

Executive Summary

Section One

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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 FY2023 Capital Budget, which will be recommended to the Finance Committee and ultimately to Town Meeting for consideration. The projects presented for FY2024-2027 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 FY2023 Capital Budget is shown in Table 1.

**Table 1
Proposed Financing Plan**

Fund	Cash	Debt	Other	Total
General Fund Tier 1	\$6,778,314	\$13,400,000	\$356,000	\$20,534,314
General Fund Tier 2	\$2,744,500		\$1,650,000	\$4,394,500
General Fund Total	\$9,522,814	\$13,400,000	\$2,006,000	\$24,928,814
Community Preservation Fund	\$1,293,000	\$6,000,000		\$7,293,000
Sewer Enterprise	\$901,255		\$500,000	\$1,401,255
Water Enterprise				
Total (all funds)	\$11,717,069	\$19,400,000	\$2,506,000	\$33,623,069

FY2023 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 last five years, the Town has made significant progress on this plan.

Rosemary Pool – The Town approved construction of the Rosemary Recreation Complex, which includes two pools, parking, and provides office and programming space for the Park & Recreation and Health & Human Services departments. The facility opened for its first full season 2019 and served close to 50,000 individuals. It operated at a reduced capacity in 2020 and 2021 due to the COVID-19 pandemic.

Public Safety Building & Fire Station #2 – Voters approved funding for the total reconstruction of the Public Safety Building and Fire Station #2 on November 6, 2018. Construction of Fire Station #1 (the first phase of the Public Safety Building project) was completed in 2020, while construction of the Police Station (the second phase of the Public Safety Building Project) remains underway, with expected completion in spring 2022. Construction of Fire Station #2 commenced in early 2020 and was completed in November 2021. 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 also complete.

Memorial Park Fieldhouse – The Town dedicated the new fieldhouse in September 2019, and it is currently in use.

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 is recommended under the Tier 2 category for FY2023.

Sunita Williams 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 – The October 25, 2021 Special Town Meeting approved funding for design and engineering services for the renovation of the Emery Grover School Administration Building. Funding for the construction phase of the project is recommended for FY2023.

Capital Improvement Plan January 2022

In addition to the above projects, the School Committee is continuing its School Master Planning process to evaluate and plan for the future use of school facilities. The School Committee selected a preferred option to replace the Mitchell School, create a 6 – 8 middle school by adding onto the Pollard 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 investments to improve stormwater quality. This effort will likely require funding in the operating budget (for maintenance) and capital budget (for construction items). The Select Board will consider options for funding the new investments, to include the option of instituting a stormwater fee, creation of a stormwater fund, and/or use of American Rescue Plan Act (ARPA) funds.

The American Rescue Plan Act (ARPA) of 2021 will provide the Town with approximately \$9.2 million to allocate to health and human services, economic development, and infrastructure such as water, sewer and drains. This plan includes projects proposed to be funded through ARPA.

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 FY2023 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 the following core budget priorities for general government operations. These priorities serve as a key guideline in the evaluation of departmental spending requests.

- a. Supporting items that contribute to the Town's recovery from the COVID-19 Pandemic.
- b. Support for initiatives that ensure that Needham is a welcoming and inclusive community that fosters personal and community safety and ensures that all residents are secure and cared for during emergencies and natural disasters.
- c. Supporting initiatives to ensure that Needham residents enjoy high levels of physical and mental well-being and abundant recreational, cultural and educational opportunities in an environment where human rights are respected, diversity is celebrated, and neighbors feel connected.
- d. Supporting 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 parks, along with the resources to support adequate staffing to accomplish this goal, particularly in Public Works and Park & Recreation.
- e. Ensuring that Needham has the economic opportunities and resources for residents and businesses to thrive in our community.
- f. Ensuring that 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.
- g. Creating or strengthening a multi-modal transportation system that gets people where they want to go, when they want to get there, safely and cost-effectively.
- h. 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.
- i. 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.
- j. Supporting excellent customer service, responsible management of the Town's assets, data-driven decision-making, and community engagement.
- k. Maximizing resources within the limits of Proposition 2 ½ to avoid operating overrides.

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 FY2024-2027 CIP and associated FY2023 Capital Budget involved 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 CIP. The Town's capital improvement policies provide guidance for assessing capital needs. 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 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 Assistant Town Manager/Finance Director periodically develops a five-year pro forma budget which is one of the tools used to forecast capital funding availability. The pro forma update has been delayed due to added demands resulting from COVID-19.

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 CIP, and the Town Manager presents the Select Board with a proposed five-year plan.

Capital Improvement Plan January 2022

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 \$6,778,314 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 located on Town property and under the jurisdiction of the Town Manager, to include 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.

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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 FY2023.

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 \$901,255 in funding from Sewer Enterprise Fund retained earnings for FY2023.

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 \$13,400,000 in projects to be funded through General Fund debt, and \$6,000,000 in projects to be funded through Community Preservation Fund debt for FY2023.

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 \$7,293,000 in projects contingent upon Community Preservation Funding for FY2023.

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 \$2,506,000 contingent on other available funds (American Rescue Plan Act or other State/Federal Funding) for FY2023.

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 & 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 the five-year period FY2018 through FY2022, and Table 3 shows the Town's investment in equipment, technology and fleet for the same period.

Capital Improvement Plan
January 2022

Table 2
Facility and Infrastructure Investment FY2018 to FY2022

Description	2018	2019	2020	2021	2022	Total	Average
Municipal Facilities	\$6,126,000	\$74,641,000	\$794,000	\$0	\$1,896,000	\$83,457,000	\$16,691,400
Townwide Facilities and Community Services	\$17,202,000	\$8,826,000	\$3,662,000	\$561,500	\$2,568,091	\$32,819,591	\$6,563,918
Public Works Infrastructure Program	\$2,011,000	\$2,508,500	\$2,219,550	\$820,500	\$2,639,000	\$10,198,550	\$2,039,710
School Facilities	\$15,168,000	\$2,796,000	\$1,471,200	\$1,016,000	\$1,848,100	\$22,299,300	\$4,459,860
Drains, Sewer, and Water Infrastructure	\$2,900,000	\$2,395,000	\$7,021,500	\$270,000	\$2,073,000	\$14,659,500	\$2,931,900
Total Appropriations	\$43,407,000	\$91,166,500	\$15,168,250	\$2,668,000	\$11,024,191	\$163,433,941	\$32,686,788

Capital Improvement Plan
January 2022

Table 3
Equipment, Technology, and Fleet Capital FY2018 to FY2022

Description	2018	2019	2020	2021	2022	Total	Average
All Other Functions	\$0	\$68,970	\$137,960	\$0	\$56,000	\$262,930	\$52,586
Public Facilities & Works	\$162,000	\$176,500	\$68,000	\$192,000	\$38,000	\$636,500	\$127,300
Public Safety	\$167,872	\$43,424	\$43,424	\$109,309	\$266,055	\$630,084	\$126,017
Public School	\$45,000	\$60,500	\$35,000	\$35,000	\$25,000	\$200,500	\$40,100
Equipment	\$374,872	\$349,394	\$284,384	\$336,309	\$385,055	\$1,730,014	\$346,003
All Other Functions	\$145,000	\$215,000	\$85,600	\$65,600	\$48,500	\$559,700	\$111,940
Public Facilities & Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Safety	\$0	\$112,000	\$852,550	\$0	\$50,000	\$1,014,550	\$202,910
Public School	\$510,290	\$706,790	\$684,820	\$648,995	\$540,914	\$3,091,809	\$618,362
Technology	\$655,290	\$1,033,790	\$1,622,970	\$714,595	\$639,414	\$4,666,059	\$933,212
All Other Functions	\$0	\$0	\$33,085	\$0	\$0	\$33,085	\$6,617
Public Facilities & Works	\$640,433	\$1,616,409	\$1,245,083	\$1,132,090	\$1,255,028	\$5,889,043	\$1,177,809
Public Safety	\$224,677	\$840,163	\$35,249	\$392,981	\$416,383	\$1,909,453	\$381,891
Public School	\$99,611	\$97,552	\$158,718	\$104,748	\$102,838	\$563,467	\$112,693
Fleet	\$964,721	\$2,554,124	\$1,472,135	\$1,629,819	\$1,774,249	\$8,395,048	\$1,679,010
Total Appropriations	\$1,994,883	\$3,937,308	\$3,379,489	\$2,680,723	\$2,798,718	\$14,791,121	\$2,958,224

Project Summaries – Recommended Projects for Fiscal Year 2023

GENERAL GOVERNMENT

Town Offices Replacement Furniture

This funding request will fund furniture replacement in Town Hall and the Public Services Administration Building (PSAB). Town Hall was equipped with new furniture when it reopened in October 2011. In FY2023, the furniture will be 11 years old and certain items need to be replaced due to wear and tear. PSAB opened with new furniture in February 2010. In FY2023, the furniture will be 13 years old. Worn and broken furniture likewise requires replacement. A furniture inventory, including current condition, has been completed annually for Town Hall and PSAB. Depending upon the condition of the furniture in outlying years, this request may be repeated either annually or biennially. (Submitted by Office of the Town Manager)

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

GIS TECHNOLOGY SYSTEMS AND APPLICATIONS

The funding request will support the update of Geographic Information System (GIS) technology systems and applications imagery. It will also support the update of planimetric data recorded via overflight to update aerial imagery. Planimetric data is the digital representation of above-ground physical structures and features. The updated data will be incorporated into the public site and departmental GIS sites used for planning and designing projects. (Submitted by Information Technology Center)

The Town Manager's recommendation for GIS Technology Systems and Applications is \$120,000 to be funded by Free Cash.

HILLSIDE SCHOOL BOILER INSTALLATION

This funding request will allow for the design and installation costs to replace Boiler #1 at the Hillside School with a high-efficiency steam boiler that is easier to maintain and operate. The Hillside School currently employs two cast iron boilers to heat the building. The boilers were installed during a renovation in 1998 and have surpassed their 20-year life cycle. Due to the age of the boilers, many parts necessary for continued maintenance are no longer manufactured, causing repair to become increasingly difficult. While Hillside is no longer being used as a school, it is still in use as swing space, most recently by the Police Department. The continued operation of the boilers is necessary in order to prevent the building from freezing and causing major damage. The construction portion of the project will be coordinated with the renovation to allow for continued use as swing space by the School Department. (Submitted by Department of Public Works)

The Town Manager's recommendation for Hillside School Boiler Replacement is \$275,000 to be funded by Free Cash.

PUBLIC SAFETY

PUBLIC SAFETY MOBILE DEVICES

This funding request will fund replacement of laptops and tablets as well as installation services and accessories that are used for laptops and tablets in Needham Police and Fire Department Vehicles. The hardware is used to access multiple applications during the daily operations of individuals working in Police and Fire vehicle. The hardware communicates with the Public Safety CAD software as well as State and Federal databases. The devices themselves are hardened with specifications for use in more intensive environments. In the future, replacement of this equipment will be incorporated into the departmental operating budget or included in the purchase of vehicles, because the useful life of the equipment is now fewer than five years. (Submitted by Information Technology Center)

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

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 Fire Department)

The Town Manager's recommendation for Personal Protective Equipment is \$53,174 to be funded by Free Cash.

PUBLIC SCHOOLS

SCHOOL COPIER REPLACEMENT

This funding request is to replace five copiers in the following locations: Broadmeadow School, Newman School (2), Pollard School, and Emery Grover. School photocopiers in all schools and the administration building 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 \$53,275 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

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. The FY2023 Capital Improvement Plan (CIP) for school technology request is for \$437,000, including \$324,000 for hardware and \$113,000 for infrastructure replacement. (Submitted by Needham Public Schools)

The Town Manager's recommendation for School Technology is \$437,000 to be funded by Free Cash.

EMERY GROVER BUILDING RENOVATION

This project includes the historic renovation of the Emery Grover exterior, as well as renovation and modernization of the interior, and has been reduced in scope to fit within the existing structure of the building. The revised concept reduces overall square footage from 34,717 to 21,108 to reflect more efficient use of shared space, construction of common work areas, and relocation of the educational technology/head end room function to other school buildings. This project also includes the temporary use of the old Hillside Elementary School as swing space for school administration personnel during construction. This historic renovation project will be eligible for Community Preservation Act (CPA) funds as a local, state, and national historic resource. The October 25, 2021 Special Town Meeting appropriated \$1,475,000 in design funding. (Submitted by Needham Public Schools)

The Town Manager's recommendation for Emery Grover Building Renovation is \$13,400,000 to be financed by General Fund Debt and \$6,000,000 contingent on Community Preservation funding.

SCHOOL MASTER PLAN FINANCING AND SCHEDULING OPTIONS

This funding request will support additional required study to evaluate financing and scheduling options related to implementation of the School Master Plan. The School Master Plan is a multi-year facility recommendation developed in 2020 by Dore and Whittier Architects for providing capacity at the elementary schools for enrollment growth, addressing overcrowding at the High Rock School and modernizing the Mitchell Elementary and Pollard Middle Schools. (Submitted by Needham Public Schools)

The Town Manager's recommendation for School Master Plan Financing and Scheduling Options is \$75,000 in the Tier 2 Cash Capital Category.

ROOF TOP UNIT REPLACEMENT (BROADMEADOW AND ELIOT SCHOOLS)

This funding request will support the design phase of a project to replace the current roof top units (RTUs) at Broadmeadow and Eliot Schools. There current units (5 units and 4 units, at Broadmeadow and Eliot respectively) are past the end of their useful life and are becoming increasingly inefficient, ineffective at dehumidifying, and costly to maintain. They do not feature industry standard energy recovery mechanisms that reduce energy costs. Additionally, some of the existing RTUs at these locations have compressors that run on an obsolete refrigerant called "R22," which is no longer produced in the U.S. and cannot be imported due to its environmental impact, resulting in costly supply challenges. The RTUs also have furnaces that are starting to fail and need to be replaced. These furnaces are the primary heat source for the building and keep the RTUs from freezing. The HVAC systems' connection to the existing boilers compromises efficiency, particularly during the summer. The boilers help reheat overcooled dehumidified air coming in from the RTUs, but the current boilers are not designed for this purpose due to their larger size. In the summer, the systems use larger amounts of energy to sustain the reheating than would be required by smaller, dedicated boilers. This funding would support an engineering assessment of the current RTU condition at both the Broadmeadow and Eliot schools, and determine replacement options. The consultant would also design the installation of smaller boilers at both schools that are more appropriate for the reheating required by the HVAC systems in the summer and shoulder months. Funding for the construction phase will be proposed for FY2024. (Submitted by Department of Public Works/Building Maintenance)

The Town Manager's recommendation for Roof Top Unit Replacement (Broadmeadow and Eliot Schools) is \$817,750 to be funded by Free Cash.

POLLARD SCHOOL LOCKER ROOM RETROFIT

This funding request will fund the construction phase of the retrofitting of the Pollard School locker room. Funding for the design phase of this project was approved in FY2021. The current locker room layout at the Pollard Middle School is no longer conducive to the needs of the Athletic Department. The school offers diverse sports programs, which require storage for unique and large pieces of equipment (e.g., field hockey sticks, lacrosse sticks, bags, etc.) for which existing lockers are unable to accommodate. Additionally, the orientation of the locker room creates blind spots that pose a safety concern, the flooring is starting to crack in places due to age, and the bathrooms and showers are outdated.

The project includes removing and replacing the floors, ceilings, lockers, and lighting fixtures, which will be updated to LEDs. The lockers will vary in size to accommodate the variety of sports and equipment needs in the building. Both restrooms located inside the locker rooms, as well as the two restrooms directly adjacent to the locker rooms will be renovated. Additionally, a gender-neutral restroom/changing room will be added. In each locker room, three individual changing stalls will be added for increased privacy. (Submitted by Department of Public Works/Building Maintenance)

The Town Manager's recommendation for Pollard School Locker Room Retrofit is \$1,068,500 to be funded by Tier 2 Cash Capital Category.

PUBLIC WORKS

PUBLIC WORKS MOBILE DEVICES

This funding request will support the refresh of public works mobile devices, bringing them up to the latest hardware and software specifications needed for the work. This hardware is used to access multiple applications during the daily operations of either an individual or vehicle within the Public Works Department. The current hardware is a mix of hardened laptops and tablets. Over the past several years multiple Public Works Divisions have migrated to mobile operations requiring field access to cloud-based data or applications. (Submitted by Information Technology Center)

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

PUBLIC WORKS FACILITIES IMPROVEMENTS

This funding request will fund a feasibility study to determine the most efficient use of DPW facilities, a design phase to incorporate the study's recommendations into a plan, and a construction phase to implement said plan. This study will lead to a master plan to implement the needed upgrades and will generate additional capital improvement requests. The Department of Public Works utilizes multiple facilities including the DPW Garage, Daley Building, Jack Cogswell Building, Water and Sewer facilities, Recycling & Transfer Station, workshop at Claxton Field, and Public Services Administration Building. The Jack Cogswell Building was recently constructed as a storage facility for vehicles and equipment when not in seasonal use. The DPW Garage houses the Fleet Division, Snow & Ice program operations, a six-bay garage, and workstations for Highway and Parks & Forestry staff. Additionally, the Daley Building houses trades staff for the Building Maintenance Division and functions as a workshop and storage facility. Both the DPW Garage and Daley Building are past the end of their useful life and in need of upgrades in order to better accommodate DPW staff and support their daily operations. (Submitted by Department of Public Works/Administration)

The Town Manager's recommendation for Public Works Facilities Improvements is \$60,000 in the Tier 2 Cash Capital Category.

RECYCLING AND TRANSFER STATION FACILITY IMPROVEMENTS

This funding request will support a design for the tipping pit that will need to be demolished and redesigned from the existing cantilever and curb at the front side and replaced with reinforced concrete and/or structural steel. The construction funds will be requested in FY2024. RTS Facility Improvement projects increase processing efficiency, comply with regulatory requirements, ensure safety, and enhance the facility's overall functionality. (Submitted by Department of Public Works/Recycling and Solid Waste)

The Town Manager's recommendation for Recycling and Transfer Station Facility Improvements is \$47,500 to be funded by Free Cash.

COMMUNITY SERVICES

CENTER AT THE HEIGHTS GENERATOR INSTALLATION

This funding would provide a design of a new permanent generator installation at the Center at the Heights (CATH). The CATH has been designated as an appropriate location for a shelter and warming space (including a restaurant-grade kitchen) to support residents in need during an emergency. The CATH was not designed or built with an emergency generator. A portable generator has been in place at the building, which is insufficient as it does not support the full electrical load of the building and must be manually activated. The design will accommodate a more powerful generator with the capacity to supply the entire building with emergency power and will include evaluation of a more appropriate location for the placement of the generator. It will also include the addition of an automatic transfer switch, eliminating the need for staff to manually operate the generator in case of the loss of power. (Submitted by Department of Public Works/Building Maintenance)

The Town Manager's recommendation for Center at the Heights Generator Installation is \$27,000 to be funded by Free Cash.

BIGBELLY TRASH RECEPTACLES

This funding request will support the acquisition of eight additional Bigbelly trash receptacles for use at remote locations that are currently served by traditional barrels. Locations under consideration include Walker Gordon Field, the Dog Park, Riverside Park, Mills Field (2 units), Cricket Field, Perry Park, and the Reservoir Trail. The Town purchased 12 Bigbelly trash and 5 trash/recycling receptacles in 2019 and deployed them to DeFazio Park, Memorial Park and Greene's Field as part of a four-month (July-November) pilot program. The objectives of the pilot were to determine if the Bigbellies could address issues commonly associated with municipal waste management. Benefits seen during the pilot program include a reduction of wind-blown litter and the staff time required to collect it, elimination of odors and easy access by vermin, an increase in the efficiency of trash and recycling collections, and an improvement of the physical appearance and standardization of trash infrastructure in public spaces. To continue to combat the ongoing trash concerns in the Town, a second deployment of Bigbelly trash receptacles to less centrally located parks is proposed. Installing the units at spread out locations would maximize the utility of the Bigbelly networked real time reporting system, allowing staff to easily determine which units are full via app. Routing staff and equipment to service only full receptacles generates operational efficiencies and cost savings by reducing unnecessary vehicles miles, fuel consumption, operator time, and equipment wear. New Bigbellies will aesthetically and functionally match those already deployed and those planned for the Town Common renovation, presenting as a cohesive and recognizable trash collection network across Needham. (Submitted by Department of Public Works/Recycling and Solid Waste)

The Town Manager's recommendation for Bigbelly Trash Receptacles is \$135,000 in the Tier 2 Cash Capital Category.

CENTER AT THE HEIGHTS SPACE UTILIZATION STUDY

This funding request will support a space utilization study at the CATH. Since opening, the CATH has increased its programming and extended its hours of operation. This increased usage has resulted in some concerns about the building spaces and their current function. Funding would support a space utilization study and an assessment of building needs at the CATH. This study will focus on program, office, and clinical spaces within the building to ensure optimal utilization and program flexibility for participants. The study would also look at the current configuration of the outdoor deck and the fitness room and how each room is being used, enhancing and expanding the application of the restaurant-grade kitchen, and a thorough review of parking and building accessibility. (Submitted by Department of Health and Human Services)

The Town Manager's recommendation for Center at the Heights Space Utilization Study is \$75,000 to be funded by Free Cash.

LIBRARY SPACE PLANNING

This funding request will enable the Library to engage a professional space planner to determine if the Library's interior space can be better arranged to accommodate high volumes of students and tutors who use the study rooms and study areas. In the afternoons during the school year, the Library is often used by students, tutors, and other people using the three study rooms, the row of carrels, and many four-seat tables. The Library is exploring the use of an automatic materials handler to check in and sort returned materials. The study will consider location options for said equipment. (Submitted by Needham Free Public Library)

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

LIBRARY TECHNOLOGY

This funding request will support the two remaining years of a five-year Library Technology Plan. Unless circumstances require otherwise, FY2023 funding is proposed for the replacement of two Program Specialist computers, 16 barcode scanners, 24 receipt printers and four staff computers. (Submitted by Needham Free Public Library)

The Town Manager's recommendation for Library Technology is \$26,280 to be funded by Free Cash.

CRICKET FIELD BUILDING IMPROVEMENTS

This funding request will support improvements at the Cricket Field building. Park and Recreation and the Permanent Public Building Committee completed a feasibility study of the Cricket Field building in March 2012. The building plays an important role in seasonal program offerings and is used by High School Athletics in spring and fall seasons. The 1964 wood structure building is approximately 1,250 square feet and is deteriorating. The goal of the study is to determine how the building could be renovated with a focus on accessibility, availability of public restrooms, an accessible & revitalized playground, and a potential walking path for all residents. Options for additional parking would be included in the study. Any portion of the project related to outdoor recreation would be eligible for CPA funding. (Submitted by Park and Recreation)

The Town Manager's recommendation for Cricket Field Building Improvements is \$50,000 in the Tier 2 Cash Capital Category.

HIGH SCHOOL TENNIS COURT IMPROVEMENTS

This funding request will support the design and engineering for tennis courts at Needham High School. The Park and Recreation Department has identified a need for improvements to the Town's outdoor tennis courts. There are 12 tennis courts in various locations throughout Needham. (Submitted by Park and Recreation)

The Town Manager's recommendation for High School Tennis Court Improvements is \$50,000 to be funded by Free Cash.

WALKER POND IMPROVEMENTS

This funding request will support Category 2 of the Walker Pond Improvement project, which involves physical improvements to the Walker Pond waterbody. Walker Pond is subject to excessive aquatic vegetation that should be removed for the health of the pond. The Conservation Commission has recommended hydro-raking, which is a method of mechanically removing vegetative overgrowth. The application of chemicals, herbicides, and algicides to the pond is included in this request. Improvements to the outlet structure are also necessary, including the overflow grate and wooden stop-logs, which require replacement. Funding for Category 1, which involved the contributory areas, was approved for FY2022. (Submitted by Department of Public Works/Engineering)

The Town Manager's recommendation for Walker Pond Improvements is \$356,000 to be funded by Free Cash (or possibly American Rescue Plan Act funding).

ATHLETIC FACILITY IMPROVEMENTS (CLAXTON FIELD LIGHTING INSTALLATION AND SOFTBALL FIELD SKIN REPLACEMENT)

This funding request will support improvements at two Claxton Field athletic facilities. The Departments of Public Works and Park and Recreation have developed a maintenance plan for all fields, including new construction, total reconstruction, partial renovation, irrigation, drainage improvements, and equipment replacement or repair (bleachers, fences/backstops, player benches, etc.) for multi-use fields and ball diamonds. Claxton Field currently has metal halide lights that are requiring more maintenance as they age. Metal halide lighting is one of the least efficient types available: the bulbs have a short lifespan necessitating frequent replacement, and broadly illuminate an area rather than providing a more focused directional light. This project will address this by upgrading the field lighting system to a more energy-efficient one. The project will include evaluating the lighting needs of the field and making recommendations for improvement. The infields of softball diamonds have entirely clay skins, unlike baseball diamonds which have a combination of skin and turf; this makes the grading of the softball infield skins very important as any imperfections will cause puddling. The current fields were constructed on a closed landfill that was not properly graded due to site conditions, the settling of materials, and age. After heavy rains, there is puddling on the skin that frequently leads to field closures. This project will remove the existing skin clay material, evaluate and address the conditions

below the skin, and regrade as necessary. Proper drainage materials and systems will be installed, and the clay skins will be replaced. This is the funding request for the construction phase of the project. The design was previously funded for FY2021. (Submitted by Department of Public Works/Parks and Forestry)

The Town Manager's recommendation for Athletic Facility Improvements (Claxton Field Lighting Installation and Softball Field Skin Replacement) is \$1,825,000, \$817,000 to be funded by Free Cash and \$1,008,000 contingent on Community Preservation Funding.

BOAT LAUNCH CONSTRUCTION

This request will fund the construction phase of the boat launch project to improve access to the Charles River on South Street. The work will include clearing and grading the uneven and overgrown pathway leading to the water, allowing cars to pull up closer to the river to release boats into the water. These improvements will make it easier for small, non-motorized boats such as kayaks and canoes to be launched. (Submitted by Department of Public Works/Engineering)

The Town Manager's recommendation for Boat Launch Construction is \$285,000 contingent on Community Preservation Act 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 FY2023 fleet replacement schedule is as follows. (Submitted by Multiple Departments)

GENERAL FUND CORE FLEET REPLACEMENT

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
700	Ford Econoline Van E250	DPW Building Maintenance	2012	Utility Van	\$71,547

GENERAL FUND FLEET REPLACEMENT – SPECIALIZED EQUIPMENT

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
5	International 7400 Series	DPW RTS	2011	Heavy Duty Truck Class 8 Large Dump	\$291,255
59	Steco	DPW RTS	2015	Specialized Trailer	\$100,112
67	Addition to Fleet	DPW Parks	N/A	Work Truck Class 4	\$83,638
713	Ford F450	DPW Building Maintenance	2012	Work Truck Class 4	\$86,168
Bus 02	Blue Bird 303	School	2017	School Bus	\$108,100
C06	Ford F350	Fire	2015	Brush Truck	\$84,845
108	Trackless Tractor	DPW Highway	2011	Sidewalk Plow	\$298,670

The Town Manager’s recommendation for Core Fleet Replacement is \$71,547, Specialized Fleet Replacement is \$754,118, and Snow and Ice Fleet Replacement is \$298,670, to be funded by Free Cash.

TRANSPORTATION NETWORK

CENTRAL AVENUE/CENTER STREET BRIDGE REPLACEMENT

This funding request will fund the design phase of the Central Avenue/Centre Street Bridge replacement project. The current bridge crosses over the Charles River from Needham into Dover. A recent report identified structural deficiencies in the bridge and found the guardrail insufficient. The Town seeks to upgrade the bridge to accommodate bicycle lanes and sidewalks. The current concept includes two 11-foot travel lanes, two 5-foot bicycle lanes, and two 6-foot sidewalks. The bridge will fit within the existing 50-foot layout of Central Avenue. Included in this project would be an 8-foot-wide shared use trail extension that starts at the Bay Colony Rail Trail, where it intersects with Fisher Street in Needham, traveling alongside Fisher Street, south along the east side of Central Avenue to the bridge. The extension would cross to the west side of Central Street and then end.

The funding for the construction phase will be requested for FY2024. The towns of Needham and Dover will share in the cost of the project. (Submitted by Department of Public Works/Engineering)

The Town Manager's recommendation for Center Street Bridge Replacement is \$1,650,000 subject to availability of alternative funding sources.

TRAFFIC IMPROVEMENTS

This funding request supports projects recommended by the Traffic Management Advisory Committee (TMAC). The annual request will support one or two TMAC construction-related projects per year, such as 500 feet of roadway granite curb installation, two school zone installations, two average traffic calming installations, several radar sign installations, sign and/or pavement markings, or pedestrian improvements. The goal of the TMAC is to ensure the safety of pedestrians, motorists, and bicyclists. TMAC construction-related projects are not presently funded through the Department of Public Works operating budget. (Submitted by Department of Public Works/Engineering)

The Town Manager's recommendation for Traffic Improvements is \$50,000 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 aims to resurface 17 lane miles per year. The cost per lane mile for resurfacing in FY22 is \$94,500 or more per lane mile. A basic overlay at 1.5 inches with asphalt berm curb and casting adjustments is \$90,000 per lane mile. The cost of micro surfacing treatments and rubber chip seal surfacing treatments are approximately \$7.40 per square yard. Target funding for street resurfacing in FY2023 is \$1,240,000.

SIDEWALK PROGRAM FY2023 contract pricing to reconstruct one mile of asphalt sidewalk with incidental costs is estimated to be \$418,750 per mile (\$79.00/lf). Contract pricing to install a mile of granite curb with minor drainage improvements and incidental costs is estimated to be \$380,200 per mile (\$72.00/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 FY2023 is \$798,500.

ROADWAY RECONSTRUCTION/REHABILITATION Marked Tree Road has been excavated by multiple utilities. The roadway is an inconsistent width and has deteriorated. This funding request is for the design phase of this project including the installation of granite curbing, accessible ramps, and sidewalk. It will also include drainage improvements. A focus of the improvements will be on pedestrian access and safety. The construction funding will be requested in FY2025. Target funding for roadway rehabilitation in FY2023 is \$250,000.

INTERSECTION IMPROVEMENTS There have been struggles with bringing appropriate traffic flow through the intersection of Great Plain Avenue and Central Avenue since it was constructed in the 1990s due to property size limitations. There is a historic property on one corner that limits the design. The existing intersection design does not provide the ideal traffic patterns for multiple modes of transportation.

This project will include geometric improvements and replacement/improvement of the traffic signal system. Installing a new traffic signal system that will include modern technology will better control the flow of traffic through the intersection, reducing back-ups of traffic. The layout of the intersection will be improved to increase traffic flow. This intersection redesign will comply with complete streets principles. Target funding for intersection improvements in FY2023 is \$246,500.

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 FY2023, other than the Central Avenue/Center Street Bridge project proposed for alternative funding sources.

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 circumstances require otherwise, FY2023 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 for FY2023 is \$1,217,000.

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. In FY2023, the Town will address the guardrail on Central Avenue between the Dover town line and Fisher Street. There is existing guardrail that has failed, and decorative guardrail that is unsafe. The decorative guardrail will be replaced as part of the Central Avenue/Centre Street bridge project. Other existing guardrail will be replaced with new, code compliant guardrail and areas without a guardrail will have a guardrail installed. In addition, the guardrail on Farley Pond Lane needs to be replaced. The existing guardrail has failed, and safety protocols necessitate a guardrail due to the proximity of Farley Pond to Farley Pond Lane. The existing guard rail will be replaced with a new, code compliant guardrail, and areas without a guardrail will have guardrail installed. Target funding for guardrail improvements for FY2023 is \$199,000.

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. A Master Plan will be developed to address deficiencies and help the Town 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. No funding is allocated to the brooks and culverts repair category in FY2023. (Submitted by Department of Public Works/Highway)

The Town Manager’s recommendation for the Public Works Infrastructure Program is \$2,655,000 to be funded by Free Cash and \$1,296,000 in the Tier 2 Cash Capital category.

SEWER ENTERPRISE FUND

SEWER MAIN REPLACEMENT/GREENDALE AVENUE/ROUTE 128

This funding request will 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 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. The interceptor 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. The blockage has since been cleared. The FY2023 request is to fund the design phase of this project, which will include relining and/or removing and replacing parts of the sewer main underneath Route 128 at Great Plain Avenue. Funding for the construction phase will be requested for FY2025. (Submitted by Department of Public Works/Water & Sewer)

The Town Manager’s recommendation for Sewer Main Replacement is \$1,110,000 to be funded by \$610,000 in Sewer Enterprise Fund Retained Earnings and \$500,000 contingent on eligibility for American Rescue Plan Act funding.

SEWER FLEET REPLACEMENT - SPECIALIZED EQUIPMENT

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
119	International 7400 Series	Sewer	2010	Heavy Duty Truck Class 8 Large Dump	\$291,255

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

The Town Manager’s recommendation for Sewer Fleet Replacement is \$291,255 to be funded by Sewer Enterprise Fund Retained Earnings.