

Executive Summary

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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 recommended capital expenditures showing specific amounts necessary for each office, department, and activity, as well as a statement of the amount required to meet the debt service requirements and other indebtedness of the Town. This plan includes the proposed FY2025 Capital Budget, which will be recommended to the Finance Committee and ultimately to Town Meeting for consideration. The projects presented for FY2026-2029 reflect an assessment by municipal departments and the School Committee of future capital needs and are primarily shown for planning purposes. While many of the out-year projects may be recommended for funding in future capital budgets, the plan is fluid and projects may be added or removed as circumstances change. Proposed financing for the recommended FY2025 Capital Budget is shown in Table 1.

**Table 1
Proposed Financing Plan**

Fund	Cash	Debt	Other	Total
General Fund Tier 1	\$9,927,361	\$6,475,000	\$1,860,000	\$18,262,361
General Fund Tier 2	\$691,707			\$691,707
General Fund Total	\$10,619,068	\$6,475,000	\$1,860,000	\$18,954,068
Community Preservation Fund	\$1,857,000			\$1,857,000
Sewer Enterprise	\$1,397,917	\$12,000,000	\$202,083	\$13,600,000
Water Enterprise	\$557,769		\$623,045	\$1,180,814
Total (all funds)	\$14,431,754	\$18,475,000	\$2,685,128	\$35,591,882

Eight Facility Plan

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 last seven years, the Town has made significant progress on this plan.

Project	Status
Rosemary Pool	The Rosemary Recreation Complex includes two pools, parking, and office and programming space for the Park & Recreation and Health Departments. The facility opened in 2018, with the first full pool season operating in 2019.
Public Safety Building & Fire Station #2	Construction of the new Fire Station #1 was completed in 2020, and the Fire Station #2 reconstruction was complete in November 2021. Occupancy of the new Police Station occurred in the winter of 2022. The public safety communications network, including towers in four locations, is also complete.
Memorial Park Fieldhouse	The Town dedicated the newly constructed fieldhouse in September 2019.
DPW Complex	This project is progressing in phases. A new fuel station was installed in 2017, and construction of the 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 of the Select Board. Funding for a refreshed feasibility study was approved at the 2022 Annual Town Meeting, and funding for design of the next phase of the project is included in this plan.
Sunita Williams Elementary School	The new school at 585 Central Avenue replaced the Hillside School on Glen Gary Road, and opened in September 2019.
Needham High School	The cafeteria was expanded in 2017, and the construction of eight new classrooms and "A" gym renovations were completed in 2018.
Emery Grover Building	The October 24, 2022 Special Town Meeting approved supplemental funding for the renovation of the Emery Grover School Administration Building. Construction began in early 2023, and School Administration staff have been relocated to the Hillside School. Occupancy is planned for late 2024.

Other Highlights

In addition to the above projects, the Town has been invited to participate in the eligibility phase for the reconstruction of the Pollard School. Funding for the feasibility study – which must be completed in collaboration with the Massachusetts School Building Authority – is included in the recommended cash capital items. This significant investment – which is required to be by cash – has resulted in changes to priority funding for other items. The plan also includes design funds for phased improvements to the Library beginning in FY2025 and renovations to the Center at the Heights in future years. The FY2025 capital budget includes funding for code compliance repairs to school auditorium light and sound – conversations about future upgrades will continue. Other large projects include environmental remediation and field renovation at Claxton Field, and replacement and expansion of the tennis courts at the High School.

In the coming years, the Town will also be required to make significant investments to improve stormwater quality. To this end, the Select Board proposed and Town Meeting voted to establish a Stormwater Stabilization Fund, appropriated to in part by a newly established stormwater fee, which will be implemented in 2024. In addition, to address an increasing number of high-intensity rainstorms, the Town will also need to assess opportunities to increase stormwater capacity. These efforts will likely require funding in the operating budget (for maintenance) and capital budget (for construction items).

Capital Planning 101

Capital Improvement Plan

A capital expenditure is defined by 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, to include personnel, supplies, and other contractual services, as well as 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 plan designed to expend monies which add to the physical assets of the Town. Capital projects typically require expenditures that take place beyond a single fiscal year, funding with debt because of significant costs shared by current and future beneficiaries, the systematic acquisition of equipment over an extended period in order to implement major operating systems or programs, and scheduled replacement or maintenance of specific elements of physical assets.

The operating and capital budgets are closely interwoven because operating costs related to capital projects are estimated and incorporated into the operating budget. Many capital projects have an impact on operating costs once constructed or acquired. Town practice is to project the net effect of a capital project 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 FY2025 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 is a preliminary planning tool and should be updated to ensure that underlying assumptions reflect changing conditions and data.
4. Debt must not be used to fund ongoing 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 seven goals that serve as key guidelines in the evaluation and prioritization of departmental spending requests.

- Goal #1: Healthy and Socially Thriving – Needham residents enjoy plentiful recreational, cultural, and educational opportunities in an environment that upholds human rights, celebrates diversity, and fosters a sense of connection among neighbors, thus strengthening their bond to the community they proudly call home.
 - Cultivates a wide range of recreational, cultural, educational, civic, and social opportunities for all socioeconomic and age groups;
 - Supports the physical and mental well-being of its community members;
 - Fosters inclusion, diversity, and equity in order to become a culturally responsive, anti-racist, and anti-biased community; and
 - Values public art.
- Goal #2: Economically Vital – Needham welcomes investment in local businesses and has a thriving local economy that contributes to a growing local tax base to support desirable community amenities and programs.
 - Has a growth mindset and encourages business development and redevelopment;
 - Supports an environment for creativity, innovation, and entrepreneurship;
 - Promotes a well-educated, skilled, and diverse work force that meets employers' needs;
 - Fosters a collaborative and resource-rich regional business climate;
 - Attracts, sustains, and retains a diverse mix of businesses, entrepreneurs and jobs that support the needs of all community members; and
 - Supports financial security and economic opportunity.
- Goal #3: Livable– Needham values diversity and a broad spectrum of housing options. The community is supported by well-maintained public infrastructure and desirable amenities that accommodate a variety of community needs.
 - Promotes and sustains a secure, clean, and attractive place to live, work and play;
 - Supports an increase of housing, including a variety of types and price points;
 - Provides high-performing, reliable, affordable public infrastructure and Town services;
 - Encourages and appropriately regulates sustainable development; and
 - Supports and enhances neighborhood livability and accessibility for all members of the community.
- Goal #4: Accessible and Connected – In Needham, people can easily and affordably travel to their desired destinations without relying solely on cars.

- Supports a balanced transportation system that reflects effective land use, manages congestion, and facilitates strong regional multimodal connections;
- Offers and encourages a variety of safe, comfortable, affordable, reliable, convenient, and clean mobility options;
- Applies Complete Street principles to evaluate and prioritize bicycle and pedestrian safety;
- Coordinates with state and federal leaders to ensure access to safe, reliable, and efficient public transit;
- Provides effective infrastructure and services that enables people to connect with the natural and built environment; and
- Promotes transportation options to remain an age-friendly community.
- Goal #5: Safe – Needham is a welcoming and inclusive community that fosters personal and community safety.
 - Provides public safety in a manner consistent with community values;
 - Provides comprehensive advanced life support level care;
 - Plans for and provides equitable, timely and effective services and responses to emergencies and natural disasters;
 - Fosters a climate of safety in homes, businesses, neighborhoods, streets, sidewalks, bike lanes, schools, and public places; and
 - Encourages shared responsibility, provides education on personal and community safety, and fosters an environment that is welcoming and inclusive.
- Goal #6: Responsibly Governed – Needham has an open and accessible Town government that fosters community engagement and trust while providing excellent municipal services.
 - Models stewardship and sustainability of the Town’s financial, human, information, and physical assets;
 - Invests in making Town-owned buildings safe and functional;
 - Supports strategic decision-making with opportunities for engagement and timely, reliable, and accurate data and analysis;
 - Enhances and facilitates transparency, accuracy, efficiency, effectiveness, and quality service in all municipal business;
 - Supports, develops, and enhances relationships between the Town and community and regional partners;
 - Proactively reviews and updates Town policies and regulations and ensures compliance;
 - Promotes collaboration between boards and committees;
 - Values the local government workforce;
 - Identifies and implements strategies to hire, support and retain diverse staff at every level of the organization; and
 - Prioritizes acquisition of strategic parcels.
- Goal #7: Environmentally Sustainable – Needham is a sustainable, thriving and equitable community that benefits from and supports clean energy; preserves and responsibly uses the earth’s resources; and cares for ecosystems.
 - Combats the climate crisis;
 - Prioritizes sustainability, including transitioning from fossil fuels to clean, renewable energy;
 - Encourages the efficient use of natural resources; and
 - Protects and enhances the biodiversity and vitality of ecological systems.

Financial Benefits of Capital Planning

Needham's capital planning initiatives have contributed to the successful maintenance of a AAA bond rating from Standard and Poor's. This bond rating places Needham in the top tier of Massachusetts municipalities 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 result in higher interest rates on bond issues and the diversion of tax dollars towards interest. 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 bonds are issued infrequently, and at times when the Town can take advantage of low interest rates.

Development of the CIP

The process for preparing the FY2025-2029 CIP and associated FY2025 Capital Budget involved active participation by the Town Manager, Deputy 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 CIP. The Town's capital improvement policies provide guidance for assessing capital needs. These policies 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 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. The Deputy Town Manager/Director of Finance periodically reviews a five-year pro forma forecast, which is one of the tools used to forecast capital funding availability.

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

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Late Autumn/Early Winter — The Deputy Town Manager/Director of Finance updates the preliminary debt schedules and financial forecasts in order to provide context to the capital budget as well as the five-year CIP, and the Town Manager presents the Select Board with a proposed five-year plan.

January – The Town Manager transmits the CIP, along with any recommendations made by the Select Board, to the Finance Committee by the 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 \$9,927,361 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 that costs less than \$250,000, and 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 located on Town property and under the jurisdiction of the Town Manager, to include any Town-owned building,

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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 \$1,000,000 in 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.

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 the CIP. 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 \$1,397,917 in Tier 1 funding from Sewer Enterprise Fund retained earnings and \$557,769 in Tier 1 funding from Water Enterprise Fund retained earnings.

Debt – The Select Board's debt management policies provide guidance in translating capital expenditures into annual debt service. 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. This plan includes \$6,475,000 in projects to be funded through General Fund debt.

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 \$1,857,000 in projects contingent upon Community Preservation Funding for FY2025. The Community Preservation Committee has not yet made recommendations for FY2025 funding.

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. This plan includes \$2,685,128 contingent on other available funds (including American Rescue Plan Act or other State/Federal Funding) for FY2025.

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, Infrastructure, Equipment, Technology, and Fleet

While significant investments in many capital facilities are still required, the Town has made an extraordinary investment in public infrastructure over 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. As noted previously, the Town has seen significant progress in several major building projects over the last few years. The Town has also continued its investment in athletic facilities, parks, and recreational amenities, such as Walker Gordon Field, Greene’s Field and playground, Newman Fields, Eastman Trail, Rail Trail, Amity Path, 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. Investment in equipment, technology and fleet is primarily in Public Safety, Public Schools, and Public Works. Table 2 shows the Town’s investment in facilities and infrastructure for the five-year period FY2020 through FY2024, and Table 3 shows the Town’s investment in equipment, technology, and fleet for the same period.

**Table 2
Facility and Infrastructure Investment FY2020 to FY2024**

Description	2020	2021	2022	2023	2024	Total	Average
Municipal Facilities	\$794,000	\$460,000	\$1,896,000	\$544,500	\$135,000	\$3,829,500	\$765,900
Fields, Open Space, Playgrounds, & Trails	\$3,662,000	\$101,500	\$2,568,091	\$2,550,000	\$1,630,000	\$10,511,591	\$2,102,318
Public Works Infrastructure Program	\$2,219,550	\$820,500	\$2,639,000	\$4,001,000	\$2,891,500	\$12,571,550	\$2,514,310
School Facilities	\$1,471,200	\$1,016,000	\$1,848,100	\$24,011,250	\$9,250,000	\$37,596,550	\$7,519,310
Drains, Sewer, and Water Infrastructure	\$7,021,500	\$270,000	\$2,073,000	\$610,000	\$7,313,500	\$17,288,000	\$3,457,600
Total Appropriations	\$15,168,250	\$2,668,000	\$11,024,191	\$31,716,750	\$21,220,000	\$81,797,191	\$16,359,438

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**Table 3
Equipment, Technology, and Fleet Capital FY2020 to FY2024**

Description	2020	2021	2022	2023	2024	Total	Average
All Other Functions	\$137,960		\$56,000	\$160,000	\$90,000	\$443,960	\$88,792
Public Facilities & Works	\$68,000	\$192,000	\$38,000			\$298,000	\$99,333
Public Safety	\$43,424	\$109,309	\$266,055	\$53,174	\$81,215	\$553,177	\$110,635
Public School	\$35,000	\$35,000	\$25,000	\$25,000	\$25,000	\$145,000	\$29,000
Equipment	\$284,384	\$336,309	\$385,055	\$238,174	\$196,215	\$1,440,137	\$327,761
All Other Functions	\$85,600	\$65,600	\$48,500	\$146,280	\$185,000	\$530,980	\$106,196
Public Facilities & Works				\$50,000		\$50,000	\$12,500
Public Safety	\$852,550		\$50,000	\$50,000		\$952,550	\$238,138
Public School	\$684,820	\$648,995	\$540,914	\$490,275	\$530,129	\$2,895,133	\$579,027
Technology	\$1,622,970	\$714,595	\$639,414	\$736,555	\$715,129	\$4,428,663	\$935,860
All Other Functions	\$33,085					\$33,085	\$11,028
Public Facilities & Works	\$1,245,083	\$1,132,090	\$1,255,028	\$1,222,645	\$2,510,716	\$7,365,562	\$1,473,112
Public Safety	\$35,249	\$392,981	\$416,383	\$84,845	\$2,816,225	\$3,745,683	\$749,137
Public School	\$158,718	\$104,748	\$102,838	\$108,100	\$143,396	\$617,800	\$123,560
Fleet	\$1,472,135	\$1,629,819	\$1,774,249	\$1,415,590	\$5,470,337	\$11,762,130	\$2,356,837
Total Appropriations	\$3,379,489	\$2,680,723	\$2,798,718	\$2,390,319	\$6,381,681	\$17,630,930	\$3,620,458

Project Summaries – Recommended Projects for Fiscal Year 2025

GENERAL GOVERNMENT

TOWN FACILITY REPLACEMENT FURNITURE AND OFFICE FIXTURES

This funding request is for the replacement of furniture in Town Hall and the Public Services Administration Building. These facilities were equipped with new furniture when they reopened and opened in 2011 and 2010 respectively. In FY2025, some furniture will be well over 10 years old, and many items require replacement due to heavy wear and tear. (Submitted by the Select Board and the Office of the Town Manager)

The Town Manager's recommendation for Town Facility Replacement Furniture and Office Fixtures is \$40,000 to be funded by Free Cash.

POWERS HALL IT AND AV

This funding will support updating IT and AV equipment and infrastructure in and supporting Powers Hall. While some IT and AV assets are and will continue to be replaced relatively easily on an as-needed basis, larger updates are required to improve reliability and usability for the coming decades. This project includes both the design and build phases. The design phase will permit a full scope design of both the required improvements and the requisite facilities modifications needed to facilitate the improvements. The build phase will implement the design. (Submitted by the Select Board and the Office of the Town Manager)

The Town Manager's recommendation for Powers Hall IT and AV is \$220,000 to be funded by Free Cash.

TELEPHONE SYSTEM REPLACEMENT

This funding request will replace legacy telephone ("landline") technology that is increasingly prone to degradation and failure. Due to the shift in the market from landlines to cellular data and voice over internet protocol (VOIP), replacement infrastructure, parts, and equipment required for the Town's systems are no longer able to be efficiently procured. Similarly, utilities that manage landline infrastructure have drawn down investment in this infrastructure, in line with market trends. This has led to an increasingly unreliable system prone to unscheduled outages and degraded performance over a system that provides a vital and equitable link between residents and Town government. (Submitted by the Finance Department)

The Town Manager's recommendation for Telephone System Replacement (\$500,000) is to defer action until fall, 2024 at the earliest, dependent on the outcome of an on-going pilot program.

NON-PUBLIC SAFETY AND PUBLIC SAFETY DATA CENTERS AND NETWORKING EQUIPMENT REPLACEMENT

This funding request is for the replacement of servers, storage units, data center switching, a network core switch, firewalls, and services for installation needed in the Town Hall data center (Data Center 1), Public Safety Building data center (Data Center 2) and Public Services Administration Building (Staging 1). Data Center 1 is the primary data center where Town Departments access files and programs, the internet, and where network and internet security take place, Data Center 2 acts as fail over in case the Town Hall network and infrastructure go offline and will require duplicate hardware as designed for Data Center 1. Staging 1 is being delegated as a location for file staging prior to backing up to the cloud. The servers and storage units in Data Center 1, as well as in Data Center 2, are physical devices that support over 120 virtual servers with corresponding data maintained on the storage units. There are other physical servers that are for specific software solutions such as financial operations. (Submitted by the Finance Department)

The Town Manager's recommendation for Non-Public Safety and Public Safety Data Centers and Networking Equipment Replacement is \$600,000 to be funded by Free Cash.

TOWN BUILDING SECURITY AND TRAFFIC CAMERAS REPLACEMENT

This funding request is for the replacement and upgrade of traffic cameras and security cameras at intersections and buildings. Traffic cameras are currently located at two intersections downtown, Great Plain at Chapel and Chestnut, and Great Plain at Highland and Dedham. The downtown intersections are both traffic management control and equipped with cameras. The traffic control cameras, at the time of installation, were low resolution and will be updated to cameras with higher resolution to better help control traffic. The security cameras are not only for the intersections above which have been added over the last ten years during construction and retrofitting across the Town at multiple municipal buildings and locations. Each building with security cameras also maintains a Digital Video Recorder which currently are backed up through the local area network to a storage unit in the Public Services Administration Building (Staging 1). The cameras installed on municipal buildings are high resolution cameras used for maintaining the security of the buildings and properties. The Town is pursuing several different funding opportunities for improving the traffic cameras, so the recommended funding is for building security cameras only. (Submitted by the Finance Department)

The Town Manager's recommendation for Town Building Security and Traffic Cameras Replacement is \$190,000 to be funded by Free Cash.

PUBLIC SAFETY

PERSONAL PROTECTIVE EQUIPMENT

This funding request will replace Personal Protective Equipment (PPE) – known as "bunker gear" – for 20% of all firefighting personnel on an annual basis. This is to ensure the life span of the equipment does not exceed the 10-year guideline. All line personnel now have two sets of PPE available. By having a second set of PPE, fire personnel are able to clean one set after an incident while remaining in service for other emergencies. Properly maintaining PPE helps ensure its expected longevity and can significantly reduce long term health risks faced by personnel. (Submitted by the Fire Department)

The Town Manager's recommendation for Personal Protective Equipment is \$54,290 to be funded by Free Cash.

LIFEPAK 15 V4 MONITOR/DEFIBRILLATOR

This funding request will replace lifesaving hardware for public safety personnel. The Physio Lifepak 15 (LP15) is the cardiac monitor/defibrillator that the Department uses on frontline rescues. The Department has two frontline rescues with two backup units. The average lifespan for this piece of lifesaving equipment is estimated to be about five years. At the time of this request, the Town currently has only one operating LP15. The Town was notified that Stryker no longer has parts or services for older generation models. As a result, the Town is currently using a "loaner" LP15 from Stryker. Having an additional LP15 will allow the Town to act swiftly if one of the main LP15 devices were to have a service issue. (Submitted by the Fire Department)

The Town Manager's recommendation for Lifepak 15 Equipment is \$44,671 to be funded by Free Cash.

PUBLIC SCHOOLS

POLLARD MIDDLE SCHOOL RENOVATION/ADDITION FEASIBILITY STUDY

This funding request is for a feasibility study of renovation of the Pollard Middle School. The Town has been invited to participate in the eligibility phase of the Massachusetts School Building Authority process. Feasibility includes funding for OPM, designer, survey, initial geotechnical analysis, wetlands, hazardous materials and traffic study costs. This project assumes that the Pollard would be constructed in partnership with the Massachusetts School Building Authority (MSBA), at a potential reimbursement rate of 20-22% of total project costs. The Pollard School project has been the subject of the School Committee's master planning process for many years. (Submitted by Needham Public Schools)

The Town Manager's recommendation for Pollard Middle School Renovation/Addition Feasibility Study is \$3,950,000 to be funded by Free Cash.

NEWMAN PRESCHOOL PLAYGROUND UPDATE WITH SHADE STRUCTURE

This funding request is for the additional funds required to install a shade structure that also functions as climbing equipment and to replace the existing poured-in-place surface. The estimated cost of the renovated playground is \$228,800, toward which the School Department proposes to apply the \$69,200 previously appropriated for a custom shade shelter (Article 37 of the 2019 Annual Town Meeting), as well as \$105,600 in reserved fund balance from the Preschool Revolving Fund. The additional amount required to complete this project is \$54,000. (Submitted by Needham Public Schools)

The Town Manager's recommendation for Newman Preschool Playground Update with Shade Structure is \$54,000 to be funded by Free Cash.

NEEDHAM HIGH SCHOOL FITNESS CENTER EQUIPMENT REPLACEMENT

This funding request is for the purchase of equipment for the Needham High School Fitness Center, which is undergoing modernization to increase student use, improve accessibility, and better meet student needs. This request anticipates that \$25,000 in offsetting funds will be available. (Submitted by Needham Public Schools)

The Town Manager's recommendation for Needham High School Fitness Center Equipment Replacement is \$32,673 to be funded by Free Cash.

SCHOOL COPIER REPLACEMENT

This funding request is to replace three copiers in the following locations: Production Center, Emery Grover, and Needham High School. School photocopiers in all school buildings are used both by administrative and teaching staff. 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. This analysis also assumes that copiers are re-deployed around the District as needed, to better match projected usage with equipment capacity. (Submitted by Needham Public Schools)

The Town Manager's recommendation for School Copier Replacement is \$66,767 to be funded by Free Cash.

SCHOOL FURNITURE

This funding request is a recurring capital item to replace furniture in poor and fair condition and to provide new classroom furniture as needed for new enrollment or replacement purposes. (Submitted by Needham Public Schools)

The Town Manager's recommendation for School Furniture is \$25,000 to be funded by Free Cash.

SCHOOL TECHNOLOGY

This funding request is a recurring capital item to fund the School Department technology replacement program. This program funds replacement of 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. The FY2025 School Technology request includes \$548,150 for hardware and \$113,000 for infrastructure replacement. (Submitted by Needham Public Schools)

The Town Manager's recommendation for School Technology is \$661,150 to be funded by Free Cash.

THEATRICAL LIGHTING, SOUND & RIGGING REPAIRS & UPGRADES

This request is for funds to complete code compliance repairs in all three auditoriums. Funding requested for upgrades theatrical lighting and sound will be revisited in future years. (Submitted by Needham Public Schools)

The Town Manager's recommendation for Theatrical Lighting, Sound & Rigging Repairs & Upgrades is \$114,630 to be funded by Free Cash.

PUBLIC WORKS

ELECTRIC VEHICLE CHARGING STATIONS

This request is for funding at a minimum one Level 2 charger (typically used for regular passenger vehicles and smaller trucks) and four Level 3 chargers (used to charge mid-sized vehicles more quickly or to feasibly charge larger trucks and high-capacity passenger vehicles). The Town will purchase and install additional chargers if outside funding is received. (Submitted by Public Works - Administration)

The Town Manager's recommendation for Electric Vehicle Charging Stations is \$800,000 to be funded by Free Cash.

PUBLIC WORKS FACILITIES IMPROVEMENTS

This request is for funding of Phase One design of the DPW Facilities Improvement. Phase One is to construct a new fleet maintenance facility as an expansion of the Jack Cogswell Building that will house the Fleet Division, including fleet storage and the equipment and facilities needed for their daily operations. Funding for the construction phase of this project is planned for fall 2026. (Submitted by Public Works - Administration)

The Town Manager's recommendation for Public Works Facilities Improvements is \$2,300,000; \$1,600,000 to be funded by General Fund debt, \$523,720 to be funded by alternative funding sources, and \$176,280 to be provided from Enterprise Fund sources.

DPW SPECIALTY EQUIPMENT

This request is for large equipment that fits the definition of capital but is not included in the fleet request because the equipment is not a registered vehicle. Specialty equipment proposed for FY2025 includes a John Deere Gator (\$32,400) and a Smithco Super Start Renovator (\$31,400) for the Parks & Forestry Division, as well as a Dynapac Roller (\$55,700) and a Salso Paver (\$60,500) for the Highway Division. (Submitted by Public Works - Administration)

The Town Manager's recommendation for DPW Specialty Equipment is \$180,000 to be funded by Free Cash.

ELIOT BOILER REPLACEMENT DESIGN

This request is for the design phase of the project to replace both boilers at the Eliot School. The design for the replacements would include high efficiency condensing boilers. This setup would both improve the performance and reliability of the boilers and the energy efficiency of the system. This request has been advanced from FY2026 to FY2025 due to the continued deterioration of the boilers warranting more frequent and increasingly expensive repairs. (Submitted by Public Works - Building Maintenance)

The Town Manager's recommendation for Eliot Boiler Replacements is \$34,000 to be funded by Free Cash.

SUSTAINABLE BUILDING RETROFIT PROGRAM

This request is for lighting upgrade projects at the Broadmeadow and High Rock schools, converting their existing outdated lighting to high-efficiency LED systems. Similar projects have been successfully completed in the past few years at the Pollard, Newman, Mitchell, and Hillside schools, and these projects would be modeled on those. Building Maintenance plans to continue these lighting upgrade projects at all Town and School buildings wherever feasible to reduce energy consumption and to take advantage of state programs that subsidize their cost. This request was previously submitted as "Energy Efficiency Upgrades". The project title change is to reflect the more holistic purpose of the projects. (Submitted by Public Works – Building Maintenance)

The Town Manager’s recommendation for Sustainable Building Retrofit Program is \$100,000 to be funded by Free Cash.

NPDES SUPPORT PROJECTS

This funding request is for identification of opportunities for stormwater quality improvements. Such opportunities are vital for the Town to achieve Town’s full compliance with federal stormwater standards. FY2025 funding is planned for NPDES program objectives in Watershed Areas 4, 5, and 6. (Submitted by Public Works – Engineering)

The Town Manager’s recommendation for NPDES Support Projects (\$806,000) is to defer funding until the new fee is implemented.

GPS EQUIPMENT

This request is for the purchase and installation of replacement GPS units fleet-wide (approximately 80 units) that are compatible with the modern software platform. These new units will restore DPW's ability to generate reporting on the locations of its assets and operators. The replacement units would also allow the ability to physically integrate with the vehicles' systems with reporting features designed to support snow fighting operations. (Submitted by Public Works – Fleet)

The Town Manager’s recommendation for GPS Equipment is \$75,000 to be funded by Free Cash,

COMMUNITY SERVICES

LIBRARY RENOVATION: YOUNG ADULT AREA DESIGN

This request is for the design phase of a project to expand and improve the young adult area. Recommendations from the Utile space study that would be further detailed in the design phase include: an expanded footprint of the young adult area on the second floor, installing glass walls and doors to enclose the young adult space while maximizing daylight and providing visibility, removing the built-in desk in the existing teen room, providing a variety of seating options for groups and individuals, improving the HVAC systems in the young adult area, addressing acoustic impacts of the young adults on the rest of the library, and adding a dedicated young adult staff desk. (Submitted by the Needham Free Public Library)

The Town Manager's recommendation for Library Renovation: Young Adult Area Design is \$454,000 to be funded by Free Cash.

LIBRARY TECHNOLOGY PLAN

This request is for the replacement of self-check stations, catalog computers and monitors, Chromebooks and laptops, a pay-station computer and monitor, and gaming systems. (Submitted by the Needham Free Public Library)

The Town Manager's recommendation for Library Technology Plan is \$47,000 to be funded by Free Cash.

ATHLETIC FACILITY IMPROVEMENTS

This request is for the funding of design and construction phases of planned improvements to Town athletic fields as well as improvements to some of their adjacent passive recreation areas. The FY2025 request is for the construction phase of the Claxton Field Renovation, including environmental remediation, and for fencing improvements at the DeFazio Complex. (Submitted by the Park & Recreation Department)

The Town Manager's recommendation for Athletic Facility Improvements is \$3,600,000 to be funded by General Fund debt and \$417,000 contingent on Community Preservation Funding.

HIGH SCHOOL TENNIS COURT IMPROVEMENTS - CONSTRUCTION

This request is for the construction to renovate four courts and install four new tennis courts at Needham High School. All courts include post-tension concrete as the base. Post-tension concrete is now an industry norm as the warranty on post-tension concrete is 25+ years. An asphalt-based tennis court has a 5- to 7-year warranty with many factors influencing surface deterioration. (Submitted by the Park and Recreation Department)

The Town Manager's recommendation for High School Tennis Court Improvements – Construction is \$1,000,000 to be funded from the Athletic Facility Stabilization Fund, \$10,804 to be funded from alternative funding sources, \$149,196 to be funded from Overlay Surplus, and \$1,440,000 contingent of Community Preservation Funding.

GENERAL FUND FLEET REPLACEMENT PROGRAM

This request is for the Town’s fleet replacement program, established in FY2015. The program includes a budget and schedule for the Town’s rolling stock fleet of appropriately 270 vehicles, trailers, and large specialized attachments and the School Department fleet of vans and buses. The fleet program is classified across three categories, which have been revised from FY2024: core fleet (general purpose vehicles), special purpose/high value vehicles, and trailers (requires another vehicle to transport). General purpose vehicles include pickup trucks, a variety of sedans, SUVs, and vans (police vehicles are not included). They comprise approximately 44 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 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, which represents approximately 23 percent of the fleet. Specialized, high value vehicles and snow and ice equipment comprise the other 33 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 FY2025 fleet replacement schedule is presented below. (Submitted by Multiple Departments)

GENERAL FUND CORE FLEET REPLACEMENT

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
703	Ford Transit Connect Cargo	DPW Building Maintenance	2015	Utility Van (Electric)	81,647*
302	N/A	DPW Parks and Forestry	N/A	Small Pickup	50,880*
C-43	Ford Escape	Fire Department	2017	Public Safety Response Vehicle	72,523
588	Ford F-150	Police Department	2014	Work Truck Class 3	82,902*
New	N/A	Needham Public Schools	N/A	Utility Van with Lift	66,388*

The Town Manager’s recommendation for General Fund Fleet Core Replacement is \$354,340 in the Tier 2* Cash Capital category.

GENERAL FUND FLEET REPLACEMENT – SPECIALIZED EQUIPMENT

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
72	Ford F550 Super Duty	DPW Parks and Forestry	2015	Work Truck Class 5 Chip Box	152,142*
74	Ford F550 Super Duty	DPW Parks and Forestry	2016	Work Truck Class 5	116,996*
350	John Deere Tractor Loader 4720	DPW Parks and Forestry	2010	Work Truck Class Specialty Tractor	68,229*
61	Genie Forklift	DPW RTS	2013	Forklift	149,884
E-04	E-One Cyclone II Fire Truck	Fire Department	2005	Fire Engine	1,275,000
89T	Warren Open-Top Trailer	DPW RTS	2017	Specialty Trailer	\$119,296

The Town Manager’s recommendation for General Fund Fleet Specialized Equipment Replacement is \$1,751,474, \$269,180 to be funded by Free Cash in the Tier 1 Cash Capital category, \$337,367 in the Tier 2* Cash Capital Category, and \$1,275,000 to be funded by General Fund debt.

TRANSPORTATION NETWORK

TRANSPORTATION SAFETY COMMITTEE PROJECTS

This request is for funding construction-related transportation safety projects and interventions in response to resident petitions, including roadway geometry changes, accessibility ramps, crosswalks, flashing LED pedestrian signs, speed radar signs, "Stop", "School Zone", and "Children Playing" signs, and other pedestrian improvements. In 2023, the committee transitioned from the Traffic Management Advisory Committee (TMAC) to the Transportation Safety Committee (TSC), which has a wider scope and range of interventions. The amount has increased by \$50,000 annually to address the additional needs coming from the TSC as well as the estimated increase in costs to complete the proposed projects. (Submitted by Public Works – Engineering)

The Town Manager's recommendation for the Transportation Safety Committee (TSC) is \$100,000 to be funded by Free Cash.

QUIET ZONE SAFETY UPGRADES

This request is for the design and potentially construction phase of a plan to upgrade each grade crossing in Needham with the goal of achieving a Quiet Zone designation from the MBTA. The design will include a review of the necessary upgrades to MBTA infrastructure and railroad controller equipment, and the design for the installation of quad-gates as well as vehicle and pedestrian detection systems. This request is a placeholder – the Town has engaged a consultant and has created a Quiet Zone Working Group to make final recommendations on construction and costs. (Submitted by Public Works – Engineering)

The Town Manager's recommendation for Quiet Zone Safety Upgrades is \$1,340,000 to be funded by Free Cash.

PUBLIC WORKS INFRASTRUCTURE PROGRAM

This request is for the Public Works Infrastructure Program which 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 aims to resurface 17 lane miles (or 120,000 square yards) per year, either through traditional milling and paving, micro surfacing, or rubber chip seal surface treatments, as appropriate. The cost per lane mile for resurfacing in FY24 is \$128,000 or more per lane mile. A basic overlay at 1.5 inches with asphalt berm curb and casting adjustments is \$105,000 per lane mile. The cost of micro surfacing treatments and rubber chip seal surfacing treatments are approximately \$6.13 per square yard.

Target funding for street resurfacing in FY2025 is \$1,655,000.

SIDEWALK PROGRAM FY2024 contract pricing to reconstruct one mile of asphalt sidewalk with incidental costs is estimated to be \$451,440 per mile (\$85.50/lf). Contract pricing to install a mile of granite curb with minor drainage improvements and incidental costs is estimated to be \$485,760 per mile (\$92.00/lf). These costs do not include engineering, design, tree removal and replacement, major drainage improvements, or major public or private property adjustments.

Target funding for the sidewalk program in FY2025 is \$995,500.

INTERSECTION IMPROVEMENTS

This request is for improvements at the Hunnewell Street at Central Avenue intersection. There have been traffic flow concerns along Central Avenue, including at the intersection at Hunnewell Street. The traffic signal system at this intersection is outdated and beyond its useful life. This project would include a replacement/improvement of the traffic signal system. The new traffic signal system would feature modern technology better able to control the flow of traffic through the intersection, reducing traffic back-ups. The signals would be located in a way that leaves space for further improvements to the overall layout of the intersection to comply with Complete Streets principles. This project would be part of a larger traffic improvement plan along Central Avenue.

Target funding for Intersection Improvements for FY2025 is \$1,100,000.

Stormwater Capacity Master Plan

The request is to fund a Stormwater Master Plan that would evaluate the capacity and the condition of the existing Townwide stormwater drainage system. The master plan would identify, prioritize, and address the health and safety, regulatory, and capacity concerns associated with the management of stormwater. It would also provide estimates for the financial investments that would be required for the construction and maintenance of future storm drain improvement projects to be funded out of the infrastructure article, including storage areas for discharge (e.g. retention ponds, underground vaults, dry wells). The Stormwater Master Plan would be closely tied to the ongoing master planning of the Town's brooks and culverts, which function as another important component of the stormwater network capacity by controlling the flow of surging water during heavy rains/storms. Destructive flooding in the summer of 2023 continued a pattern of increasingly erratic weather that is expected to worsen over time, further illustrating the need to continuously maintain and improve stormwater management infrastructure through holistic planning. It is difficult to ensure that the DPW is targeting projects that will have the maximum impact without a comprehensive master plan to inform the Town's stormwater strategy.

In addition to the capacity and resiliency considerations, the Stormwater Master Plan would also allow the Town to identify ways to improve surface water quality by mitigating pollutants through the stormwater drainage system. This portion of the Master Plan would assist the DPW in their efforts to comply with standards set by the National Pollutant Discharge Elimination System (NPDES) permit.

Target funding for guardrail improvements for FY2025 is \$250,000.

BROOKS AND CULVERTS

This request is for the design phase of the project. Funding for the construction phase will be requested for FY2027. Alder Brook is considered a category 5 impaired water body under NDPEs. Category 5 is the worst rating a water body can receive from the EPA. An engineering consultant will be brought in to design a project to remove sediment and vegetation from the brook as well as repair/replace failing walls/culverts. The design will be focused on effectively cleaning the brook to remove the phosphorus contaminated sediment and improve the overall water quality. The section of the brook being addressed is from Webster Street at Dedham Avenue to the Charles River.

Target funding for Brooks and Culverts improvements for FY2025 is \$225,000.

(Submitted by Department of Public Works – Engineering)

The Town Manager's recommendation for Public Works Infrastructure is \$475,000 to be funded by Free Cash. A portion of the unfunded request may be funded through State Highway Funds (Chapter 90).

SEWER ENTERPRISE FUND

SEWER MAIN REPLACEMENT

This request is for the second construction phase of the Interceptor Phase 2 project. The funding for the design phase was approved in FY2023, and the first construction phase was funded through the American Recovery Plan Act (ARPA). The Town is actively working on identifying and applying for funding from other grants and external funding sources from state agencies such as the MWRA and MassDEP (SRF loan program). The second phase involves the replacement of a section of the sewer interceptor under the MBTA tracks, as well as additional lining south of the tracks. The existing interceptor is struggling to handle the sewer flow, so it is necessary to replace part of this segment with larger piping to increase its capacity while lining the rest to prevent collapse and infiltration. The limits of work for the second construction phase are from Kenney Street to Valley Road at Norwich Road (replacement of 2,900 linear feet) and from Valley Road at Norwich Road to the MWRA sewer siphon (lining of 3,400 linear feet). (Submitted by Department of Public Works – Water & Sewer)

The Town Manager's recommendation for Sewer Main Replacement is \$1,397,917 in Sewer Enterprise Fund retained earnings, \$202,083 from alternative funding sources, and \$12,000,000 from Sewer Enterprise Fund debt.

WATER ENTERPRISE FUND

DPW SPECIALTY EQUIPMENT - WATER DIVISION

This request is for large equipment that fits the definition of capital but is not included in the fleet request because the equipment is not a registered vehicle. Specialty equipment proposed for FY2025 includes a new mini excavator (\$67,500). (Submitted by Department of Public Works – Water & Sewer)

The Town Manager’s recommendation for DPW Specialty Equipment - Water Division is \$67,500 funded by Water Enterprise Fund Retained Earnings.

WATER SERVICE CONNECTIONS

This request is funding to develop a plan to document and identify all known and unknown water service pipe materials and their locations, confirm the unknown services through test pit excavation, and remove old lead or plastic service connections wherever they exist, replacing them with new copper service piping. Services identified for replacement could range from supply mains into residential homes just prior to the water meters. (Submitted by Department of Public Works – Water & Sewer)

The Town Manager’s recommendation for Water Service Connections is \$376,955 in Water Enterprise Fund Retained Earnings and \$623,045 in alternative funding sources.

WATER FLEET REPLACEMENT

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
151T	Ingersoll Rand	DPW Water	2008	Specialty Trailer	31,323
157T	PP&P E6 Portable Pump Trailer	DPW Water	2012	Specialty Trailer	81,991

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

The Town Manager’s recommendation for Water Fleet Trailer Replacement is \$131,314 funded by Water Enterprise Fund Retained Earnings.