the Town has also made significant investment in athletic facilities, parks, and recreational amenities including Walker Gordon Field, Greene's Field and Playground, Newman Fields, Eastman Trail, the Rail Trail, the

Needham Accessible Reservoir Trail, the replacement of the synthetic turf fields at Memorial Park and DeFazio Complex, the renovation of Cricket Field, and the Rosemary Lake sediment removal project. Table 2 shows the Town's investment in facilities and infrastructure over the past five years.

**Table 2**  
**Facility and Infrastructure Investment FY2017 to FY2021**

Description	2017	2018	2019	2020	2021	Total	Average
Municipal Facilities	\$649,000	\$6,126,000	\$74,641,000	\$794,000	\$0	\$82,210,000	\$16,442,000
Townwide Facilities and Community Services	\$756,154	\$17,202,000	\$8,826,000	\$3,662,000	\$561,500	\$31,007,654	\$6,201,531
Public Works Infrastructure Program	\$1,700,000	\$2,011,000	\$2,508,500	\$2,219,550	\$820,500	\$9,259,550	\$1,851,910
School Facilities	\$58,791,714	\$15,168,000	\$2,796,000	\$1,471,200	\$1,016,000	\$79,242,914	\$15,848,583
Drains, Sewer, and Water Infrastructure	\$375,860	\$2,900,000	\$2,395,000	\$7,021,500	\$270,000	\$12,962,360	\$2,592,472
<b>Total Appropriations</b>	<b>\$62,272,728</b>	<b>\$43,407,000</b>	<b>\$91,166,500</b>	<b>\$15,168,250</b>	<b>\$2,668,000</b>	<b>\$214,682,478</b>	<b>\$42,936,496</b>

### **Investment in Equipment, Technology and Fleet**

The position of the Town with respect to its equipment and technology capital investment is also positive. Major categories of this capital spending include Public Safety and Public Works fleet and equipment, School and Town-wide technology, and School copiers and equipment. Table 3 shows the Town's investment in these categories of capital spending for the five-year period FY2017 through FY2021.

Town of Needham  
Capital Improvement Plan  
January 2021

**Table 3  
Equipment, Technology, and Fleet Capital FY2017 to FY2021**

Description	2017	2018	2019	2020	2021	Total	Average
All Other Functions	\$0	\$0	\$68,970	\$137,960	\$0	\$206,930	\$41,386
Public Facilities & Works	\$120,000	\$162,000	\$176,500	\$68,000	\$192,000	\$718,500	\$143,700
Public Safety	\$0	\$167,872	\$43,424	\$43,424	\$109,309	\$364,029	\$72,806
Public School	\$45,000	\$45,000	\$60,500	\$35,000	\$35,000	\$220,500	\$44,100
<b>Equipment</b>	<b>\$165,000</b>	<b>\$374,872</b>	<b>\$349,394</b>	<b>\$284,384</b>	<b>\$336,309</b>	<b>\$1,509,959</b>	<b>\$301,992</b>
All Other Functions	\$0	\$145,000	\$215,000	\$85,600	\$65,600	\$511,200	\$102,240
Public Facilities & Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Safety	\$0	\$0	\$112,000	\$852,550	\$0	\$964,550	\$192,910
Public School	\$347,080	\$510,290	\$706,790	\$684,820	\$648,995	\$2,897,975	\$579,595
<b>Technology</b>	<b>\$347,080</b>	<b>\$655,290</b>	<b>\$1,033,790</b>	<b>\$1,622,970</b>	<b>\$714,595</b>	<b>\$4,373,725</b>	<b>\$874,745</b>
All Other Functions	\$87,353	\$0	\$0	\$33,085	\$0	\$120,438	\$24,088
Public Facilities & Works	\$730,618	\$640,433	\$1,616,409	\$1,245,083	\$1,132,090	\$5,364,633	\$1,072,927
Public Safety	\$137,877	\$224,677	\$840,163	\$35,249	\$392,981	\$1,630,947	\$326,189
Public School	\$0	\$99,611	\$97,552	\$158,718	\$104,748	\$460,629	\$92,126
<b>Fleet</b>	<b>\$955,848</b>	<b>\$964,721</b>	<b>\$2,554,124</b>	<b>\$1,472,135</b>	<b>\$1,629,819</b>	<b>\$7,576,647</b>	<b>\$1,515,329</b>
<b>Total Appropriations</b>	<b>\$1,467,928</b>	<b>\$1,994,883</b>	<b>\$3,937,308</b>	<b>\$3,379,489</b>	<b>\$2,680,723</b>	<b>\$13,460,331</b>	<b>\$2,692,066</b>

## **Project Summaries – Recommended Projects for Fiscal Year 2022**

### GENERAL GOVERNMENT

#### **TOWN HALL CLOCK RESTORATION**

The Town Hall Clock is in need of restoration. This request is for funding to remove the existing gold leafed numerals and minute markers, reapply gold leaf to all screws and other areas in need of touch up, scrape the clock faces to bare wood, apply primer and top coats, power wash the entire cupola, scrape and spot prime any loose paint, apply a top coat to all currently painted surfaces, and reinstall gold leafed numerals and minute markers. This work will restore the aesthetic of the clock and avoid more costly repairs in the future. (Submitted by: Department of Public Works/Building Maintenance)

The Town Manager's recommendation for Town Hall Clock Restoration is \$83,000 contingent on Community Preservation Funding.

#### **TOWN INTERNET CONTROL, ANALYSIS & REPORTING**

The request is for hardware, software, and services to monitor, control, analyze, and report on the data traffic that currently takes place across the local area network as well as incoming and outgoing traffic from the internet. The hardware and software would be used by the Information Technology Center to provide information on the current activity across the network as well as to maintain historic data for analyzing past events, identifying trends, or comparing week by week activity. This information can be used to improve the performance, security and general management of the network by monitoring activity of users, applications, files, and connections using processes such as bandwidth monitoring, network traffic analysis, application traffic alerting, advanced application recognition, and internal traffic intrusion detection that will help determine where vulnerabilities might exist. This funding would increase the level of network security for the Town. (Submitted by: Information Technology Center)

The Town Manager's recommendation for Town Internet Control, Analysis & Reporting is \$75,000 to be funded by Free Cash.

### PUBLIC SAFETY

#### **PUBLIC SAFETY MOBILE DEVICES**

This request is for the replacement of laptops and tablets that are used in Needham Police and Fire Department Vehicles. The hardware communicates with the Public Safety CAD software as well as State and Federal websites and databases. The devices themselves are hardened devices for use in more intensive environments. The planned replacement cycle for these devices is six years, supplemented by State 911 Grant Funds when available. (Submitted by: Information Technology Center)

The Town Manager's recommendation for Public Safety Mobile Devices is \$50,000 to be funded by Free Cash.

### **MONITOR/DEFIBRILLATOR**

A Physio LIFEPAK 15 is the Cardiac Monitor/Defibrillator used by Needham Fire on the front-line rescue units. The average life span for this equipment is estimated to be five years. The Department's current LIFEPAK units are two and seven years old respectively. Replacement units offer improved features not available in older units, such as the ability to monitor carbon monoxide in a patient, thereby enhancing diagnosis and treatment protocols. The addition of this piece of equipment will allow the Department to place the aging LIFEPAK on Rescue 3, which serves as a backup ambulance, where it would get limited use and extend its working life. Placement of the LIFEPAK on Rescue 3 will allow it to be upgraded from a basic life support vehicle to an advanced life support vehicle. Finally, having a third LIFEPAK would allow the Department to send other units out to be serviced while continuing operations, without having to borrow a unit from a neighboring town. (Submitted by: Fire Department)

The Town Manager's recommendation for Public Safety Monitor Defibrillator is \$30,577 to be funded by Free Cash.

### **SELF-CONTAINED BREATHING APPARATUS**

This request is to replace outdated self-contained breathing apparatus (SCBA) units to meet current standards. These units are essential pieces of equipment to maintain the life, safety and health of personnel as they work in fire and other emergency incidents where toxins exist. Much of the Department's equipment was purchased prior to 2012 and is outdated by NFPA standards and is either now or will soon be out of the range of serviceability. (Submitted by: Fire Department)

The Town Manager's recommendation for Self-contained Breathing Apparatus is \$192,120 to be funded by Free Cash.

### **PERSONAL PROTECTIVE EQUIPMENT**

This request is to replace Personal Protective Equipment, PPE ("bunker gear") for 20% of all firefighting personnel on an annual basis, ensuring that the life span of the equipment does not exceed the 10-year guideline. Through this program, NFD has been able to ensure that all line personnel have two sets of PPE available, enabling them to clean one set of PPE after an incident while remaining in service for other emergencies. Properly maintaining PPE helps delivering the expected longevity of the equipment and more importantly significantly reduce long term health risks faced by personnel. The PPE requested includes boots, helmets, gloves, hoods, firefighting pants and coat. (Submitted by: Fire Department)

The Town Manager's recommendation for Personal Protective Equipment is \$43,358 to be funded by Free Cash.

### **PUBLIC SAFETY BUILDING PROJECT CONTINGENCY ADJUSTMENT**

The Public safety Building project consists of the reconstruction of Fire Stations 1 and 2, and the Police Station. This capital request is for additional costs to the Public Safety project to account for unforeseen COVID-19 related expenses incurred to enable continuation of work to proceed, keeping the project within established timetables. In addition, soil contamination was found at Fire Station 2 while excavating foundations. In order to mitigate this situation and meet current environmental standards and regulations unforeseen costs were incurred. These costs were outside of predictability at the time of budget estimates and were not carried within the contingency line item that was identified for the project. (Submitted by: Fire Department)

The Town Manager's recommendation for Public Safety Building Project Contingency Adjustment is \$1,700,000 to be funded by General Fund debt.

### **PUBLIC SCHOOLS**

#### **SCHOOL COPIER REPLACEMENT**

School photocopiers are located in all the schools and the administration building and are used both by administrative and teaching staff. Teachers use the machines to reproduce classroom materials, including homework sheets, exams, and teaching packets. Copier replacement is planned on a life-cycle basis, which projects when a copier should be replaced based on actual usage and the manufacturer's total estimated capacity. Copiers which are heavily used are replaced more frequently than copiers that are lightly used. The average life cycle is calculated at seven years, although planned replacement ages range from five to nine years, depending on use. It is important to replace machines regularly, even if they have not yet reached maximum copy allowances, given the additional operating expense associated with servicing and maintaining older equipment, as well as the difficulty in obtaining replacement parts. The FY2022 request is to replace seven copiers in the following locations: Broadmeadow Room 162, Pollard Rooms 220 and 229, Pollard Classroom M7, and NHS Rooms 609, 503 and 408. (Submitted by: School Department)

The Town Manager's recommendation for School Copier Replacement is \$61,264 to be funded by Free Cash.

#### **SCHOOL FURNITURE**

In FY2005 Town Meeting approved funding to begin the replacement of furniture in poor and fair condition throughout the School Department. By FY2015, all furniture in poor condition was replaced in the schools. The FY2022 request is allocated for new classroom furniture as needed for increased enrollment or replacement purposes. (Submitted by: School Department)

The Town Manager's recommendation for School Furniture is \$25,000 in the Tier 2 category.



### **SCHOOL TECHNOLOGY**

The School Department technology replacement program includes desktop computers, printers, classroom audio visual devices, specialized instructional labs, projectors, video displays, security cameras and electronic door access controllers. The request also incorporates funding for school technology infrastructure, which consists of servers, network hardware, wireless infrastructure, data cabling and access points. This request of \$479,650 reflects the School Department's classroom technology standard and the decision in FY2017 to move devices with a lifespan of less than five years (Digital Learning Devices, or DLDs, and staff laptops) to the operating budget. The FY2022 request includes \$366,650 for hardware and \$113,000 for infrastructure replacement. (Submitted by: School Department)

The Town Manager's recommendation for School Technology is \$479,650 to be funded by Free Cash.

### **BROADMEADOW SCHOOL TECHNOLOGY ROOM CONVERSION**

The School Committee implemented Full-Day Kindergarten in September 2019. Based on a feasibility study conducted by Dore & Whittier Architects (February 2018), several modifications to Needham buildings are needed to accommodate the projected number of classrooms needed over the next five years resulting from Full Day Kindergarten and projected enrollment growth. These modifications include the conversion of a technology lab at the Broadmeadow School to a classroom to open during School Year 2022/23. (Submitted by: School Department)

The Town Manager's recommendation for Broadmeadow School Technology Room Conversion is \$213,100 to be funded by Free Cash.

### **HILLSIDE SCHOOL BOILER INSTALLATION DESIGN**

The Hillside School currently has two cast iron boilers to heat the building. Boiler #1 has a leak that needs to be repaired. The existing boilers were installed during the renovation in 1998 and have surpassed their 20-year life cycle. Due to the age of the boilers, many of the parts necessary for continued maintenance are no longer manufactured, so repairing the boilers is becoming increasingly difficult. While the building is no longer being used as a school, it is still in use as swing space. The boilers are necessary in order to prevent the building from freezing and causing major damage. This request is for the design phase of the project. Any salvageable parts will be kept, providing spare parts for boiler #2. Boiler #1 will be replaced with a high efficiency condensing boiler. (Submitted by: Department of Public Works/Building Maintenance)

The Town Manager's recommendation for Hillside School Boiler Installation Design is \$16,000 to be funded by Free Cash.

### **POLLARD SCHOOL FEASIBILITY STUDY**

The purpose of this study is to provide sufficient development of the School Committee's referred option at Pollard School for the purpose of allowing the Town to make informed decisions about the retrofit/replacement of systems and or building elements, until the renovation work can occur. It is anticipated that this study would entail a review of programming, layout and other factors that could support an eventual realization of the preferred renovation option and allow modifications within the current Pollard that would later be in concert with future plans. This request complements the projects proposed as part of a multi-project Strategic Plan to provide capacity at the elementary schools for enrollment growth, address overcrowding at the High Rock School and modernize the Mitchell Elementary and Pollard Middle Schools.

The Town Manager's recommendation for Pollard School Feasibility Study is \$280,000 to be funded by Free Cash.

### **AUDITORIUM THEATRICAL SOUND AND LIGHTING SYSTEMS NEEDS ASSESSMENT**

This project is to conduct a needs assessment/ feasibility study of upgrading the theatrical sound and lighting systems in the Pollard, Newman and Needham High School Auditoriums. These auditoriums are venues for student and community group productions. The theatrical equipment currently installed in these venues, however, is old and not adequate for contemporary musical or theatrical productions. Although some issues are unique to particular venues, some common deficiencies in the audio systems include: speakers, which are poorly placed, insufficient in number and/or non-functioning, thereby impairing the audience's ability to hear what is happening clearly on stage from all seats; sound boards, which are old (analog), partially non-functioning and/or not at a standard that is necessary for a modern musical or theatrical production; and amplification equipment (such as wireless receivers and microphones) that are insufficient in number and/or broken. The lighting systems include fixtures that are partially non-functioning, and uncoordinated with sound delivery. Although the need and vision for these spaces has not yet been fully assessed, school parents and community groups already have engaged in fundraising for equipment upgrades. (Submitted by: School Department)

The Town Manager's recommendation for Auditorium Theatrical Sound and Lighting Systems Needs Assessment is \$60,000 in the Tier 2 category.

## **PUBLIC WORKS**

### **PERMANENT MESSAGE BOARDS**

This request is for permanently installed message boards to communicate with residents. Currently the Public Works Department has mobile message boards that are used for large construction projects. These message boards are removed from construction projects and relocated to various sites in Town when requested for non-construction related notifications to residents and commuters. The existing message boards are difficult to maneuver, time consuming to program, and often not available for non-emergency notice. This project will alleviate competition for the current message boards. The new message

boards will have the capacity to be programmed remotely. The plan is to fund one message board per year. Unless circumstances require otherwise, this funding would support a permanent message board near the intersection of Dedham Avenue and South Street. (Submitted by: Department of Public Works/Engineering)

The Town Manager's recommendation for Permanent Message Boards is \$56,000 in the Tier 2 category.

### **ENERGY EFFICIENCY UPGRADE IMPROVEMENTS**

This program supports on-going energy efficiency upgrades throughout Town and School buildings. Due to COVID-19, during FY2021 the Building Maintenance Division conducted a recommissioning of all School buildings throughout Town with the goal of increasing air flow in all occupied spaces, correcting controls, and making repairs to the mechanical systems. Many of the pieces of equipment were not designed with the intention of operating at this magnitude, therefore these systems will need to be reevaluated. This request is intended for a review of keeping the systems operating at the necessary level for increased air flow while also evaluating their energy consumption. These systems will need to be rebalanced with both goals in mind. Performing a review of these systems will lead to a list of recommended adjustments that will help inform the upcoming years' Energy Efficient Upgrades submissions. (Submitted by: Public Works/Building Maintenance)

The Town Manager's recommendation for Energy Efficiency Upgrade Improvements is \$100,000 to be funded by Free Cash.

### **RTS PROPERTY IMPROVEMENTS**

This article will be used to fund improvements to the Recycling and Transfer Station (RTS) facility to increase efficiency, comply with regulatory requirements, and improve the facility function. The RTS composting operation is presently under a July 2014 Conservation Commission Negative Determination of Applicability (NDA) resulting from adverse impacts to the wetlands from the compost operations. The NDA calls for the mitigation of potential stormwater issues at the site. At the present time, untreated stormwater runoff is entering a perennial stream that feeds the wetlands abutting the composting operations. This project will also assist the Town in complying with its 2016 NPDES MS4 Permit. The plan is to grade and pave the existing dirt road behind the salt shed, which is the main access to the salt shed for deliveries and loading. This work will stabilize the road, preventing drainage and runoff problems and prevent erosion of soil into the wetlands adjacent to the RTS. (Submitted by: Department of Public Works/RTS)

The Town Manager's recommendation for the RTS Property Improvements is \$480,000 to be funded by Free Cash.

### **PUBLIC WORKS INFRASTRUCTURE PROGRAM**

The Public Works Infrastructure Program allows the Department of Public Works to make improvements and repairs to Town infrastructure, including but not limited to roads, bridges, sidewalks, intersections, drains, brooks, and culverts.

### STREET RESURFACING

The Town has 279 lane miles of accepted road that require maintenance. The average lifecycle of a road is 15 to 20 years. Specialized surface treatments can be applied within this period to sustain or extend the lifecycle of the roadway based on usage. The Town targets 17 lane miles of road per year in order to resurface roads before they reach the end of their lifecycle. These roads are prioritized based on a pavement condition index (PCI). The Town targets roads with a PCI under 70 for resurfacing and specialized treatment, and a PCI under 60 for repair and renovation. The primary strategy of this program is asphalt paving and incidental work. Incidental work may include asphalt berm curb, new grass shoulders, corner reconstruction including handicapped ramps, minor drainage improvements, street sign replacement, traffic markings, and signs. Installing a monolithic asphalt berm curb and/or granite curbing better defines the edge of the road, improves drainage, and protects the shoulder from erosion. Target funding for street resurfacing in FY2022 is \$990,000.

### ROADWAY RECONSTRUCTION

Road resurfacing may be the appropriate treatment to extend the useful life of a road, but conditions may require a total reconstruction of the road to address structural issues within the road including drainage, grading, and subsurface material construction. In deciding which roads are candidates for reconstruction, the department evaluates the sight distance, drainage, presence of handicap ramps, condition of sidewalks, subsurface utilities, public utility poles, and overhead utilities, as well as the physical condition of the road such as shape, foundation, and traffic volume. The roads proposed for reconstruction are deficient in one or more of the areas listed. No funding is allocated to the Roadway Reconstruction category in FY2022.

### SIDEWALK PROGRAM

This program requires funding for the Town to address the failing network of sidewalks throughout the community. There are over 130 miles of accepted sidewalks in Needham. Over half of the Town's sidewalks do not comply with current standards and require significant improvement including the installation of handicapped ramps. Sidewalk improvements must comply with Federal and State laws and construction standards. Target funding for the sidewalk program in FY2022 is \$545,000.

### INTERSECTION IMPROVEMENTS

Traffic signals, intersections, and signage require upgrades and reevaluation as infrastructure ages, technology improves, and methods of transportation change. The intersection of Highland Avenue and West Street has aging traffic control infrastructure and can be unreliable. The signals have only one timer, which only allows for one traffic pattern regardless of the time of day. This work will include installing a new traffic signal system with modern technology that will better control the flow of traffic through the intersection, reducing back-ups of traffic. It will also follow the same aesthetic design principals as the downtown improvements. This intersection redesign will comply with complete streets principles. Target funding for intersection improvements is \$860,000.

### BRIDGE REPAIRS

Surrounded on three sides by the Charles River, the Town jointly maintains several bridges with neighboring communities. The Massachusetts Bridge Inspection Program has identified several bridges that have some level of deficiency and has recommended future repairs. No funding is allocated to the bridge repair category in FY2022.

### STORM DRAIN CAPACITY IMPROVEMENTS

The Stormwater Master Plan has identified several areas throughout Needham where improvements are required to resolve existing problems with flooding and illicit discharge. Since the issuance of the original Master Plan, numerous multi-unit developments have been built in the Town. These developments include new roads with drainage structures and roof or sump connections that are then connected to existing Town systems. These new connections have increased the load on the Town's drainage system and caused flooding in some areas. Unless circumstance require otherwise, FY2022 funding is targeted for Concord Street and Burnside Road. This project includes construction of a new drain that will be connected to the recently extended Greendale Avenue drain project to provide additional stormwater capacity. Target funding for storm drain capacity improvements is \$85,000 for the design phase of this project.

### BROOKS AND CULVERTS

Aging drainage infrastructure including poorly draining brooks, streams, waterways, and culverts throughout the Town have been damaged by heavy rains/storms. Flooding has caused the failure of retaining walls, resulting in extensive erosion and silt deposits in brooks and streams. The silt has provided a medium for vegetation and affected the flow of water, and the situation has resulted in the loss of usable abutting property and flooded basements. The Town is requesting funding to hire a consultant to assist with a Master Plan to address deficiencies with the brooks and culverts. This would help to better comply with NPDES requirements. The brooks and culvert requests within the infrastructure article moving forward would be based upon the recommendations of the Master Plan. Target funding for brooks and culverts is \$159,000.

### GUARDRAIL

Many of the Town's guardrails are noncompliant and the department is preparing a plan to upgrade existing guardrails to make them both compliant and aesthetically pleasing. No funding is proposed for this category in FY2022. (Submitted by: Department of Public Works/Highway)

The Town Manager's recommendation for the Public Works Infrastructure Program is \$2,203,000 to be funded by Free Cash and \$436,000 in the Tier 2 Cash Capital category.
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### **DPW SPECIALTY EQUIPMENT**

Specialty equipment fits the definition of capital but is not included in the fleet request because the equipment is not a registered vehicle. In FY2022, the DPW is requesting funding for a specialty mower for the Parks and Forestry Division. This small mower (Unit 334) performs a second cut on highly maintained baseball fields. It has floating cutting decks that provide a

higher quality cut and playing surface. It also lessens the amount of scalping and mower damage to the field compared to the large area mowers. Since this machine has a lighter footprint than the large area mowers, it can cut fields even after heavy rains. (Submitted by: Department of Public Works/Parks & Forestry)

The Town Manager's recommendation for DPW Specialty Equipment is \$38,000 to be funded by Free Cash.

## COMMUNITY SERVICES

### **LIBRARY TECHNOLOGY**

This capital request is for the three remaining years of a four-year Library Technology Plan. Year one was funded at the Annual Town Meeting held on June 8, 2020. Unless circumstances require otherwise, FY2022 funding is proposed for the replacement of 29 public computers (Adult 20; Young Adult 4; Children's 4, Community Room 1), and two self-check computers. The equipment was originally purchased in 2013. (Submitted by: Needham Free Public Library)

The Town Manager's recommendation for Library Technology is \$48,500 in the Tier 2 category.

### **LIBRARY SPACE PLANNING**

The funding will enable the Library Trustees to engage a professional library space planner to determine if the library's interior space can be better arranged to accommodate the number of students and tutors who use the library's study rooms and study areas. Under "normal conditions" in the afternoons during the school year, the library is packed with students, tutors, and other people using the three study rooms, the row of carrels, and the many four-seat tables. The trustees are also interested in updating the furniture and exploring a set-up that would allow the library to use an automatic materials handler that would check in and sort returned materials. (Submitted by: Needham Free Public Library).

The Town Manager's recommendation for Library Space Planning is \$60,000 in the Tier 2 Category.

### **TOWN COMMON HISTORIC REDESIGN & BEAUTIFICATION**

The Town completed an internal design process for the Town Common and drafted a scope of services which includes improved hardscape, landscaping, amenities, tree plantings, and utility upgrades that are consistent with the historic nature of the Common and the new Downtown Streetscape Improvement Project. This project will install new sod, trees, plantings, low maintenance hardscape materials, and increase handicap accessibility. The pathways and landscaping will be adjusted to become more aesthetically pleasing and functionally enhanced. There will be increased electrical and sound capacity to accommodate Town-wide events. This request is for the funding for the construction phase of this project. The design phase was funded in FY2020. (Submitted by: Public Works/Parks & Forestry)

The Town Manager's recommendation for Town Common Historic Redesign & Beautification is \$1,364,000 contingent on Community Preservation Funding.

### **RIDGE HILL BUILDING DEMOLITION**

The 2019 Annual Town Meeting approved \$50,000 in feasibility funding for the demolition of buildings at the Ridge Hill site. This request would fund the demolition of the Ridge Hill Manor House and Garage at 463 Charles River Street. The existing barn structure is excluded from this scope. Most of the Ridge Hill Reservation is under the jurisdiction of the Conservation Commission, with approximately 3 acres under the authority of the Select Board. The demolition scope of work includes hazardous materials abatement and disposal; removal of an underground fuel storage tank (UST) at the garage; complete removal of all building elements, foundations, portions of the exterior paved areas and utilities associated with the subject structures and stabilization; and restoration of the site following demolition. (Submitted by: Department of Public Works/Building Maintenance)

The Town Manager's recommendation for the Ridge Hill Building Demolition is \$746,891 to be funded by Free Cash.

### **ATHLETIC FACILITY IMPROVEMENTS – DEFAZIO SYNTHETIC TRACK**

The Department of Public Works and Park and Recreation have developed a maintenance plan for all fields, which includes new construction, total reconstruction, partial renovation, irrigation, drainage improvements, and equipment replacement or repair (bleachers, fences/backstops, player benches, and miscellaneous equipment) for multi-use fields and ball diamonds. The Department engaged a consultant to evaluate the synthetic track at DeFazio Complex and identified some delamination. The track is presently under a fifteen-year warranty that will be expiring within the next five years. Basic maintenance, including the proposed resurfacing of the synthetic track, is required to ensure that a total replacement is not necessary. (Submitted by: Department of Public Works/Parks & Forestry)

The Town Manager's recommendation for DeFazio Synthetic Track is \$166,000 contingent on Community Preservation Funding.

### **ATHLETIC FACILITY IMPROVEMENTS – MCCLOUD FIELD RENOVATION DESIGN**

The Department of Public Works and Park and Recreation have developed a maintenance plan for all fields, which includes new construction, total reconstruction, partial renovation, irrigation, drainage improvements, and equipment replacement or repair (bleachers, fences/backstops, player benches, and miscellaneous equipment) for multi-use fields and ball diamonds. Since McCloud Field was renovated in 2009, there have been several drainage issues related to the 4' drainpipe that runs through the field. This has caused sink holes that require emergency repair for the field to be safely used. These sink holes appear after large rain events that wash out the materials from underneath the field. Currently there are several methodologies that vary in terms of invasiveness and cost to address this issue that will be vetted out in the design. This project will address both the 4'

drain and the subsurface of the field that has been eroded by storm events. This funding is for the design component of this project. The construction funding will be requested in FY2023. (Submitted by: Department of Public Works/Parks & Forestry)

The Town Manager's recommendation for McCloud Field Renovation Design is \$45,000 contingent on Community Preservation Funding.

### **WALKER POND IMPROVEMENTS**

Walker Pond is choked with excessive aquatic vegetation that needs to be removed for the health of the pond. In FY2022, DPW will start category 1 of the Walker Pond Improvement Project, which involves an analysis of the contributory area providing runoff to the pond. This work will be designed in-house. Interruptions in the stormwater flow are being proposed through the introduction of eight-foot-wide bands or strips of wildflowers and tall grasses, including certain tree types to encourage infiltration and stormwater quality improvements through nutrient uptake and soil activity. Work will include the installation of three six-foot diameter drainage manholes and sumps in order to address sediment and litter removal. The tree infiltration system was designed by the Conservation Commission. (Submitted by: Department of Public Works/Engineering)

The Town Manager's recommendation for Walker Pond Improvements is \$125,000 contingent on Community Preservation Funding.

### **TOWN RESERVOIR SEDIMENT REMOVAL DESIGN**

The Town entered into a Memorandum of Understanding (MOU) with the Environmental Protection Agency (EPA) to commence a Town-wide investigation of stormwater discharge to address the pollutants through stormwater into the Charles River Basin and other water bodies. Incorporated into this plan are improvements to the Stormwater Drainage System to upgrade the quality of the water discharged into the Charles River in Town. This request is to support action items identified in the MOU. In 2003, the EPA National Pollutant Discharge Elimination System (NPDES) Stormwater Drainage Permit took effect. It incorporated several requirements identified in the existing Town's MOU. In April 2016, the second permit issued by the EPA was submitted and went into effect July 1, 2018. This article addresses some of the requirements for NPDES. The sediment at the bottom of the reservoir is contaminated and must be removed. This is a category 5 impaired water body under NDPEs. Category 5 is the worst rating a water body can receive from the EPA. The Town will engage a designer to determine the best way to remove the sediment. This funding request is for the design phase of the project. The funding for the construction phase will be requested in FY2023. (Submitted by Department of Public Works/Water & Sewer)

The Town Manager's recommendation for Town Reservoir Sediment Removal Design is \$262,000 contingent on Community Preservation Funding.



**GENERAL FUND FLEET REPLACEMENT PROGRAM**

The Town's fleet replacement program was established in FY2015. The program includes a budget and schedule for the Town's rolling stock fleet of appropriately 220 vehicles, trailers, and large specialized attachments and the School Department fleet of 14 vans and buses. General purpose vehicles include pickup trucks, a variety of sedans, SUV's, vans, and police vehicles (87). They comprise approximately 39 percent of the entire fleet. General purpose vehicles are utilized in every department and are relatively inter-changeable. The replacement of these vehicles can proceed on a regular schedule and should be part of the of the Town's recurring costs. The Town relies on a number of trailers for the purpose of moving tools and equipment, hauling trash and debris, and transporting special equipment. The Town has 47 trailers which represents approximately 23 percent of the fleet. Specialized, high value vehicles and snow and ice equipment comprise the other 38 percent of the fleet. These vehicles and equipment are just as integral to Town operations as the general-purpose vehicles but serve the unique purposes of specific departments or divisions. Included in this group are the high value vehicles such as ambulances, large dump trucks, fire engines, street sweepers, and others for which appropriations need to be planned. Unless circumstances require otherwise, the proposed FY2022 fleet replacement schedule is as follows. (Submitted by: Multiple Departments)

**GENERAL FUND CORE FLEET REPLACEMENT**

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
712	Ford Econ Van E250	DPW Building Maintenance	2011	Utility Van Class 2	\$69,831
756	SUV Hybrid	DPW Building Maintenance	2010	SUV Hybrid	\$50,814
45	Ford E150 Van	DPW Engineering	2012	Utility Van	\$54,973
32	Ford F350	DPW Highway	2012	Work Truck Class 3 Pick-up	\$61,916
C-02	Chevy Tahoe	Fire Department	2016	Public Safety Response Vehicle	\$62,540
404	Ford #350 Van	Health & Human Services	2012	Large Passenger Van	\$90,050
Van 10	Toyota Sienna	School Department	2015	Passenger Van	\$51,419
Van 9	Toyota Sienna	School Department	2014	Passenger Van	\$51,419

**GENERAL FUND FLEET REPLACEMENT – SPECIALIZED EQUIPMENT**

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
10	International 7400	DPW Highway	2010	Heavy Duty Truck Class 8 Large Dump	\$284,119
39	Ford F550	DPW Highway	2012	Work Truck Class 5 Dump	\$94,210

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UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
R-03	Ford 450 Ambulance	Fire Department	2008	Ambulance	\$353,843

The Town Manager's recommendation for General Fund Core Fleet Replacement is \$402,912 to be funded by Free Cash and \$90,050 in the Tier 2 Cash Capital Category.

The Town Manager's recommendation for General Fund Specialized Equipment is \$353,843 to be funded by Free Cash and \$378,329 in the Tier 2 Cash Capital Category.

## SEWER ENTERPRISE FUND

### **SEWER MAIN REPLACEMENT/GREENDALE AVENUE/ROUTE 128**

This article is to address the Greendale Avenue/Route 128 sewer interceptor from Cheney Street to Great Plain Avenue. The existing sewer line is deteriorating and in need of rehabilitation/replacement in order to remain functional. The plan is to replace or reline the 12,000 feet (2.25 miles) of 18-inch reinforced concrete gravity sewer main running through Town property along Greendale Avenue near Cheney Street towards Route 128, along the Route 128 right of way to Great Plain Avenue. This work will be on an interceptor sewer. An interceptor sewer is a trunk sewer that collects and conveys wastewater from numerous sewer lines. During the feasibility study, the Town discovered a blockage of the sewer main and two buried manholes that prevented the consultant from providing a complete inspection of the sewer main. This request is for DPW to complete the design and construction phases of the removal of the blockage, including updating the current MassDOT permit to allow for this work and CCTC investigations of the buried manholes. Additionally, the consultant will provide a contingency plan in case of complications or breakage due to the removal of the blockage. This work is necessary in order to continue with the replacement of the sewer main. (Submitted by Department of Public Works/Water & Sewer)

The Town Manager's recommendation for Sewer Main Replacement is \$363,000 to be funded by Sewer Enterprise Fund Retained Earnings.

### **SEWER FLEET REPLACEMENT - SPECIALIZED EQUIPMENT**

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
17	Ford F550 Dump	Sewer	2012	Work Class 5 Dump Truck	\$94,210
19	Int'l 7400 Dump	Sewer	2010	Heavy Duty Class 8 Dump Truck	\$284,119

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
29	Int'l 7400 Dump	Sewer	2008	Heavy Duty Class 8 Dump Truck	\$332,531

(Submitted by Department of Public Works/Water & Sewer)

The Town Manager's recommendation for Sewer Fleet Replacement is \$710,860 to be funded by Sewer Enterprise Fund Retained Earnings.

**WATER ENTERPRISE FUND**

**WATER DISTRIBUTION SYSTEM IMPROVEMENTS/ROSEMARY**

In order to ensure a continual supply of water to the public, the Department of Public Works must partake in a rehabilitation program including maintenance, repair, and replacement of aging pipes. Replacement of water pipes is prioritized, taking into consideration the condition of the pipe, water break history, and adequacy of water flow to fire hydrants. There is a water main that is currently located under Rosemary Lake, making leaks difficult to detect and repairs difficult to conduct. The 8" water main under the lake will be removed and relocated to Rosemary Street. This request is for the construction phase of the project – the design was funded in FY2020. (Submitted by: Department of Public Works/Water & Sewer)

The Town Manager's recommendation for Water Distribution System Improvements/Rosemary is \$460,000 to be funded by Water Enterprise Fund Retained Earnings.

**WATER DISTRIBUTION SYSTEM IMPROVEMENTS DESIGN/SOUTH STREET**

In order to ensure a continual supply of water to the public, the Department of Public Works must partake in a rehabilitation program including maintenance, repair, and replacement of aging pipes. Replacement of water pipes is prioritized, taking into consideration the condition of the pipe, water break history, and adequacy of water flow to fire hydrants. This request is for the design of the replacement of the water main pipe on South Street between Charles River Street and Chestnut Street. It is past its useful life and has had numerous breaks in recent years. (Submitted by: Department of Public Works/Water & Sewer)

The Town Manager's recommendation for Water Distribution System Improvements/South Street is \$250,000 to be funded by Water Enterprise Fund Retained Earnings.

**WATER SERVICE CONNECTIONS**

There are old iron pipe water services that may need to be removed because they contain lead. There are approximately 800 services remaining to be replaced. The Town currently has in place water treatment practices that reduce the corrosion on lead

components, as well as a rigorous testing program. Originally, this program was to replace any components containing lead prior to road repaving, but the Town is ahead of that schedule and continuing to remove any necessary components. The Town continues to target the removal of any services or components containing lead in reaction to the nationwide concerns over lead. Even as more services are replaced, the Town continues with their water treatment practices and testing. Once all lead is removed from the Town system, the Water Division will continue to provide corrosion control through water treatment practices because plumbing inside buildings may still The DPW continuously replaces water connections that may have components containing lead. Over the last ten-year period the Town has replaced 1,150 service connections. Previously, this request has been requested as an annual funding of \$200,000 to replace water service connections throughout Town. Due to variability in years, the request has changed to be a \$1,000,000 request every four to five years to allow for continuous replacement as soon as possible. (Submitted by: Department of Public Works/Water & Sewer)

The Town Manager’s recommendation for Water Service Connections is \$1,000,000 to be funded by Water Enterprise Fund Debt/MWRA Grant & Loan Program.

**WATER FLEET REPLACEMENT – CORE FLEET**

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
40	Ford F350	Water	2012	Work Truck Class 4 Utility	\$78,745

(Submitted by: Department of Public Works/Water & Sewer)

The Town Manager’s recommendation for Water Core Fleet Replacement is \$78,745 to be funded by Water Enterprise Fund Retained Earnings.

**WATER FLEET REPLACEMENT – SPECIALIZED EQUIPMENT**

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
30	Ford F550	Water	2012	Work Truck Class 5 Swap Body	\$135,452
25	Ford F450	Water	2012	Work Truck Class 5 Dump	\$92,437

(Submitted by: Department of Public Works/Water & Sewer)

The Town Manager’s recommendation for Water Fleet Replacement/Specialized Equipment is \$227,889 to be funded by Water Enterprise Fund Retained Earnings.