

# Executive Summary

## Section 1



## EXECUTIVE SUMMARY

### The Recommended Capital Plan

The Town Charter requires that the Town Manager, after consultation with the Select Board, submit in writing to the Board a careful, detailed estimate of the recommended capital expenditures showing specifically the amount necessary to be provided for each office, department and activity and a statement of the amounts required to meet the debt service requirements or other indebtedness of the Town. This plan includes the proposed FY2021 Capital Budget, which is recommended to the Finance Committee and ultimately to Town Meeting for consideration. The projects presented for FY2022-FY2025 reflect an assessment by municipal departments and the School Committee of future capital needs and are primarily shown for planning purposes. While many of these projects may ultimately be recommended for funding, the plan is a fluid one, and projects may be added and deleted from the list as circumstances change. The proposed financing plan for the recommended FY2021 capital budget is shown in Table 1.

Table 1

Fund	Cash	Debt	Other	Total
General Fund Tier 1	\$5,256,367	\$676,700		\$5,933,067
General Fund Tier 2	\$1,740,334			\$1,740,334
<b>General Fund Total</b>	<b>\$6,996,701</b>	<b>\$676,700</b>		<b>\$7,673,401</b>
Community Preservation Fund	\$101,500			\$101,500
Sewer Enterprise	\$318,088			\$318,088
Water Enterprise	\$43,002			\$43,002
Total (all funds)	\$7,459,291	\$676,700		\$8,135,991

## **FY2021 Highlights**

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

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

*Public Safety Building & Fire Station #2* – The appropriation to fund the total reconstruction of these two public safety buildings was approved by the voters on November 6, 2018. Construction of Fire Station #1 is well underway with an expected opening during the summer of CY2020. Station #2 will move to temporary quarters in January 2020, and construction of the new Station #2 will begin in early CY2020. Construction of the Police side of the new Public Safety Building will begin in CY2020. Erection of the first public safety communications tower at the Central Avenue Storage Building (Cogswell Building) was completed in November 2019.

*Memorial Park Fieldhouse* – The new fieldhouse was dedicated in September 2019, and is expected to be fully functional by spring, 2020.

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

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

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

*Emery Grover* – The October 10, 2018 Special Town Meeting approved funding for an expanded feasibility study for appropriate workspace for School Administration. A working group was established and is considering options to recommend.

In the coming years, the Town will be required to make significant investment in improving stormwater quality. This effort will require funding in the operating budget (for maintenance) and in the capital budget (for construction items). During CY2020,

the Select Board will consider options for funding the new investment, including the option of instituting a stormwater fee and the potential creation of a stormwater fund.

## **Capital Planning 101**

### **Capital Improvement Plan**

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

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

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

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

The Town's capital budget and operating budget are developed separately but are closely linked. The annual operating budget provides for general municipal service delivery, including personnel, supplies and other contractual services, and certain capital equipment. Most appropriations in the annual operating budget are for a single fiscal year. In contrast, the capital budget is a multi-year budget designed to expend monies which add to the physical assets of the Town. Capital projects typically require expenditures which take place beyond a single fiscal year, funding with debt because of significant costs to be shared by current and future beneficiaries, systematic acquisition over an extended period in order to implement major operating systems or programs, and scheduled replacement or maintenance of specific elements of physical assets.

Notwithstanding the differences between the two, the operating and capital budgets are closely interwoven inasmuch as operating costs related to capital projects are estimated and incorporated into the operating budget. Many capital projects will have an impact on operating costs once constructed. Town practice is to project the net effect a capital project will have on the operating budget. While maintenance and repair costs may be lower in a new facility, larger and more modern facilities are often more

costly to operate. In addition, since many capital projects are financed through municipal debt, repayment of that debt becomes part of the operating budget and is incorporated into the Town's forecasting models. The necessity to incur some degree of debt in order to finance the CIP carries with it the burden to effectively manage that debt within the Town's financial resources.

### **Best Practices**

The following best practices have been used in the development of the FY2021 operating and capital budgets:

1. Current revenues must be sufficient to support current expenditures.
2. The operating and capital budgets must 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 must be updated on an annual basis to ensure that the underlying assumptions are adjusted based upon changing conditions and data.
4. Debt must not be used to fund on-going operating expenses and will only be issued for capital improvements greater than \$250,000 with a useful life of five years or more.
5. The use of Free Cash to fund operations will be minimized by limiting such use to no more than 2% of the prior year's appropriated operating budget, or the actual turn back, whichever is lower.
6. Adequate contingency funds must be maintained.
7. Sufficient 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 primary goal of the Select Board in consideration of the operating and capital budgets is the maintenance and optimization of existing Town services. In addition, mindful of the availability of revenue for appropriation, the Board has set the following priorities:

#### **Budget Priorities**

1. Support for items that contribute to the achievement of Townwide goals and objectives.
2. Support for a five to ten-year plan for the renovation, reconstruction and/or preservation of the Town's capital assets in the most prudent, realistic, and efficient manner, including continued investment in building, infrastructure, and fleet maintenance.
3. 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.

4. Support for initiatives aimed at achieving greater coordination and efficiency among Town departments and providing adequate resources to address identified service delivery and general administrative needs of the Town in a cost-effective manner.
5. Support for a funding mechanism for mandated water quality (stormwater) expenses.

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

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

### **Development of the CIP**

The process for preparing the FY2021 - FY2025 Capital Improvement Plan and its associated FY2021 Capital Budget involves active participation by the Town Manager, Assistant Town Managers, and requesting departments, boards, committees and commissions. The Capital Budget is prepared in the context of a five-year determination of need by departments and the School Committee, in conjunction with the Town's overall financial capacity to affordably accommodate the required debt service payments. Projected debt service payments and budgetary impacts are forecast annually to help ensure affordability and sustainability of the Capital Improvement Program. The Town's Capital Improvement Policies provide guidance for assessing the capital needs of the Town. These policies, included in Section 5, define capital projects as those items requiring the expenditure of at least \$25,000 and having a useful life of more than five years. Recommended capital project requests are prioritized using the following criteria:

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

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

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

*Late Summer* — Following Town Meeting, departments are provided with their previously submitted five-year requests for review, update and the addition of the next fifth year. While requests for each year should remain the same as in the initial request, there are occasionally changed circumstances which necessitate alterations to the requests. This information is returned to the Town Manager and staff for review. Also in the summer, the Assistant Town Manager/Finance Director develops a pro forma budget for the ensuing five-year period. The pro forma budget is the basis for the determination of the amount of revenue available to support the CIP.

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

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

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

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

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

### **Financing of Capital Projects**

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

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

*Free Cash* — Free Cash is a function of actual revenue collections in excess of estimates and expenditures less than appropriations. Because Free Cash should not be relied upon as a recurring revenue source, the Town's practice is not to rely upon it as an operating revenue source. In this plan, we have continued the effort to minimize the Town's reliance on Free Cash to support on-going operations by limiting such use to no more than 2% of the prior year's appropriated operating budget, or the actual turn back, whichever is lower. The recommended plan includes \$5,256,367 in Tier 1 projects to be funded from Free Cash.

*Capital Improvement Fund* — In 2004, the Town created a General Fund Cash Capital Equipment and Facility Improvement Fund (CIF). The purpose of the CIF is to allow the Town to reserve funds to use for general fund cash capital. The CIF may be used



in future years to fund the acquisition of new equipment, the replacement of existing equipment, and building and facility improvements which cost less than \$250,000, for which the Town may borrow for a period of five years or more. Projects must be included in the CIP in order to be eligible for funding through the CIF. This plan includes no projects to be funded from the Capital Improvement Fund.

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

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

*Debt Service Stabilization Fund* – The November 2, 2015 Special Town Meeting approved the establishment of a Debt Service Stabilization Fund to set aside funds to be available as necessary to pay certain debt obligations. This fund is intended to be part of the Town's overall planning strategy for addressing capital facility needs. The fund would provide added flexibility to maintain the Town's capital investment strategy by smoothing out the impact of debt payments in years when the debt level is higher than is typically recommended. The fund would also be beneficial at times when interest rates are higher than expected. The plan for the fund is designed to ensure that the monies are not depleted in a single year, and that the amount available for appropriation is known before the budget year begins. All appropriations to and from the fund require Town Meeting action. This plan includes no projects to be financed through use of the Debt Service Stabilization Fund for FY2021.

*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 \$318,088 in funding from Sewer Enterprise Fund retained earnings and \$43,002 in Water Enterprise Fund retained earnings.

*Debt* – The Select Board's debt management policies (Section 5) provide guidance in translating capital expenditures into annual debt service. Section 2 of this plan contains a graphic presentation of the Town's current debt service and a calculation of the

Town's debt burden (annual debt service as a percent of total Town revenues). The figures used in calculating the debt burden are derived from the Town's long-term debt service schedule that is also included in Section 2. This plan includes \$676,700 in projects to be funded through General Fund debt, and no projects to be funded through Sewer Enterprise Fund debt or Water Enterprise Fund debt for FY2021.

*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 \$101,500 in projects contingent upon Community Preservation Funding for FY2021.

*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 no projects to be funded from Other Available Funds in FY2021.

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

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

## Investment in Real Property, Facilities and Infrastructure

Asset preservation – committing necessary resources to preserve, repair, or adaptively re-use current assets – is a high priority for the Town in order to keep its physical plant and infrastructure in reliable operating condition. While significant investment in many capital facilities is still required, the Town of Needham has made an extraordinary investment in public infrastructure during the past decade. The Town’s success in this area is a direct result of continued and sustained focus on asset evaluation, needs assessment, careful planning, and prioritization. The need for this level of investment in facilities and infrastructure is generally attributable to three factors – the age of the community and its infrastructure and assets, the built environment and amount of lane miles of roadway, and the growth in school age population after the Second World War that resulted in a building boom from 1951 to 1960. After the advent of Proposition 2½, the community found it difficult to make necessary investment in its array of school facilities. This resulted in a need for complete replacement or rehabilitation of the entire system beginning in the mid-1990s and continuing today. As noted previously, FY2020 saw the beginning and completion of several major projects including: the opening of the Sunita Williams Elementary School, the first full season of the Pools at Rosemary Complex, the opening of the Memorial Park Fieldhouse, and the opening of the Jack Cogswell Building. Projects underway include the construction of the Public Safety Building, the construction of the temporary Station 2 at the Hillside School, planning for School Administration/Emery Grover, and the development of a School Building Master Plan. Demolition of the existing Fire Station 2 will begin in early CY2020. Over the past several years, the Town has also made a remarkable investment in athletic facilities, parks, and recreational amenities including Walker Gordon Field, Greene’s Field and Playground, Newman Fields, Eastman Trail, the Rail Trail, the Needham Accessible Reservoir Trail, the reconstruction of the Rosemary Pool and Recreation Complex, the reconstruction of the Memorial Park Fieldhouse, and the Rosemary Lake sediment removal project. Table 2 shows the Town’s investment in facilities and infrastructure over the past five years.

**Table 2**

Description	2016	2017	2018	2019	2020	Total	Average
Municipal Facilities	\$90,000	\$649,000	\$6,126,000	\$74,641,000	\$794,000	\$82,300,000	\$16,460,000
Townwide Facilities and Community Services	\$3,513,323	\$756,154	\$17,202,000	\$8,826,000	\$3,662,000	\$33,959,477	\$6,791,895
Public Works Infrastructure Program	\$3,453,500	\$1,700,000	\$2,011,000	\$2,508,500	\$2,219,550	\$11,892,550	\$2,378,510
School Facilities	\$9,368,000	\$58,791,714	\$15,168,000	\$2,796,000	\$1,471,200	\$87,594,914	\$17,518,983
Drains, Sewer, and Water Infrastructure	\$2,320,500	\$375,860	\$2,900,000	\$2,395,000	\$7,021,500	\$15,012,860	\$3,002,572
<b>Total Appropriations</b>	<b>\$18,745,323</b>	<b>\$62,272,728</b>	<b>\$43,407,000</b>	<b>\$91,166,500</b>	<b>\$15,168,250</b>	<b>\$230,759,801</b>	<b>\$46,151,960</b>

## Investment in Equipment, Technology and Fleet

The position of the Town with respect to its equipment and technology capital investment is also positive. Major categories of this capital spending include Public Safety and Public Works fleet and equipment, School and Town-wide technology, and School copiers and equipment. Table 3 shows the Town's investment in these categories of capital spending for the five-year period FY2016 through FY2020.

**Table 3**  
 Equipment, Technology, and Fleet Capital  
 2016 to 2020

Description	2016	2017	2018	2019	2020	Total	Average
All Other Functions	\$30,645			\$68,970	\$137,960	\$237,575	\$47,515
Public Facilities & Works	\$144,000	\$120,000	\$162,000	\$176,500	\$68,000	\$670,500	\$134,100
Public Safety			\$167,872	\$43,424	\$43,424	\$254,720	\$50,944
Public School	\$108,145	\$45,000	\$45,000	\$60,500	\$35,000	\$293,645	\$58,729
<b>Equipment</b>	<b>\$282,790</b>	<b>\$165,000</b>	<b>\$374,872</b>	<b>\$349,394</b>	<b>\$284,384</b>	<b>\$1,456,440</b>	<b>\$291,288</b>
All Other Functions	\$30,000		\$145,000	\$215,000	\$85,600	\$475,600	\$95,120
Public Facilities & Works	\$129,500					\$129,500	\$32,375
Public Safety				\$112,000	\$852,550	\$964,550	\$192,910
Public School	\$403,000	\$347,080	\$510,290	\$706,790	\$684,820	\$2,651,980	\$530,396
<b>Technology</b>	<b>\$562,500</b>	<b>\$347,080</b>	<b>\$655,290</b>	<b>\$1,033,790</b>	<b>\$1,622,970</b>	<b>\$4,221,630</b>	<b>\$850,801</b>
All Other Functions		\$87,353			\$33,085	\$120,438	\$24,088
Public Facilities & Works	\$1,146,902	\$730,618	\$640,433	\$1,616,409	\$1,245,083	\$5,379,445	\$1,075,889
Public Safety		\$137,877	\$224,677	\$840,163	\$35,249	\$1,237,966	\$247,593
Public School			\$99,611	\$97,552	\$158,718	\$355,881	\$71,176
<b>Fleet</b>	<b>\$1,146,902</b>	<b>\$955,848</b>	<b>\$964,721</b>	<b>\$2,554,124</b>	<b>\$1,472,135</b>	<b>\$7,093,730</b>	<b>\$1,418,746</b>
Total Appropriations	\$1,992,192	\$1,467,928	\$1,994,883	\$3,937,308	\$3,379,489	\$12,771,800	\$2,560,835

## **Project Summaries – Recommended Projects for Fiscal Year 2021**

### **GENERAL GOVERNMENT**

#### **MULTI-FUNCTION PRINTER DEVICES**

This is the last phase of a four-phase project to replace multi-function printers throughout the four primary Town locations (Town Hall, Public Services Administration Building, Public Safety, and Center at The Heights) due to obsolescence or scheduled replacement. There are nine of these devices between the buildings, with only three of the devices not purchased during a capital project. Though several of these devices are currently over six years old, with one over eight, only one has reached 50% of the anticipated life cycles for each model according to the manufacturer estimated cycles per year. Based on the current usage the expected life of these devices is between ten and twelve years however the manufacturer of these devices does not guarantee the availability of parts or consumables past seven years. *(Submitted by: Information Technology Center)*

The Town Manager's recommendation for Multi-Function Printer Devices is \$35,600 to be funded by Free Cash.

### **PUBLIC SAFETY**

#### **AUTOMATIC EXTERNAL DEFIBRILLATOR REPLACEMENT**

The current AED equipment used by the Police Department is at the end of its useful life cycle. Replacement will also allow the department to purchase the same model that is carried by the Needham Fire Department, so the equipment is interchangeable when fire personnel arrive at an emergency scene. Funding will support the purchase of 11 AEDs at a cost of \$1,995 per unit, as well as corresponding watertight carrying cases, 22 infant/child pads, and 22 batteries. *(Submitted by: Police Department)*

The Town Manager's recommendation for Automatic External Defibrillator Replacement is \$32,885 to be funded by Free Cash.

#### **FIREARM REPLACEMENT**

The current service weapons in use by the Police Department are Smith and Wesson M&P 40 caliber and are 10 years old. The current weapons were placed in service in 2009, replacing weapons that were in service for eight years. Based on a study conducted by the FBI and research performed by firearms instructors, the Department intends to replace the Smith and Wesson 40 caliber with a Smith and Wesson 9MM firearm. The cost includes the purchase of 60 new firearms, holsters, and ammunition. *(Submitted by: Police Department)*

The Town Manager's recommendation for Firearm Replacement is \$33,000 to be funded by Free Cash.

## **PERSONAL PROTECTIVE EQUIPMENT**

Replacing one set of Personal Protective Equipment, PPE ("bunker gear") for 20% of all firefighting personnel on an annual basis helps to ensure that the life span of the equipment does not exceed the 10-year guideline. Ensembles issued prior to the recent purchase of a second set of PPE are approaching this time frame for many members. Due to the number of recent and forthcoming new hires, about a third of the Department has been issued PPE within the past five years. All fire personnel are in the process of being issued a second set of PPE, allowing them to properly maintain this equipment in an appropriate manner. *(Submitted by: Fire Department)*

The Town Manager's recommendation for Personal Protective Equipment is \$43,424 to be funded by Free Cash.

## **PUBLIC SCHOOLS**

### **SCHOOL COPIER REPLACEMENT**

School photocopiers are located in all the schools and the administration building, and are used both by administrative and teaching staff. Teachers use the machines to reproduce classroom materials, including homework sheets, exams, and teaching packets. Currently the School Department owns 42 copy machines. Copier replacement is planned on a life-cycle basis, which projects when a copier should be replaced based on actual usage and the manufacturer's total estimated capacity. Copiers which are heavily used are replaced more frequently than copiers that are lightly used. The average life cycle is calculated at 7 years, although planned replacement ages range from 5 - 9 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. *(Submitted by: School Department)*

The Town Manager's recommendation for School Copier Replacement is \$37,600 to be funded by Free Cash and \$24,820 in the Tier 2 Cash Capital category.

### **SCHOOL FURNITURE**

In FY2005 Town Meeting approved funding to begin the replacement of furniture in poor and fair condition throughout the School Department. By FY2015, all furniture in poor condition was replaced in the schools. The FY2021 funding request will continue the replacement of furniture in fair condition at the Pollard School and provide funding for new classroom furniture as needed. *(Submitted by: School Department)*

The Town Manager's recommendation for School Furniture is \$35,000 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. This request reflects the School Department's classroom technology standard and the decision in FY2017 to move devices with a lifespan of less than five years (Digital Learning Devices, or DLDs, and staff laptops) to the operating budget. The FY2021 request includes \$473,575 for hardware and \$113,000 for infrastructure replacement.  
*(Submitted by: School Department)*

The Town Manager's recommendation for School Technology is \$556,575 to be funded by Free Cash and \$30,000 in the Tier 2 Cash Capital category.

## **BROADMEADOW SCHOOL TECHNOLOGY ROOM CONVERSION**

The School Committee implemented Full-Day Kindergarten (FDK) in September 2019. Based on a feasibility study conducted by Dore & Whittier Architects in February 2018, several modifications to Needham buildings are proposed to accommodate the projected number of classrooms needed over the next five years resulting from Full Day Kindergarten and projected enrollment growth. This project provides funding to convert the existing technology lab at Broadmeadow Elementary School to a classroom.  
*(Submitted by: School Department)*

The Town Manager's recommendation for Broadmeadow School Technology Room Conversion is \$213,100 in the Tier 2 Cash Capital category.

## **ELIOT SCHOOL TECHNOLOGY ROOM CONVERSION**

The School Committee implemented Full-Day Kindergarten (FDK) in September 2019. Based on a feasibility study conducted by Dore & Whittier Architects in February 2018, several modifications to Needham buildings are proposed to accommodate the projected number of classrooms needed over the next five years resulting from Full Day Kindergarten and projected enrollment growth. This project provides funding to convert the existing technology lab at Eliot Elementary School to a classroom.  
*(Submitted by: School Department)*

The Town Manager's recommendation for Eliot School Technology Room Conversion is \$179,300 to be funded by Free Cash.

### **MITCHELL SCHOOL RESTROOM UPGRADES**

There are currently six restrooms at the Mitchell that are not ADA/MAAB accessible. Many of the existing plumbing fixtures are 40 to 60 years old. The current stalls are not the proper size and do not have grab bars. The urinals and dispensers are not set at the proper height. The sinks do not have insulated pipes. The restrooms do not have the minimum clearance necessary at the entrance nor do they have the appropriate turning radius. This project would upgrade the restrooms to meet ADA/MAAB requirements. The design phase of this project was funded in FY2020. *(Submitted by: DPW/Building Maintenance)*

The Town Manager's recommendation for Mitchell School Restroom Upgrades is \$676,700 to be funded through General Fund debt.

### **POLLARD SCHOOL AIR CONDITIONING UPGRADE DESIGN**

The Pollard Middle School has supplemental air conditioning only in one third of the building. The comfort and temperature of the educational learning space is an important aspect of school maintenance, especially with school starting in August. Some of the classrooms have very little refuge from direct sunlight, adding to the heat and humidity issues during the warmer months. A lack of temperature and humidity control throughout the building can cause lasting damage to the building. The Pollard is also underutilized during the summer for programming because of the lack of AC, adding strain to other schools. This project would fund the evaluation of possibilities for adding AC to the building. *(Submitted by: DPW/Building Maintenance)*

The Town Manager's recommendation for Pollard School Air Conditioning Upgrade Design is \$100,000 to be funded by Free Cash.

### **POLLARD SCHOOL LOCKER ROOM RETROFIT DESIGN**

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 programming, which requires storage for unique pieces of equipment (field hockey sticks, lacrosse sticks, bags, etc.). The existing lockers are all the same size and are not constructed to store a wide variety of equipment. This results in equipment being carried by athletes throughout the day or left outside lockers in an unsecured manner. The orientation of the locker room also 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. This funding will support the retrofit design. *(Submitted by: DPW/Building Maintenance)*

The Town Manager's recommendation for Pollard School Locker Room Retrofit Design is \$60,000 to be funded by Free Cash.

### **NEEDS ASSESSMENT OF POLLARD, NEWMAN & NHS AUDITORIUM THEATRICAL SOUND**

This project consists of a needs assessment/feasibility study of upgrading the theatrical sound and lighting systems in the Pollard, Newman and Needham High School (NHS) Auditoriums. These auditoriums are venues for student and community group productions. The theatrical equipment currently installed in these venues, however, is old and is not adequate for contemporary



musical or theatrical productions. Some common deficiencies in the audio systems include: speakers that are poorly placed, insufficient in number and/or non-functioning, thereby impairing the audience's ability to hear what is happening clearly on stage from all seats, and sound boards that are old (analog), partially non-functioning and/or not at a standard that is necessary for a modern musical or theatrical production. This study is intended to guide and direct future fundraising by community partners and develop a capital plan and budget for these spaces. *(Submitted by: School Department)*

The Town Manager's recommendation for Needs Assessment of Pollard, Newman & NHS Auditorium Theatrical Sound is \$60,000 depending on potential alternative funding sources.

## **PUBLIC WORKS**

### **470 DEDHAM AVENUE BOILER**

The boiler at the DPW garage was installed in 1961 and is past its useful life. It has required several significant repairs recently in order to keep it working. In the past, the Town has been forced to rent a temporary boiler to maintain heat in the facility while the boiler was out of service, as there is no redundancy in the heating system. The boiler's age and style do not meet efficiency standards, so the existing boiler will be removed and replaced with two high efficiency condensing boilers that use natural gas to gain redundancy. This will ensure that should anything happen to one boiler, the building will still have sufficient heat to keep the pipes from freezing. This will also make the building more energy efficient. *(Submitted by: Public Works/Building Maintenance)*

The Town Manager's recommendation for the 470 Dedham Avenue Boiler is \$460,000 to be funded by Free Cash.

### **ENERGY EFFICIENCY UPGRADE IMPROVEMENTS**

In 2011, the Town conducted an engineering study for energy upgrades on the 10 oldest buildings. The results of this study guided the Town's investment in energy efficiency over the past decade. At this time, the existing recommendations have been exhausted. Because technologies have improved, and several buildings were not originally evaluated due to their age, the department is proposing to conduct a new efficiency study to help plan for energy saving programs over the next several years. *(Submitted by: Public Works/Building Maintenance)*

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

### **NEEDHAM CROSSING STREETSCAPE**

In partnership with the business community, the Town is looking to redesign the streetscape in the Needham Crossing area. This includes assessing the pedestrian amenities and connection opportunities, taking into consideration recent development as well

as future potential growth. Recently, Needham's New England Business Center Zoning District (NEBC) has grown to include TripAdvisor, SharkNinja, NBCUniversal, and multiple hotels. This design will prioritize streetscape improvements including sidewalks, planters, seating, trash receptacles, public art, screening, fences, walls, and lighting fixtures. It will also provide recommendations for a pedestrian connection to the Charles River. *(Submitted by: Public Works)*

The Town Manager's recommendation for Needham Crossing Streetscape is \$25,000 to be funded by Free Cash.
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## **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. This program consists of multiple categories, each with their own sub-projects.

### STREET RESURFACING

The Town has 279 lane miles of accepted road that require maintenance. The average lifecycle of a road is 15 to 20 years. Specialized surface treatments can be applied within this period to sustain or extend the lifecycle of the roadway based on usage. The Town targets 17 lane miles of road per year in order to resurface roads before they reach the end of their lifecycle. These roads are prioritized based on a pavement condition index (PCI). The Town targets roads with a PCI under 70 for resurfacing and specialized treatment, and a PCI under 60 for repair and renovation.

The primary strategy of this program is asphalt paving and incidental work. Incidental work may include asphalt berm curb, new grass shoulders, corner reconstruction including handicapped ramps, minor drainage improvements, street sign replacement, traffic markings, and signs. Installing a monolithic asphalt berm curb and/or granite curbing better defines the edge of the road, improves drainage, and protects the shoulder from erosion. Target funding for street resurfacing in FY2021 is \$957,000.

### ROADWAY RECONSTRUCTION

Road resurfacing may be the appropriate treatment to extend the useful life of a road, but conditions may require a total reconstruction of the road to address structural issues within the road including drainage, grading, and subsurface material construction. In deciding which roads are candidates for reconstruction, the department evaluates the sight distance, drainage, presence of handicap ramps, condition of sidewalks, subsurface utilities, public utility poles, and overhead utilities, as well as the physical condition of the road such as shape, foundation, and traffic volume. The roads proposed for reconstruction are deficient in one or more of the areas listed. No funding is allocated to the Roadway Reconstruction category in FY2021.

### SIDEWALK PROGRAM

This program requires funding for the Town to address the failing network of sidewalks throughout the community. There are over 130 miles of accepted sidewalks in Needham. Over half of the Town's sidewalks do not comply with current standards and

require significant improvement including the installation of handicapped ramps. Sidewalk improvements must comply with Federal and State laws and construction standards. Target funding for the sidewalk program in FY2021 is \$525,000.

#### INTERSECTION IMPROVEMENTS

Traffic signals, intersections, and signage require upgrades and reevaluation as infrastructure ages, technology improves, and methods of transportation change. The intersection of Highland Avenue and West Street has aging traffic control infrastructure and can be unreliable. The signals have only one timer, which only allows for one traffic pattern regardless of the time of day. This work will include installing a new traffic signal system with modern technology that will better control the flow of traffic through the intersection and will include some streetscape amenities. The Town received \$60,000 in funding from the FY2020 State budget for the installation of pedestrian-scale lighting in the Needham Heights area to complement the proposed work. Target funding for intersection improvements is \$650,000.

#### BRIDGE REPAIRS

Surrounded on three sides by the Charles River, the Town jointly maintains several bridges with neighboring communities. The Massachusetts Bridge Inspection Program has identified a number of bridges that have some level of deficiency and has recommended future repairs. No funding is allocated to the bridge repair category in FY2021.

#### STORM DRAIN CAPACITY IMPROVEMENTS

The Stormwater Master Plan has identified several areas throughout Needham where improvements are required to resolve existing problems with flooding and illicit discharge. Since the issuance of the original Master Plan, numerous multi-unit developments have been built in the Town. These developments include new roads with drainage structures and roof or sump connections that are then connected to existing Town systems. These new connections have increased the load on the Town's drainage system and caused flooding in some areas. Unless circumstance require otherwise, FY2021 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. The \$83,000 allocation is for the design phase of the project.

#### BROOKS AND CULVERTS

Aging drainage infrastructure including poorly draining brooks, streams, waterways, and culverts throughout the Town have been damaged by heavy rains/storms. Flooding has caused the failure of retaining walls, resulting in extensive erosion and silt deposits in brooks and streams. The silt has provided a medium for vegetation and affected the flow of water, and the situation has resulted in the loss of usable abutting property and flooded basements. Unless circumstances require otherwise, FY2021 funding is proposed for improvements to Rosemary Brook. The section of the brook to be addressed has sediment, vegetation, and eroded banks that cause flow capacity and water quality issues. Target funding for brooks and culverts is \$200,000.

### GUARDRAIL

Many of the Town's guardrails are noncompliant and the department is preparing a plan to upgrade existing guardrails to make them both compliant and aesthetically pleasing. No funding is proposed for this category in FY2021. *(Submitted by: Public Works/Highway)*

The Town Manager's recommendation for the Public Works Infrastructure Program is \$2,145,000 to be funded by Free Cash and \$270,000 in the Tier 2 Cash Capital category.

### **TRAFFIC IMPROVEMENTS**

This request will allow for the funding of projects that are recommended by the Traffic Management Advisory Committee (TMAC). This recommendation 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, and pedestrian improvements. *(Submitted by: Public Works/Engineering)*

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

### **STORMWATER – NPDES SUPPORT PROJECTS**

The new 2016 National Pollutant Discharge Elimination System (NPDES) Regulations are the most sweeping set of stormwater requirements in the last 45 years. Urbanized areas located within Needham have a Small Municipal Separate Storm System (MS4). The MS4 Permit only authorizes the discharge of clean stormwater and/or stormwater that does not cause or contribute to an exceedance of water quality standards. The Permit also requires that pollutants in MS4 stormwater discharges be reduced to the maximum extent practicable. Needham is also subject to a Total Maximum Daily Load (TMDL) requirement for phosphorus and pathogens. All stormwater discharges from urbanized areas must reduce the amount of phosphorus discharging to waterbodies and the tributaries thereto by 45% and pathogens must be eliminated and/or reduced to the maximum extent practicable using enhanced structural and non-structural practices. Needham has five Water Quality Limited Waters impaired by turbidity, nutrients, organic enrichment, flow dissolved oxygen, priority organics, noxious aquatic plants, exotic species, oil & grease, taste, odor, color, suspended solids, and causes unknown. The five waterbodies impaired are: Alder Brook, Charles River (South Natick Dam to Chestnut Street), Charles River (Chestnut Street to Water Dam), Fuller Brook, and Rosemary Brook. All five waterbodies are classified as Category 5 Waters.

This funding would allow the Town to evaluate two sub-watershed areas to identify: potential testing locations, Town-owned properties for communal/neighborhood infiltration systems, Park & Recreation areas to reduce impervious surface and promote surface infiltration, areas to reduce impervious and promote surface infiltration, roadway pavements that can be narrowed or reduced, targeted audiences for education/outreach, participation/involvement measures to promote, operating and maintenance plans for the properties within the two selected sub-watersheds, and suitable snow dump locations. Funding will also support dry

weather & wet weather testing (295 outfalls and 20 sub-watershed areas), construction of best management practices, construction of a water quality system for the DPW yard parking lot drainage system, development of improvements to the SWPPP plan for DPW yard and RTS, and predictive catch basin cleaning for all 1,400 catch basins throughout the Town. *(Submitted by: Public Works/Engineering)*

The Town Manager's recommendation for Stormwater projects is \$34,500 to be funded by Free Cash and \$736,000 in the Tier 2 Cash Capital category.

### **DPW SPECIALTY EQUIPMENT**

This request is for large equipment that fits the definition of capital but is not included in the fleet request because the equipment is not a registered vehicle. This funding will support the acquisition of a loader-mounted snow blower to be used to clear gutter lines, parking lots, and loading trucks. *(Submitted by: Department of Public Works/Highway)*

The Town Manager's recommendation for DPW Specialty Equipment is \$192,000 to be funded by Free Cash.

## **COMMUNITY SERVICES**

### **LIBRARY FURNITURE**

This is a request to replace 42 public lounge chairs. The new library has been open to the public for more than thirteen years, and, due to heavy use, the furniture is showing wear and tear, especially on the lounge chair arms. *(Submitted by: Needham Free Public Library)*

The Town Manager's recommendation for Library Furniture is \$84,168 to be funded by Free Cash.

### **LIBRARY TECHNOLOGY**

This is the second year of a five-year request to fund the Library's Technology Plan. In FY2021, the plan is to replace 20 staff computers located in the circulation area, children's area, reference area, technical services area, and administration. *(Submitted by: Needham Free Public Library)*

The Town Manager's recommendation for Library Technology is \$30,000 to be funded by Free Cash.

### **LIBRARY SPACE PLANNING**

The funding will enable the Library Trustees to engage a professional library space planner to determine if the library's interior space can be better arranged to accommodate the number of students and tutors who use the library's study rooms and study areas. In the afternoon during the school year, the library is crowded with students, tutors, and other people using the three study rooms, the row of carrels, and the many four-seat tables. The Trustees are also exploring the installation of an automatic materials handler that would check in and sort returned materials. This acquisition would require a new configuration of furniture and equipment. *(Submitted by: Needham Free Public Library)*

The Town Manager's recommendation for Library Space Planning is \$60,000 to be funded by Free Cash.

### **RIDGE HILL BUILDINGS DEMOLITION**

The 2019 Annual Town Meeting approved \$50,000 in feasibility funding for the demolition of buildings at the Ridge Hill site. That study is now underway. Funding proposed for FY2021 would include all necessary work to remove the buildings on the Ridge Hill Property site except for the barn. Cost considerations include existing site conditions, permanent site restoration requirements, survey, civil, mechanical, electrical, and plumbing engineering, cost estimating, environmental and hazardous materials testing, permitting, and moving and storage expenses. *(Submitted by: Public Works)*

The Town Manager's recommendation for Ridge Hill Buildings Demolition is \$500,000; funding to be determined in the fall of 2020.

### **ATHLETIC FACILITY IMPROVEMENTS – CLAXTON FIELD LIGHTING DESIGN**

Claxton Field currently has metal halide field lights that require increasing maintenance as they age. Metal halide is one of the least efficient lighting types currently available – the bulbs have a short life span that require frequent replacement, and they light an area as opposed to providing a focused directional light. This project will include an assessment of upgrading the field lighting system to more energy efficient lights, evaluate the lighting needs of the field, and make recommendations for improvement. *(Submitted by: Public Works/Parks & Forestry)*

The Town Manager's recommendation for Claxton Field Lighting Design is \$72,500 contingent on CPA funding.

### **ATHLETIC FACILITY IMPROVEMENTS – CLAXTON SOFTBALL FIELD DESIGN**

The Claxton softball fields have clay skin infields, unlike baseball diamonds which typically have a combination of skin and turf. This makes the grading of the skins important as any imperfections will cause puddling. The current fields were constructed on a closed landfill that is not properly graded due to site conditions, settling of materials, and age. After heavy rains, there is puddling

on the skin which can lead to frequent field closures. This project will include removing the existing skin clay material, evaluating conditions below the skin, and making amendments and regrading as necessary. *(Submitted by: Public Works/Parks & Forestry)*

The Town Manager’s recommendation for Claxton Softball Field Design is \$29,000 contingent on CPA funding.

**ATHLETIC FACILITY IMPROVEMENTS – DEFAZIO SYNTHETIC TRACK**

The Department engaged a consultant to evaluate the synthetic track at DeFazio and identified some delamination. The track is presently under a fifteen-year warranty that will be expiring within the next five years. Basic maintenance, including the proposed resurfacing of the synthetic track work, is required to ensure that at the end of the warranty, a total replacement is not necessary. *(Submitted by: Public Works/Parks & Forestry)*

The Town Manager’s recommendation for DeFazio Synthetic Track is \$160,000 in the Tier 2 Cash Capital category.

**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 FY2021 fleet replacement schedule is as follows. *(Submitted by: Multiple Departments)*

**GENERAL FUND CORE FLEET REPLACEMENT**

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
C-03	Ford Explorer	Fire	2013	Ford Explorer or similar	\$55,502
43	Ford F-350	DPW/Highway	2012	Ford F-350 or similar	\$69,455

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UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
707	Ford Econ Van	DPW/Building Maintenance	2008	Ford Transit Van or similar	\$48,713
820	Ford Escape Hybrid	DPW/Building Maintenance	2009	Ford F-150 or similar	\$43,002
Van 7	Ford Econ Van	Schools	2012	Ford Transit Van with Wheelchair Lift or similar	\$52,374
Van 8	Ford Econ Van	Schools	2013	Ford Transit Van with Wheelchair Lift or similar	\$52,374

**GENERAL FUND FLEET REPLACEMENT – SPECIALIZED EQUIPMENT**

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
R-04	Ford E450 Ambulance	Fire	2008	Ford E450 Ambulance or similar	\$337,479
181	Elgin Pelican Sweeper	DPW/Highway	2012	Global Environmental Sweeper or similar	\$263,412
34	Mack 10 Wheel Tractor Truck	DPW/RTS	2001	Mack 10 Wheel Tractor Truck or similar	\$168,255

**REPLACEMENT SNOW AND ICE EQUIPMENT**

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
113	Prinoth Sidewalk Plow Tractor	DPW/Highway	2008	Sidewalk Plow Tractor or similar	\$178,163

The Town Manager's recommendation for General Fund Core Fleet Replacement is \$278,417 to be funded by Free Cash and \$43,002 in the Tier 2 Cash Capital Category.

The Town Manager's recommendation for General Fund Specialized Equipment is \$505,734 to be funded by Free Cash and \$263,412 in the Tier 2 Cash Capital Category.

The Town Manager's recommendation for General Fund Snow & Ice Replacement is \$178,163 to be funded by Free Cash.



**SEWER ENTERPRISE FUND**

**SEWER CORE FLEET REPLACEMENT**

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
23	Ford F-350	Sewer	2011	Ford F-350 Utility Truck or Similar	\$79,805

**SEWER FLEET REPLACEMENT - SPECIALIZED EQUIPMENT**

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
101	Case Loader	Sewer	2010	John Deere Wheel Loader or similar	\$238,283

The Town Manager's recommendation for Sewer Fleet Replacement is \$318,088 to be funded by Sewer Enterprise Fund Retained Earnings.

**WATER ENTERPRISE FUND**

**Water CORE FLEET REPLACEMENT**

UNIT	EXISTING	DIVISION	YEAR	REPLACEMENT	AMOUNT
31	Ford F-150	Water	2011	Ford F-150 or Similar	\$43,002

The Town Manager's recommendation for Water Fleet Replacement is \$43,002 to be funded by Water Enterprise Fund Retained Earnings.