

# 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 FY2026 Capital Budget, which will be recommended to the Finance Committee and ultimately to Town Meeting for consideration. The projects presented for FY2026-2030 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 FY2026 Capital Budget is shown in Table 1.

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

| Fund                          | Cash                | Debt                | Other | Total               |
|-------------------------------|---------------------|---------------------|-------|---------------------|
| General Fund Tier 1           | \$8,992,423         | \$27,298,820        |       | \$36,291,243        |
| General Fund Tier 2           | \$5,297,952         | \$2,400,000         |       | \$7,697,952         |
| <b>General Fund Total</b>     | <b>\$14,290,375</b> | <b>\$29,698,820</b> |       | <b>\$43,989,195</b> |
| Community Preservation Fund   | \$404,400           |                     |       | \$404,400           |
| Sewer Enterprise Tier 1       | \$195,000           |                     |       | \$195,000           |
| Sewer Enterprise Tier 2       | \$1,000,000         |                     |       | \$1,000,000         |
| <b>Sewer Enterprise Total</b> | <b>\$1,195,000</b>  |                     |       | <b>\$1,195,000</b>  |
| Water Enterprise Tier 1       | \$704,500           | \$500,000           |       | \$1,204,500         |
| Water Enterprise Tier 2       | \$273,485           |                     |       | \$273,485           |
| <b>Water Enterprise Total</b> | <b>\$977,985</b>    | <b>\$500,000</b>    |       | <b>\$1,477,985</b>  |
| <b>Total (all funds)</b>      | <b>\$16,867,760</b> | <b>\$30,198,820</b> |       | <b>\$47,066,580</b> |

## 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 eight years, the Town has made extraordinary progress on this plan.

| Project                                             | Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Rosemary Pool</b>                                | 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Public Safety Building &amp; Fire Station #2</b> | 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.                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Memorial Park Fieldhouse</b>                     | The Town dedicated the newly constructed fieldhouse in September 2019.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>DPW Complex</b>                                  | 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 was approved at the 2024 Annual Town Meeting. A request for construction funds for the expansion of the Cogswell Building to house fleet maintenance is reflected in this recommended FY2026 capital budget. |
| <b>Sunita Williams Elementary School</b>            | The Sunita Williams School at 585 Central Avenue replaced the Hillside School on Glen Gary Road, and opened in September 2019.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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|                              |                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Needham High School</b>   | The cafeteria was expanded in 2017, and the construction of eight new classrooms and “A” gym renovations were completed in 2018.                                                                                                                                                                                                                               |
| <b>Emery Grover Building</b> | 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 were relocated to the Hillside School. Staff returned to Emery Grover in October, 2024 and the building was rededicated on November 23, 2024. |

## Other Highlights

In addition to the above projects, the Capital Plan also includes design funds for improvements to the Center at the Heights (CATH), construction funds for phased improvements to the Library, upgrades to the Newman Auditorium, and renovations to the front stairs at Needham High School. Overall, the capital plan prioritizes the completion of ongoing and existing projects, with other large projects to be evaluated in future years.

Beyond these priorities, over the coming years, federal regulations will require the Town to make significant investments to improve stormwater quality. To this end, the Select Board proposed and Town Meeting established the Stormwater Stabilization Fund. This fund is appropriated to, in part, by a stormwater fee that was implemented in 2024. In addition, the Town will also assess opportunities to increase stormwater capacity to address an increasing number of high-intensity rainstorms. 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 FY2026 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;

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- 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 FY2026-2030 CIP and associated FY2026 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

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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.

*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 \$8,992,423 in Tier 1 projects and \$5,297,952 in Tier 2 projects to be funded from Free Cash.

*Capital Equipment Fund* — In 2004, the Town created a General Fund Cash Capital Equipment and Facility Improvement Fund (CIF). This fund was amended by the October 2024 Special Town Meeting and renamed the Capital Equipment Fund (CEF). The purpose of the CEF is to allow the Town to reserve funds for equipment (e.g. new vehicles) normally purchased with general fund cash capital, but for which such funds may not be available in circumstances where immediate purchase is fiscally prudent. The

CEF 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. Equipment must be included in the CIP in order to be eligible for funding through the CEF. This plan includes no projects to be funded from the Capital Equipment 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.

*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.

*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 \$195,000 in Tier 1 funding from Sewer Enterprise Fund retained earnings and \$704,500 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 \$27,298,820 in projects to be funded through Tier 1 General Fund debt, \$2,400,000 through Tier 2 General Fund debt, and \$500,000 through Tier 1 Water Enterprise Fund Debt (or Water Enterprise Fund Retained Earnings if available.)

*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 \$404,400 in projects contingent upon Community Preservation Funding for FY2026. The Community Preservation Committee has not yet made recommendations for FY2026 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.

### **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 McLeod Field, Claxton Field, and the tennis courts at Needham High School. 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 FY2021 through FY2025, and Table 3 shows the Town's investment in equipment, technology, and fleet for the same period.

**Table 2**  
**Facility and Infrastructure Investment FY2021 to FY2025**

| Description                                  | 2021               | 2022                | 2023                | 2024                | 2025                | Total               | Average             |
|----------------------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Municipal Facilities                         | \$460,000          | \$1,896,000         | \$544,500           | \$135,000           | \$2,954,000         | \$5,989,500         | \$758,875           |
| Fields, Open Space,<br>Playgrounds, & Trails | \$101,500          | \$2,568,091         | \$2,550,000         | \$1,630,000         | \$7,017,000         | \$13,866,591        | \$1,712,398         |
| Public Works<br>Infrastructure Program       | \$820,500          | \$2,639,000         | \$4,001,000         | \$2,891,500         | \$2,715,000         | \$13,067,000        | \$2,588,000         |
| School Facilities                            | \$1,016,000        | \$1,848,100         | \$24,011,250        | \$9,250,000         | \$3,128,558         | \$39,253,908        | \$9,031,338         |
| Drains, Sewer, and<br>Water Infrastructure   | \$270,000          | \$2,073,000         | \$610,000           | \$7,313,500         | \$14,600,000        | \$24,866,500        | \$2,566,625         |
| <b>Total Appropriations</b>                  | <b>\$2,668,000</b> | <b>\$11,024,191</b> | <b>\$31,716,750</b> | <b>\$21,220,000</b> | <b>\$30,414,558</b> | <b>\$97,043,499</b> | <b>\$16,657,235</b> |

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**Table 3**  
**Equipment, Technology, and Fleet Capital FY2021 to FY2025**

| Description               | 2021               | 2022               | 2023               | 2024               | 2025               | Total               | Average            |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| All Other Functions       |                    | \$56,000           | \$160,000          | \$90,000           | \$40,000           | \$346,000           | \$69,200           |
| Public Facilities & Works | \$192,000          | \$38,000           |                    |                    | \$247,500          | \$477,500           | \$159,167          |
| Public Safety             | \$109,309          | \$266,055          | \$53,174           | \$81,215           | \$98,961           | \$608,714           | \$121,743          |
| Public School             | \$35,000           | \$25,000           | \$25,000           | \$25,000           | \$111,673          | \$221,673           | \$44,335           |
| <b>Equipment</b>          | <b>\$336,309</b>   | <b>\$385,055</b>   | <b>\$238,174</b>   | <b>\$196,215</b>   | <b>\$498,134</b>   | <b>\$1,653,887</b>  | <b>\$394,444</b>   |
| All Other Functions       | \$65,600           | \$48,500           | \$146,280          | \$185,000          | \$457,000          | \$902,380           | \$180,476          |
| Public Facilities & Works |                    |                    | \$50,000           |                    | \$375,000          | \$425,000           | \$106,250          |
| Public Safety             |                    | \$50,000           | \$50,000           |                    | \$300,000          | \$400,000           | \$100,000          |
| Public School             | \$648,995          | \$540,914          | \$490,275          | \$530,129          | \$727,917          | \$2,938,230         | \$587,646          |
| <b>Technology</b>         | <b>\$714,595</b>   | <b>\$639,414</b>   | <b>\$736,555</b>   | <b>\$715,129</b>   | <b>\$1,859,917</b> | <b>\$4,665,610</b>  | <b>\$974,372</b>   |
| All Other Functions       |                    |                    |                    |                    |                    |                     |                    |
| Public Facilities & Works | \$1,132,090        | \$1,255,028        | \$1,222,645        | \$2,510,716        | \$852,388          | \$6,972,867         | \$1,394,573        |
| Public Safety             | \$392,981          | \$416,383          | \$84,845           | \$2,816,225        | \$1,430,425        | \$5,140,859         | \$1,028,172        |
| Public School             | \$104,748          | \$102,838          | \$108,100          | \$143,396          | \$66,388           | \$525,470           | \$105,094          |
| <b>Fleet</b>              | <b>\$1,629,819</b> | <b>\$1,774,249</b> | <b>\$1,415,590</b> | <b>\$5,470,337</b> | <b>\$2,349,201</b> | <b>\$12,639,196</b> | <b>\$2,527,839</b> |
| Total Appropriations      | \$2,680,723        | \$2,798,718        | \$2,390,319        | \$6,381,681        | \$4,707,252        | \$18,958,693        | \$3,896,655        |

## **Project Summaries – Recommended Projects for Fiscal Year 2026**

### GENERAL GOVERNMENT

#### **GENERAL GOVERNMENT TECHNOLOGY REPLACEMENT**

This funding request is for the replacement of technology assets across Town departments, to include network infrastructure replacement, twelve exterior security cameras at the Center at the Heights (CATH), audio-visual equipment at the CATH (Conference Room 1 and Activity Room 2), and door access controllers at all Town buildings. (Submitted by Needham Public Schools)

The Town Manager's recommendation for General Government Technology Replacement is \$896,000 to be funded by Free Cash.

#### **TOWN COPIER REPLACEMENT**

The funding request is for two (2) copiers in the following locations: Town Hall Mail Room and Rosemary Recreation Center Main Floor. (Submitted by the School Department)

The Town Manager's recommendation for Town Copier Replacement is \$28,000 in the Tier 2 category.

#### **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. Unless circumstances require otherwise, the Town seeks to replace items most in need of replacement and to procure ergonomic office fixtures. (Submitted by the Office of the Town Manager)

The Town Manager's recommendation for Town Facility Replacement Furniture and Office Fixtures is \$40,000 in the Tier 2 category.

PUBLIC SAFETY

**LIFEPAK 35 DEFIBRILLATOR MONITOR**

This funding request will replace lifesaving hardware for public safety personnel. The LifePack 35 (LP35) is a state-of-the-art cardiac monitor that provides improved capability over the current LP15 system currently used by the Fire Department. Specifically, software upgrades allow for quicker diagnosis of cardiac arrhythmias and continued cardiac analysis during CPR. Procurement of this monitor will allow for the upgrade of the second engine company to an Advanced Life Support (ALS) designation. (Submitted by the Fire Department)

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| The Town Manager's recommendation for Lifepak 35 Equipment is \$62,842 to be funded by Free Cash. |
|---------------------------------------------------------------------------------------------------|

**PERSONAL PROTECTIVE EQUIPMENT**

This funding request will replace Personal Protective Equipment (PPE) 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)

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| The Town Manager's recommendation for Personal Protective Equipment is \$103,958 to be funded by Free Cash. |
|-------------------------------------------------------------------------------------------------------------|

## PUBLIC SCHOOLS

### **CHORAL RISERS AND ACOUSTICAL SHELLS FOR NEEDHAM HIGH SCHOOL**

This funding request is for the purchase of choral risers and seven acoustical shells for NHS. The shells and risers are portable, and can be moved around the High School as necessary. This marks an improvement over the current risers, which are difficult to move and must be set up by custodial staff. (Submitted by Needham Public Schools)

The Town Manager's recommendation for Choral Risers and Acoustical Shells for Needham High School is \$60,000 in the Tier 2 category.

### **SCHOOL COPIER REPLACEMENT**

This funding request is to replace four copiers in the following locations: Newman Main Office, Newman Lower Level, NHS Grade Level Office, and High Rock Main Office. 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. 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 \$60,000 to be funded by Free Cash.

### **SCHOOL DEPARTMENT TECHNOLOGY REPLACEMENT REQUEST**

This funding request is a recurring capital item to fund the School Department technology replacement program. This program funds the 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 FY2026 School Technology request includes \$464,875 for hardware and \$113,000 for infrastructure replacement. (Submitted by Needham Public Schools)

The Town Manager's recommendation for School Technology is \$577,875 to be funded by Free Cash.

### **SCHOOL NEW AND REPLACEMENT 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.

### **ELIOT BOILER REPLACEMENT**

This request is for the construction phase of the Eliot School boiler replacement project. The new boilers will be high efficiency condensing boilers and replace older units suffering increasingly frequent and expensive repairs (Submitted by Department of Public Works – Building Maintenance)

The Town Manager's recommendation for Eliot Boiler Replacement is \$560,000 to be funded by Free Cash.

### **HVAC UPGRADES DESIGN/NEEDHAM HIGH SCHOOL**

This request is for design phase of Needham High School HVAC system improvements. The roof and accompanying rooftop HVAC units 17 and 18 at the High School have sections ranging from three years old to 25 years old. The roof section over the auditorium is the oldest section with the oldest RTUs, which are failing more often and working less efficiently than the others on the building, wasting energy and requiring more costly maintenance. The design will determine the best way to replace the equipment with modern units and components that are more efficient and require less frequent repairs. (Submitted by Department of Public Works – Building Maintenance)

The Town Manager's recommendation for HVAC Upgrades is \$80,000 in the Tier 2 category.

### **NEEDHAM HIGH SCHOOL STAIRS REPAIRS**

This request is for the construction phase of the Needham High School stair repair project. This project would include a comprehensive repair of the exterior staircase at the High School, closing gaps between the risers and treads, restoring the structural integrity of the brick railings with new masonry, patching holes and/or spreading new concrete across the apron, and generally restoring the structure to its original specification and safe functionality. (Submitted by Department of Public Works – Building Maintenance)

The Town Manager's recommendation for NHS Stairs Repairs is \$1,040,000 to be funded by Free Cash.

### **THEATRICAL LIGHTING, SOUND, & RIGGING REPAIRS**

This request is for construction of all repairs for the Newman School Auditorium and design for repairs at the Pollard School. The construction funds for Newman cover items ranging from electrical safety improvements, updated microphone systems, orchestra inputs, improved speaker system, updated AV inputs, replacement of lighting systems with LED infrastructure, and modernized rigging. (Submitted by Needham Public Schools)

The Town Manager's recommendation for Theatrical Lighting, Sound, & Rigging Repairs is \$1,812,820 to be funded by General Fund Debt. \$238,270 in design funding for the Pollard Auditorium is deferred.

## PUBLIC WORKS

### **DPW SPECIALTY EQUIPMENT**

Specialty equipment proposed for FY2026 is a small Dynapac Roller. The roller is used at small construction jobs such as trench and road patch repairs. The roller compacts asphalt and is used in tighter work areas where a standard roller would be too large or could damage surrounding property. (Submitted by Department of Public Works – Streets and Transportation)

The Town Manager's recommendation for DPW Specialty Equipment is \$28,000 to be funded by Free Cash.

### **PUBLIC WORKS FACILITIES IMPROVEMENTS**

This request continues the phased upgrade to DPW facilities Townwide. Phase One would construct a new fleet maintenance facility as an expansion of the Jack Cogswell Building that will house the Fleet Maintenance Division, including fleet storage and the equipment and facilities needed for their daily operations. The funding for Phase One Construction will be requested at the Special Town Meeting in the fall of 2025. Phase Two includes design at the 470 Dedham Avenue facility adjacent to the six-bay garage, including a wash bay to help maintain DPW vehicles and equipment. This facility will house the Streets & Transportation, Parks & Forestry, and Water/Sewer/Drains Divisions, including the facilities needed for their daily operations. (Submitted by Department of Public Works – Administration)

The Town Manager's recommendation for Public Works Facilities Improvements Phase 1 Construction is \$19,600,000 to be funded by General Fund Debt, and Phase Two Design (\$2,400,000) in the Tier 2 category.

### **BUILDING MANAGEMENT SYSTEM UPGRADES**

The Town maintains a Building Management System (BMS) to manage the heating, ventilation, and air conditioning (HVAC) for all major facilities throughout Town. This system consists of internal sensors in the HVAC components and a back-end software product that allows Building Maintenance staff to review and diagnose HVAC issues both remotely and on-site. This request is to upgrade and standardize all of the existing systems so that the Town is only maintaining one system. The new system will simplify the hardware and software in each building, and take advantage of newer and more robust technologies. Unless circumstances require otherwise, the updates will be conducted at the Newman School and the Rosemary Recreational Complex.

The Town Manager's recommendation for BMS Upgrades is \$229,000 in the Tier 2 category.

### **SUSTAINABLE BUILDING RETROFIT PROGRAM**

This request funds sustainable retrofit upgrades to Town and School buildings. These upgrades are targeted to increase the energy efficiency of the building systems, reduce the buildings' carbon emissions and dependence on fossil fuels, and otherwise minimize their environmental impact. The FY2026 request is for lighting upgrades at the Broadmeadow School, converting existing

outdated lighting to high-efficiency LED systems. The project cost will be partially offset by Green Communities funds. (Submitted by Department of Public Works – Building Maintenance)

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

**NPDES SUPPORT PROJECTS**

This funding request is for identification of opportunities for stormwater quality improvements. Such opportunities are vital for the Town to achieve full compliance with federal stormwater standards. FY2026 funding is planned for NPDES program objectives in Watershed Areas 2, 4, 5, 6, & 7. (Submitted by Department of Public Works – Engineering)

The Town Manager's recommendation for NPDES Support Projects is \$500,000 to be funded by Free Cash. The newly established Stormwater Stabilization Fund has insufficient funds to be used as a funding source for FY2026.

## TRANSPORTATION NETWORK

### **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 is currently \$134,000 or more per lane mile. A basic overlay at 1.5 inches with asphalt berm curb and casting adjustments is \$110,000 per lane mile. The cost of micro surfacing treatments and rubber chip seal surfacing treatments are approximately \$6.19 per square yard. Target funding for street resurfacing in FY2026 is \$1,775,000.

#### Sidewalk Program

Contract pricing to reconstruct one mile of asphalt sidewalk with incidental costs is estimated to be \$469,500, and contract pricing to install a mile of granite curb with minor drainage improvements and incidental costs is estimated to be \$505,190. 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 FY2026 is \$1,055,000.

#### ADA Ramp Upgrades

The Town is mandated by federal law to install new or upgrade existing curb ramps to Americans with Disabilities Act (ADA) standards whenever making a significant alteration to the roadway. On average, a curb ramp upgrade costs \$9,000, with some streets having as many as 10-15 ramp locations. These costs include granite curbing, sidewalk rehabilitation of the adjacent area, and incidentals, such as the relocation of existing drainage features. In a typical year the Resurfacing Program's projects impact approximately 50 curb ramps. This funding will be used to ensure compliance with state and federal disability laws and improve access across the Town's sidewalk network. Target funding for the ADA Ramp Upgrades in FY2026 is \$450,000.

#### Intersection Improvements

This request is for improvements at the Central Avenue and Great Plain Avenue intersection. There have been challenges with maintaining an appropriate traffic flow through this intersection since it was constructed in the 1990s, mainly due to property size limitations. There is a historic property on one corner that limits the design. The existing intersection design also does not provide the ideal traffic patterns for multiple modes of transportation. This project would include geometric improvements and a replacement/improvement of the traffic signal system. The new traffic signal system would feature modern technology that is better able to control the flow of traffic through the intersection, reducing traffic back-ups. This request is for the construction phase of the project – the design phase was funded in FY2023. Target funding for Intersection Improvements for FY2026 is \$2,200,000. (Submitted by Department of Public Works – Streets & Transportation)

The Town Manager's recommendation for Public Works Infrastructure Program is \$3,000,000 to be funded by Free Cash and \$2,480,000 in the Tier 2 category.

#### **QUIET ZONE SAFETY UPGRADES**

This request is for the construction phase of the project. The project will involve the installation of Supplemental Safety Measures at five at-grade crossings to establish a Quiet Zone for Needham. Funding for the design phase of this project was approved in FY2025. (Submitted by Department of Public Works – Engineering)

The Town Manager's recommendation for Quiet Zone Safety Upgrades is \$3,500,000 to be funded by General Fund Debt.

#### **STREET ACCEPTANCE FOR PARKVALE ROAD**

This request is for funding of construction costs required to bring the conditions of Parkvale Road (a private road) up to town standards for public street acceptance. The Town will complete work required to improve the condition of Parkvale Road, and the abutters will pay for the improvement through a betterment process. (Submitted by Department of Public Works – Engineering)

The Town Manager's recommendation for Street Acceptance for Parkvale Road is \$250,000 in the Tier 2 category.

#### **STREET ACCEPTANCE FOR SACHEM ROAD**

This request is for funding of the construction costs required to bring the conditions of Sachem Road (a private road) up to Town standards for public street acceptance. The Town will complete work required to improve the condition of Sachem Road, and the abutters will pay for the improvement through a betterment process. (Submitted by Department of Public Works – Engineering)

The Town Manager's recommendation for Street Acceptance for Sachem Road is \$250,000 in the Tier 2 category.

#### **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, LED pedestrian signs, speed radar signs, "Stop", "School Zone", and "Children Playing" signs, and other pedestrian upgrades. (Submitted by Department of Public Works – Engineering)

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

## COMMUNITY SERVICES

### **LIBRARY TECHNOLOGY PLAN**

Unless circumstances require otherwise, this request is for the replacement of staff laptops/tablets, upgrade of the public scan station, and the replacement of the Community Room Central Processing Unit (CPU). (Submitted by the Needham Free Public Library)

The Town Manager's recommendation for Library Technology Plan is \$54,000 to be funded by Free Cash.

### **LIBRARY RENOVATION: YOUNG ADULT AREA**

This request is for the construction phase of the Young Adult Area redesign. The construction would implement the results of the design phase, which was funded in FY2025. This project will create an expanded and enclosed young adult area on the second floor, which will provide a more appropriate space for Needham's teen population, while supporting other patrons' seeking quiet spaces. (Submitted by the Needham Free Public Library)

The Town Manager's recommendation for Library Renovation: Young Adult Area is \$2,386,000 to be funded by General Fund Debt.

### **CENTER AT THE HEIGHTS RENOVATION DESIGN**

This request is for design funding for three projects at the Center at the Heights: the expansion of the kitchen, expansion of fitness facilities, and modification of the rear entrance to an accessible entrance way. The kitchen renovation will allow the CATH to produce a higher volume of meals to augment current and future programming for seniors and, if necessary, to support the Traveling Meals program. The fitness room expansion, accomplished by swapping the current fitness room with the existing game room, will allow the CATH to meet current fitness programming and service demand that is not met by the existing set-up. The rear entry modifications will add accessibility features to the doorway most proximate to a majority of handicapped accessible parking spaces. (Submitted by Health and Human Services, Aging Services)

The Town Manager's recommendation for Center at the Heights Renovations is \$395,000 to be funded by Free Cash.

### **ATHLETIC FACILITY IMPROVEMENTS/ELIOT SCHOOL DESIGN**

This project would fund the design of improvements to Eliot School fields, courts and playgrounds. The fields are showing signs of age due to poorly draining subsurface materials which impact the health of the turf and make the fields more expensive to maintain. The design would include a transition to a synthetic field. The playground at Eliot is past its useful life and presents maintenance challenges due to wood fiber migration. There is also a lack of accessible and sensory playground equipment. The playground would be redesigned with a poured-in-place protection surface that presents fewer maintenance challenges and can

be properly contained in the play area. Accessible and interactive sensory playground pieces would be incorporated. (Submitted by Department of Public Works – Parks and Forestry)

The Town Manager’s recommendation for Athletic Facility Improvements is \$69,960 contingent on Community Preservation Funding.

#### **ACTION PARK AND PICKLEBALL COURTS DESIGN**

This request is for the design of an action sports park (including a pump track) and pickleball courts. A feasibility study for this project was funded in FY2024. Claxton Field was chosen as the best location for these amenities. (Submitted by the Park & Recreation Department)

The Town Manager’s recommendation for Action Park and Pickleball Court is \$300,000 contingent on Community Preservation funding.

#### **TRAIL SIGNAGE AND KIOSK INSTALLATION**

This request is for the purchase and installation of new trail signs and kiosks, and an update of trail mapping. Over the years trail wayfinding signage in many heavily used areas has significantly deteriorated to the point where it is confusing or nonexistent. The project goals are to increase trail use, visibility, safety and the overall user experience by developing a consistent approach and appearance (“brand”) for trail maps and signage for Needham’s open spaces. (Submitted by the Planning and Community Development Department)

The Town Manager’s recommendation for Trail Signage and Kiosk Installation is \$104,400 contingent on Community Preservation funding.

#### **TRAIL RESURFACING AND IMPROVEMENTS**

This request is for repairs and maintenance of the Bay Colony Rail Trail. The 1.7-mile stretch of the trail from the Charles River Peninsula to High Rock was constructed in 2016. Since that time, the stone dust surface has worn down, becoming uneven and experiencing drainage issues. This project includes removing all loose materials and installing new fill to make the path safer and maintain accessibility. Drainage issues will be addressed and preventative measures will be taken to reduce deterioration in areas that are prone to puddling and erosion. (Submitted by Department of Public Works – Parks and Forestry)

The Town Manager’s recommendation for Trail Resurfacing and Improvements is \$75,000 in the Tier 2 category.

### 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 approximately 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 interchangeable. 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 FY2026 fleet replacement schedule is presented below. (Submitted by Multiple Departments)

### **GENERAL FUND CORE FLEET REPLACEMENT**

| UNIT | EXISTING                  | DIVISION                       | YEAR | REPLACEMENT                    | AMOUNT   |
|------|---------------------------|--------------------------------|------|--------------------------------|----------|
| 452  | Ford Taurus               | Assessing                      | 2013 | Equinox Electric               | *69,370  |
| 50   | Ford F250 Super Duty      | DPW Parks and Forestry         | 2016 | Work Truck Class 3 Pickup      | *92,502  |
| 52   | Toyota RAV4               | DPW Streets and Transportation | 2018 | SUV Hybrid                     | *52,675  |
| 579  | Ford Explorer Interceptor | Police                         | 2014 | Equinox AWD                    | 41,181   |
| 708  | Ford Transit              | DPW Building Maintenance       | 2016 | Utility Van (Electric)         | *90,886  |
| C-02 | Chevy Tahoe               | Fire                           | 2021 | Public Safety Response Vehicle | *108,627 |

The Town Manager's recommendation for General Fund Fleet Core Replacement is \$41,181 to be funded by Free Cash and \$414,060 in the Tier 2\* Cash Capital category.

**GENERAL FUND FLEET REPLACEMENT – SPECIALIZED EQUIPMENT**

| UNIT  | EXISTING                     | DIVISION                       | YEAR | REPLACEMENT                         | AMOUNT   |
|-------|------------------------------|--------------------------------|------|-------------------------------------|----------|
| 111   | John Deere Trackless MT6     | DPW Streets and Transportation | 2013 | Sidewalk Plow                       | *283,454 |
| 143   | Volvo L90H Loader            | DPW RTS                        | 2019 | Loader                              | 434,910  |
| 336   | Toro Groundmaster 5910 Mower | DPW Parks and Forestry         | 2017 | Specialty Tractor                   | *177,100 |
| 36    | Warren Ejector               | DPW RTS                        | 2014 | Specialty Trailer                   | *116,184 |
| 70    | Ford F550 Super Duty         | DPW Parks and Forestry         | 2017 | Work Truck Class 5                  | *128,951 |
| 71    | Ford F550 Super Duty         | DPW Parks and Forestry         | 2017 | Work Truck Class 5                  | *128,951 |
| 8     | International 7400           | DPW Streets and Transportation | 2014 | Heavy Duty Truck Class 8 Large Dump | *445,410 |
| 81    | Ford F550 Super Duty         | DPW RTS                        | 2011 | Work Truck Class 3                  | *111,842 |
| Bus 1 | Blue Bird School Bus         | Schools                        | 2017 | School Bus (Electric)               | 375,437  |
| R-04  | Ford E450 Ambulance          | Fire                           | 2017 | Ambulance                           | 638,220  |

The Town Manager's recommendation for General Fund Fleet Specialized Equipment Replacement is 1,448,567 to be funded by Free Cash and \$1,391,892 in the Tier 2\* Cash Capital category.

SEWER ENTERPRISE FUND

**COOK’S BRIDGE SEWER PUMP STATION REPLACEMENT**

The existing steel canister-style pump station at Milo's-Cook’s Bridge is beyond its designed life cycle. Pump and mechanical failures are leading to emergency shutoffs more frequently, and replacement parts are no longer made in the existing sizes and shapes. The capacity of the pumps and the sewer force main needs to be re-evaluated to determine current flow and system capacity upgrades to handle the current volume of sewage flowing to this location. This article is to fund the design and construction of a new sewer pump station and force main that will be more efficient to operate and require less maintenance. (Submitted by Department of Public Works – Water & Sewer)

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| The Town Manager’s recommendation for Cook Bridge Sewer Pump Station Replacement is \$195,000 to be funded by Sewer Enterprise Fund Retained Earnings. |
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**SEWER SYSTEM INFILTRATION AND INFLOW**

This request is for funding of the existing Infiltration and Inflow (I/I) conditions assessment, and the development and initial implementation of DPW’s mitigation program. The Town of Needham is under Administrative Orders from the DEP to identify and remove I/I in its existing sewer systems. To do so, the Department of Public Works requires the services of an engineering consultant to collect and analyze existing data and I/I mitigation efforts, perform location testing, monitor flows, map and prioritize sections of the wastewater network, and assist with securing supplementary funding from the MWRA. (Submitted by Department of Public Works – Water & Sewer)

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| The Town Manager’s recommendation for Sewer System Infiltration and Inflow is \$1,000,000 in the Tier 2 Sewer Retained Earnings category (and/or possible I/I mitigation payments). |
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WATER ENTERPRISE FUND

**CHARLES RIVER WATER TREATMENT PLAN HVAC UPGRADES**

This request is to upgrade the dehumidification systems at the Water Treatment Plant. Future phases will be requested next year to complete these upgrades. The Charles River Water Treatment Plant is over 20 years old. The heating, ventilation, and air conditioning (HVAC) controls are at the end of their useful life. This article will be used to implement the designed options for a dehumidification system and additional electrification of the HVAC systems. The Water Treatment Plant is the second highest user of energy in Town and so any upgrades will include increased energy efficiency modifications.

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

The Town Manager's recommendation for Charles River Water Treatment Plan HVAC Upgrades is \$405,000 to be funded by Water Enterprise Fund Retained Earnings.

**WATER DISTRIBUTION SYSTEM IMPROVEMENTS DESIGN**

This request is for the design phase of replacing approximately 500 linear feet of 8-inch water main on Mills Road from Sachem Road to Davenport Road and Mayo Avenue from Harris Avenue to Great Plain Avenue. (Submitted by Department of Public Works – Water & Sewer)

The Town Manager's recommendation for Water Distribution System Improvements is \$49,500 to be funded by Water Enterprise Fund Retained Earnings.

**WATER DISTRIBUTION SYSTEM IMPROVEMENTS – MASTER PLAN**

This request is for the funding of a master plan to study and prioritize potential water distribution system improvements. The existing master plan is outdated and does not reflect current needs, priorities or federal and state regulations. The Town is now obligated to develop and maintain Risk and Resilience Assessments (RRAs) to safeguard public water infrastructure from natural or human-caused hazards such as floods, hurricanes, or contamination events. (Submitted by Department of Public Works – Water & Sewer)

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

**WATER SERVICE CONNECTIONS**

This request is for 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.

Capital Improvement Plan  
January 2025

This is a continuation and enhancement of the existing water service connection program that the Department of Public Works has been undertaking since 2007.

The Town Manager's recommendation for Water Service Connections is \$500,000 to be funded by Water Enterprise Fund Debt (or Water Enterprise Fund Retained Earnings, if available).

**WATER FLEET REPLACEMENT**

| UNIT | EXISTING                | DIVISION  | YEAR | REPLACEMENT                 | AMOUNT |
|------|-------------------------|-----------|------|-----------------------------|--------|
| 160  | Wach Utility            | DPW Water | 2013 | Specialty Equipment Trailer | 96,717 |
| 26   | Ford F250 Super Duty XL | DPW Water | 2018 | Work Truck Class 3          | 92,503 |
| 27   | Ford F150 Super Duty XL | DPW Water | 2018 | Pickup (Electric)           | 84,265 |

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

The Town Manager's recommendation for Water Fleet Replacement is \$273,485 in the Tier 2 Water Enterprise Fund Retained Earnings category.