

**FY2008 Capital Budget Committee  
Report to Belmont 2007 Annual Town Meeting**

The Capital Budget Committee is established by Article 13 of the Town by-laws. There are seven members, of whom three are appointed by the Moderator for terms of three years, and the other four are the chairman (or a member appointed by the chairman) of the Board of Selectmen, the Warrant Committee, the Planning Board and the School Committee, all of whom serve at the pleasure of the appointing authority. The members of the Committee who acted on the FY08 Capital Budget recommendation are John Bowe (School Committee), M. Patricia Brusch (Warrant Committee), Mark F. Clark (Moderator, term expires 6/30/08), John Conte (Moderator, term expires 6/30/09), Jennifer M. Fallon (Planning Board), Angelo Firenze (Board of Selectmen) and Anne Marie Mahoney (Moderator, term expires 6/30/07). Mrs. Brusch serves as the Committee's chairman and Mark Clark serves as its secretary. Barbara Hagg, Town Accountant, serves as staff liaison to the Committee and Thomas Younger, Town Administrator, usually attends Committee meetings. Jeffrey Conti, Assistant Town Administrator, frequently attends meetings. The Board of Selectmen and the School Committee rotate their chairs after Town elections in April. This past April, Messrs. Bowe and Firenze became chairs of their respective committees and their places on the Capital Budget Committee have been taken by Diane Stafford and Daniel Leclerc.

According to Article 13 of the Town's by-laws, "It shall be the duty of the Committee annually to prepare a capital report showing, for each six years hence following a list of those public improvements and non-recurring major equipment needs which, in its opinion, represent the most necessary enhancement projects or purchases to be undertaken by the Town during each such year. The report shall include the probable cost of each such improvement or purchase and the Committee's recommendations as to the method of financing them."

This duty is addressed in three ways in this report. A specific recommendation for a Capital Budget for FY2008 is set forth below. Following that, we report on several large capital projects that the Town has faced recently or is facing. Finally, we provide a chart that sets forth the capital requests for fiscal years 2009 through 2013 that have been forecast by administrators of various Town departments.

The Committee has spent its time this spring particularly on the first item, the recommended Capital Budget for FY2008. The Committee is, however, part of two groups that have also met regularly this spring. The Blueprint for Belmont Group (consisting of the Board of Selectmen, the School Committee, the Warrant Committee and the Capital Budget Committee) has met to consider ways to cope with the Town's shortage of funds. The Capital Planning Group (informally known as the "mega-group" and consisting of the Board of Selectmen, the Warrant Committee, the Permanent Building Committee and the Capital Budget Committee) has met to consider the many large building projects facing the Town.

In preparing to recommend an annual Capital Budget, the Committee collects requests from Town departments (including the School Department) for capital expenditures from enterprise funds, from state reimbursements and general tax. With respect to items to be paid from general tax, the Board of Selectmen proposes to the Warrant Committee and the Capital

Budget Committee an amount to be spent in the Capital Budget.<sup>1</sup> After receiving requests from Town departments and a proposed general tax budget allocation from the Board of Selectmen, the Committee, at its meetings, interviews department representatives from those departments that have made requests. This year -- as last year -- the process began with the individual members of this Committee reviewing copies of the departmental requests and developing individual questions regarding those requests. Those individual questions were then pooled and submitted to the departments in writing. The departments answered the questions in writing and the questions and answers were distributed to the entire Committee before it interviewed each department.

The Capital Budget Committee then proceeds to assemble a recommended budget for the next fiscal year (in this case, FY2008). The Committee considers each item that has been requested and votes whether that item should be included in its recommended budget. The item is included if it receives a majority vote; unanimity is not required. (In the current year, however, most items that are recommended received a unanimous vote.) The requests for capital funds from various departments are, at the request of the Committee, presented by each department in a priority order. This is particularly helpful when the Committee is confronted with requests that are technical and have implications only for the department making the request. When, however, the request is less technical and/or has implications for others outside the department, the Committee often exercises its own sense of priority.

Before turning to the Committee's recommended Capital Budget for FY2008, to the large capital projects facing the Town and to a forecast of capital requests for 2009 through 2013, there are some preliminary items to be addressed. Two were discussed in our report last year. One is new. The first is the very definition of capital expenditure that should be understood when considering the Committee's recommended Capital Budget. The second is the size and nature of the Capital Budget for the next fiscal year (FY2008) and beyond. The new one is the need to consider both capital needs and potential solutions for those needs on a Town-wide, not just a departmental, basis. As further discussed below, this one has implications for both the way in which the Capital Budget is developed and the way in which the Town is structured.

The definition of capital expenditure for which the Committee is responsible is *not* the common understanding of a capital asset -- it is a more exclusive definition. The common understanding of a capital asset is some asset that can be used and enjoyed for an extended period of time, often taken as more than one year, or can be used to produce another product. It is often thought of as anything that is not for immediate consumption. This is *not* the definition with which the Capital Budget Committee works.

Note the key words in the by-law responsibility quoted previously: "public improvements and non-recurring major equipment needs." An example of the differences between the two concepts that is very relevant to the Town's budgeting process is police cruisers. In common understanding, an automobile is a capital item but a police cruiser is a "recurring"

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<sup>1</sup> This year (for FY2008), the proposal was \$2,233,000 of which \$100,000 is to be transferred from the Capital Endowment Fund. This sum (\$100,000) represents a portion of the annual earnings of the fund. The Committee also receives proposals from the Director of Public Works regarding proposed capital expenditures from water and sewer enterprise funds (financed by rates on water). They are dealt with below.

item. (The average front-line cruiser is driven 25,000 - 30,000 miles in its first year. Cruisers must be replaced on a regular cycle.) In the view of the Capital Budget Committee, replacement of police cruisers belongs in the regular operating budget. As mentioned below, there are other items that should be considered part of the operating budget that have a tendency to find their way into the capital budget process.

In an effort to draw a "bright line" between what it would consider and not, twenty-five years ago a previous Capital Budget Committee established a \$10,000-per-item requirement for requests addressed to it. In 1985, it was the intent of the then Capital Budget Committee to raise that amount to \$12,500 but that did not happen.

Meanwhile, increasing pressure on the Town's operating budget resulted in the virtual elimination of a line item ("Capital Outlay") in departmental budgets under which the small or recurring capital items had been purchased. (This line item has now been restored.) An even more insidious thing began to happen. Maintenance was not pursued. The inevitable result of wear, tear, and simple weathering plus maintenance neglect is the seeming transmutation of a current expense item (maintenance) into a seeming capital expenditure (starting all over again). A prime example relevant to the Town is the current dismaying condition of the Town's streets, some of which have deteriorated so badly that they can not be repaired but must be rebuilt -- literally from the ground up.

Confronted by increasing pressure from smaller or recurring requests, previous Capital Budget Committees, loathe to see necessary expenditures unmet, tried to accommodate small items and recurring items within previous Capital Budgets -- often by turning a blind eye to the practice of aggregating separate items in order to meet the \$10,000 threshold. The current Capital Budget Committee is making a vigorous effort to confine the Capital Budget to items that are truly "public improvements and non-recurring major equipment needs." It is not that members of the Committee feel that small capital items and recurring capital items are inappropriate expenditures for the Town; indeed, members of the Committee feel that the smaller capital expenditures, recurring expenditures and maintenance of capital assets are very important and should be funded annually under their own explicit headings in each department's operating budget. The members of the Committee feel, however, that the Capital Budget should be available to meet the needs of the Town that are truly "public improvements and non-recurring major equipment."

An important example of the process of distinguishing between items that are appropriate for the Capital Budget and those that are appropriate for the current operating budget is provided by computer technology. When computer technology was novel, the then Capital Budget Committee was easily convinced that acquisition of the Town's (including the School Department's) first computer capability was a capital item within the by-law definition.

Now, as one member of the Capital Budget Committee has remarked, computers are the current era's "textbooks." Textbooks, though they are used for more than one annual cycle, are an item for the current operating budget. In like manner, much of the Town's computer capability should be accommodated within the current operating budget. The importance to the Town of making a success of its transition to computer-based operations is of great concern to the Committee. The Committee recommends that a special fund be set aside in each

Departments' operating budget to be spent each year on the constant and continual maintenance and improvement of its computer capability. (The Committee remains ready to address requests for expenditures for the Town's technology infrastructure that supports its computer capability.)

Another important example of the difficulty of properly dealing with the Town's capital assets is the Town's network of streets. Although the maintenance of the network of streets is (or should be) a recurring item, the funds for providing the Town with its streets have traditionally been included in the Capital Budget. As this Committee observed in last year's report, since much of the work on the Town's streets must be planned and contracted for in advance, the pavement management program of the Town would greatly benefit from a stable and predictable budgeting atmosphere.

This thought is part of the motivation for one of the recommendations of the Belmont Pavement Management Committee, appointed by the Selectmen. In its interim report of February 2007, that committee recommends a special purpose stabilization fund funded in part by a Proposition 2½ override. (The draft report of the Pavement Management Committee dated February, 2007 is available on the Town's website: [www.town.belmont.ma.us](http://www.town.belmont.ma.us).)

In the meantime, the amount we can recommend from the Committee's allocation (\$403,501 from so-called chapter 90 funds, appropriated at the April session of the Annual Town Meeting, plus \$1,025,000 recommended for appropriation from the general tax at the June session of the Annual Town Meeting) is adequate to fund the next steps in two important projects (the Belmont Street/Trapelo Road corridor and Pleasant Street) as well as planned work on Washington Street and part of Cross Street but is not adequate to cope with the general needs of Belmont's streets. A mechanism such as that recommended by the Pavement Management Committee is needed.

In a sense, the plight of Belmont's pavement is fortunate. The attention of everyone who rides a vehicle in Town is focused on it and it has an official advocate in the form of the Pavement Management Committee. Many of the small items that are rejected by this Committee because they fall outside its by-law definition are referred to by one of this Committee's members as "orphans." It is not that members of this Committee feel that all of such items are unworthy. It is only that this Committee feels that these items should not compete with the Town's major, non-recurring items and should be treated as routine. Our representatives from the Warrant Committee and the Board of Selectmen can be expected to bring the status of these items to the attention of those who prepare the annual operating budget. This Committee does not, however, endorse any idea that funds for these items can be found by reducing the amount devoted annually to the Town's capital needs within the by-law definition.

The third matter that came to the attention of the Committee this year (in addition to the by-law definition of "capital item" and the adequacy -- or inadequacy -- of the Capital Budget) is integration and coordination of a capital budget. Traditionally, each department (whether it reports to the Selectmen or some other elected body) makes its own request to the Capital Budget Committee, and establishes its own set of internal priorities. It is then left to this Committee to sort out priorities among departments. It is also left to this Committee to notice that departments are making similar requests or that the needs being addressed by one department can be addressed without a capital expense, or with a better capital expense, by another department.

This spring, the Committee noticed this situation particularly involving requests for back-up generators and vehicles. At the same time, it noticed some requests, particularly in the IT area, that clearly have Town-wide, multi-departmental implications and were being made despite the fact that the Town is ill-structured for such matters.

In efforts to address problems such as these for FY09, a preliminary or draft capital budget will be formulated through the Town Administrator and then presented to the Capital Budget Committee in the same manner that the current operating budget is formulated each year by the Town Administrator and then presented to the Warrant Committee. At the same time, a sub-committee of the Blueprint Project (see discussion, above) has recommended a reorganization of the Town's administration of IT matters.

The Capital Budget approved for the current fiscal year (FY2007) (along with other details about the Committee and the Town's capital expenditures) is set forth in the report submitted by the Capital Budget Committee for Town Reports 2006, available in hard copy in the Town's Annual Reports and on the Town website, [www.town.belmont.ma.us](http://www.town.belmont.ma.us). A summary of those expenditures by source is as follows: Capital Endowment Fund \$100,000; Enterprise Funds (water and sewer receipts) \$955,822; state reimbursement for highways (so-called "Chapter 90") \$795,679; general tax \$1,935,600; general borrowing by the Town \$871,000; borrowing by the Municipal Light Department \$300,000; Unreserved Fund Balance (Free Cash) \$60,000; and Ash Landfill Stabilization Fund \$150,000. The borrowing included funds to purchase an accounting software package that can be used throughout the Town. Not all of the debt service for this debt will be funded by general tax and thus not all the service for this debt will find its way into the current operating budget.

For FY2008, the Committee initially received requests for \$11,282,282 in capital expenditures (according to the Committee's mid-February worksheet). Of this amount, an estimated \$323,538 was to be funded by the so-called Chapter 90 funds, \$1,746,400 was to be funded by the enterprise funds, and \$9,212,344 was proposed to be funded from general tax. At least one request was not quantified. As one can see from our experience with the FY2007 budget and continued with FY08 (and as one can confirm by consulting both the forecast at the end of this report and the experiences of the Capital Budget Committee in previous years), the allocation that the Committee receives each year from general tax (about \$1.1 million, not counting road moneys) allows the Committee to address only the most pressing requests each year. The Committee believes that the Town's allocation to the Capital Budget each year should be \$2 million (exclusive of money devoted to roads) and that, that amount should increase each year by the same 2½% allowed to other aspects of the Town's general tax budget. In addition, the Committee wishes to go on record as strongly supporting the efforts of the Warrant Committee to establish a system whereby the condition of the Town's large capital assets can be assessed, indexed and tracked from year to year.

Since initial requests were compiled in early 2007, some requests have been rejected as not meeting the by-law definition of capital expenditure, some requests have been reduced, and a small request can be accommodated within funds remaining in the budget of the Town Hall Complex Building Committee. The Chapter 90 road funds (which at \$403,501 are higher than originally estimated) were dealt with at the April session of this Annual Town Meeting under Article 8. The remaining items in the Committee's recommendations for FY2008 are set forth

below in two charts, the first corresponding to Article 10 in the warrant for 2007 Annual Town Meeting and the second corresponding to Article 11. (The Article 10 information is presented in the form<sup>2</sup> of the motion that will be made under that article. Our recommendation for expenditures under Article 11 assumes that water rates are set appropriately to finance those expenditures.)

Note that the Article 10 recommendation includes \$1,000,000 in borrowing. That enables us to recommend the High School HVAC project which we have deferred in past years. In that connection, we are recommending \$150,000 of our original allocation be used for the initial debt service on this borrowing. We are also recommending that any remaining balance (under \$8,000) of our original allocation be used (with other funds) in the operating budget to begin work on a DPW fence request that we were unable to include in our recommendation, that seemed to us a maintenance-like and also seemed in danger of becoming an “orphan.”

ARTICLE 10

MOVED: That the sum of \$3,075,100<sup>3</sup> be, and hereby is appropriated to purchase Public Safety Equipment, Public Works Equipment and Furnishings and Equipment for Town Facilities, and consulting services, to construct public ways, and for Building and Facility and Public Works Construction; and for Major Maintenance and Alterations (including design work) as follows:

Public Safety Equipment

Fingerprint System Police	\$ 25,000
Digital Portable Radios Police- phase 1	100,000
Fire – Replace Rescue Boat & Trailer	16,000
Radio System Upgrade Fire – phase 1	<u>44,000</u>
Subtotal	\$185,000

Computer Equipment

Town-wide Fiber Redundancy Project	85,000
Data Integration & Recovery	
Phase 1 – schools	52,500
Virtualized Backend Service	
Phase 1 – schools	<u>25,000</u>
	\$162,500

Departmental Equipment

Snow fighter conversion	\$ 35,000
Hwy - Dump truck 35,000 GVW	91,000
Parks - Replace 1 ton pickup	33,200

<sup>2</sup> The motion as actually made will appropriate \$5,175,000. At the meeting of the Warrant Committee Wednesday evening, May 30, 2007, that Committee voted that \$2.1M of “free cash” be allocated to Pavement Management. This is in accordance with the recommendations of the Pavement Management Committee, mentioned in the text, above. This Committee will report orally at Town Meeting on this allocation.

<sup>3</sup> See previous footnote.

Replace Athletic Field Conditioner	18,400
Replace Riding Lawn Mower - Parks	12,000
Replace phone system – CMS	<u>46,000</u>
Subtotal	\$235,600

Building and Facility and Public Works Construction

Feasibility Study for New Police Station	50,000
3 <sup>rd</sup> year of a 5-year replacement program	
Translucent Panels	125,000
HS Tennis Courts	48,500
School Admin Bldg Weather Stripping	27,500
Replace HVAC units at High School	1,000,000
Building Security Control System	100,000
HVAC work – Homer Building	17,000
Highway Yard Building – ventilation	50,000
Reconfiguration Library circulation area	<u>49,000</u>
Subtotal	\$1,467,000

Infrastructure and Construction

Pavement and sidewalk management	
Program	<u>\$1,025,000</u>
Grand Total	<u>\$3,075,100</u>

Said sums to be expended under the direction of the Board of Selectmen, the Library Trustees and the School Committee as appropriate and that said sums be hereby raised as follows: \$1,000,000 by borrowing; \$1,959,100 by General Tax, and by transfer of \$100,000 from the Capital Endowment Fund; and the Town Treasurer, with the approval of the Board of Selectmen, be and hereby is, authorized to borrow \$1,000,000 and to issue bonds or notes therefor under Chapter 44 of the General Laws; and that the Town Accountant be and hereby is authorized to make the transfers on the books of the Town.

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ARTICLE 11

The water & sewer budgets will include the following projects/equipment (paid for from fees & charges) that will not be specifically noted in the article but will show as totals in the detailed budgets that are distributed as part of the budget books:

Water Enterprise

Infrastructure & Construction

Water Main Replacement Program	<u>\$647,322</u>
	647,322

<u>Computer &amp; Departmental Equipment</u>	
GIS System equipment & software	20,000
Replace Maintenance Van	34,700
Replace Air Compressor	<u>21,721</u>
	76,421
Total Water Enterprise	\$723,743

Sewer Enterprise

<u>Computer &amp; Departmental Equipment</u>	
Replace 1 ton 4-wheel drive pickup truck*	\$ 31,700
Replace 4 wheel drive administrative vehicle*	25,100
GIS System equipment & software	<u>20,000</u>
Total Sewer Enterprise	\$ 76,800

\*vehicles are budgeted less expected trade (\$2500)

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In recent years, the effort to look ahead at the capital needs of the Town has taken two forms. The annual requests as foreseen by the Town departments through 2013 are set forth at the end of this report. In addition to that exercise, certain committees of the Town (the Warrant Committee, the Board of Selectmen, the Permanent Building Committee and this Committee) have been meeting as a group to consider certain projects which the Town is facing. That process, mentioned earlier, has been known informally as the “mega-group meeting” but is formally known as the Capital Project Planning Group. That process has been supplemented by a third. In March of this year, the Board of Selectmen approved a “Capital Project Overview Committee” with the mandate to examine all future capital projects to determine “the most efficient use of land and buildings, including the possibility of combining two or more projects.” The Committee, whose members have now been appointed, was asked to report by October 1, 2007. In the meantime, here is a summary of some of the projects the Town is pursuing or faces.

A Building Committee is currently hard at work on a new Senior Center. The budget for that project (\$6,328,456 for design and construction) has been authorized by a favorable debt exclusion vote by the Town’s electorate. At least \$1.1 million has been pledged from private donations (of which \$400,000 is in hand) and a grant of \$150,000 was awarded by the Commonwealth. These funds will be used to reduce the impact on the taxpayer. The Senior Center Building Committee plans to go out to bid this summer.

At the April 24, 2006, session of the Annual Town Meeting, the Town Meeting approved letters of interest for both the Wellington School and the High School. These are first steps in obtaining reimbursements from the Commonwealth for work that is being planned for both sites. In March of 2006, the Capital Project Planning Group held a meeting at which a presentation was made concerning a schematic design that had been produced for the replacement of the current Wellington School. (The cost of this project is currently estimated at about \$55 million in 2009 dollars.) At that same meeting, the Group was given a report of a feasibility study that

had been conducted concerning the Town Yard, particularly the headquarters of the Water and Public Works Departments. (The estimated cost of consolidating and replacing the buildings on site at the Town Yard is nearly \$20,000,000. This figure is in 2006 dollars and it is necessary to add an escalation factor of 5 to 8% for each year that the project waits.) (The Municipal Light Department is also headquartered at the Town Yard, but its building is not involved in the proposal.)

In the fall of 2003, Town Meeting authorized funding for the development of a master plan for the comprehensive renovation of Belmont High School, now 36 years old. The resulting plan, accepted by the School Committee in the fall of 2004 and reported to Town Meeting in April 2005, consists of a conceptual design and proposed schedule which presents one possible solution to the identified needs of the building and the educational program. The total estimated cost of the project before any state aid was \$62.3M. (Assuming 40% state aid, the Town's contribution would be \$37.4M.) This estimate, developed in 2004, was meant to represent the cost in FY2008 dollars, FY2008 being at that time the first year the Superintendent's Advisory Committee on the Future Building Needs of Belmont High School felt the project might feasibly be begun. The updated estimate, developed this past spring, is \$70M, assuming the project starts in 2008.

During the spring of 2007 there has been a re-evaluation of the proposed High School project. Given the backlog of school projects waiting to be put on the state's School Building Assistance list and the relative urgency of some of the needs of the High School Building, especially the science classrooms, and the HVAC, electrical and fire protection infrastructure, there is a proposal to move ahead with a first phase of the renovation. This would mean putting off the balance of the project for at least ten years after the start of phase one, given state rules about separation of distinct reimbursable projects for one building. This first phase would include the construction of a new science wing, some renovation of current science classrooms and would address some of the most pressing infrastructure needs for an estimated cost of \$22M. The Superintendent's Advisory Committee has recommended this proposal for a phase one project, if it can be funded within two years. If starting the project takes longer than that, the recommendation is to pursue the whole project, so that the balance of the renovation does not get pushed too far into the future.

The Memorial Library (the main library building on Concord Avenue) is also on the list to be replaced. A feasibility study was completed in 2005. The current estimate for rebuilding a main library building on the site of the current Memorial Library is \$25,786,471 in 2008 dollars (total project costs). It appears that the Town's application for state library building assistance will be acted upon sooner than planned. As a result, a proposal was made at the April session of this year's Annual Town Meeting to authorize the Moderator to appoint a building committee and to authorize that committee to expend funds to obtain a schematic plan. The article under which this proposal was made was dismissed from the warrant by the Town Meeting. This Committee expects that the matter will be revisited at a fall town meeting after more information is available.

Both the early availability of Commonwealth's assistance and the Town's deferral of a library decision were foreshadowed in this Committee's report to the 2006 Annual Town Meeting and in its recommendation to the April session of the 2007 Annual Town Meeting. As

also suggested in its last year's report, this Committee is now recommending that some funds be spent on the existing main library building. Whether that building is eventually replaced or not, this Committee believes that it will be in use as a library for long enough to make it worthwhile to make some improvements in the current building.

In its report last year, this Committee explained that it had not recommended a feasibility study concerning the current police station in part because the leadership of the Police Department was in transition. This year the leadership of the Police Department is in place, and this Committee recommends funds for a feasibility study. The feasibility study will not be confined to the condition of the current police station: rather, it will be programmatic: that is, it will consider the needs of the Police Department and suggest solutions whether those solutions involve the current building or not.

There are other, less well-defined, projects that have received some consideration by this or other committees of the Town. The School Department has on several occasions made recommendations for renovations of restrooms at the Virgilo Skating Rink and repairs of external stairs at the White Field House. Although the Committee has thus far declined to recommend those projects, they are carried in the chart below. The Town has increased its ownership of land on the north side of Concord Avenue and further work regarding Town facilities on the north side of Concord Avenue is undoubtedly in the offing. Finally, some work has been done in recent years concerning the Underwood Pool. This Committee would not be surprised if proposals concerning the Pool arose in the future.

#### BELMONT CAPITAL BUDGET 5-YEAR PLAN

It is the responsibility of the Capital Budget Committee to present to the Town Meeting, in addition to the items to be funded in the upcoming fiscal year, a list of the anticipated project for the following five years. In the past, it has been the practice of the Capital Budget Committee to compile this list from requests from department heads and to present it unaltered (except as required for editorial consistency). For this year, we will continue with this practice (except we have deleted items that are to us obviously not within the by-law definition of "capital").

It should be noted that this list is provided as a raw document for planning purposes only. The items on the list have not been "vetted" either by the Town Administrator or the Capital Budget Committee. The Town Administrator will work with the department heads in the coming months to smooth at least the vehicle portion of the requests so that the more expensive vehicle purchases are spread out.

We would like to create a balance of large-ticket items and the smaller ones. This will require some discipline on the part of future Capital Budget Committees and the Town to stick with a plan once one is created. If funding for a vehicle replacement is postponed, usually that does not eliminate the need for the vehicle and thus pushes the request to a future year when there is probably something else requested. This is exactly what happened several years ago when some items were postponed and the "old" practice of replacing a major piece of fire equipment every four years was stopped. Once we were able to begin to catch up with the

replacement, we found that several vehicles were stacked in succeeding years, making it difficult to also fund another major piece of equipment.

One will also note on the list that there are items requested for the Wellington School, the Memorial Library, and the police station. While it is expected that these buildings will receive major renovation or replacement in the future, we are uncertain of the timing of any of these projects, and so have included repairs that will be needed in the year that it appears such a need will occur. It is expected that any expenditures of a capital nature will be carefully thought out in terms of the expected future of the facility. However, the buildings do have to function, and be safe and comfortable, for as long as they are being used.

The future of the Roof Replacement Program should be mentioned particularly. This is a program that was begun about ten years ago. The purpose was to set aside an amount of money each year to take care of the neediest roofs. The sum of \$300,000 was decided upon and Town engaged a consultant to determine the condition of the roofs and create a replacement/major repair program. The original program has been completed, but recent experience at the Police Station has reminded us that it is necessary to take a further look at roofs that were in good condition when the initial study was done and determine the quality of roofs that were deemed in good shape ten years ago. We expect to develop better information about this potential need; not only have we recommended a police station feasibility study but the Town is now engaged in a building envelope study and, as mentioned earlier, the Warrant Committee is working to establish a system whereby the condition of the Town's large capital assets can be assessed, indexed and tracked from year to year.

## BELMONT CAPITAL BUDGET 5-YEAR PLAN - FY2008

31 May 2007

Department	Year	Item	Cost	Condition
Fire	2009	Portable radios replacement	\$45,000	
		Shift commander's response vehicle	\$41,000	
		Utility Vehicle	\$48,000	
		Reserve ladder truck	\$15,000	
		SCBA fill station	\$53,000	
		Spill response trailer	\$22,000	
		Staff vehicle	\$38,000	
		Radio system upgrade - phase 2	\$67,000	
	2010	Shift commander's response vehicle	\$41,000	
	2011	Ladder truck	\$750,000	
	2012	SCBA replacement	\$145,000	
		Ambulance	\$195,000	
	2013	Engine replacement (1988)	\$380,000	
Police	2009	Portable radios (30) - phase 2	\$87,500	
		Antenna site generator	\$18,000	
		Primary and secondary controller servers (replacement)	\$15,200	

2010	Software Upgrades	\$40,000	
2011	Van	\$35,000	
2012	Acuity GIS Mapping / Realtime software	\$15,000	

<b>Community Development</b>	2009	Pavement management	\$3,400,000		
		Trapelo Rd design & construction	\$110,000		
		Pleasant St construction	\$130,000		
		Wellington Brook sewer & drain remediation	\$1,500,000		
		Winn Brook sewer overflow mitigation	\$750,000		
		I/I Analysis & SSES - Construction (McLean funds)	\$1,000,000		
		GIS licensing	\$7,000		
		GIS database development	\$5,000		
		MWRA loan repayment	\$20,690		
		Sewer & drain CCTV	\$70,000		
		Sewer & drain design	\$60,000		
		Sewer & drain relining	\$467,500		
		Sewer & drain point repairs	\$150,000		
	2010	Pavement management	\$3,400,000		
		Trapelo Rd design & construction	\$35,000		
		Wellington Brook sewer & drain remediation	\$1,000,000		
		I/I Analysis & SSES - Construction (McLean funds)	\$1,000,000		
		GIS licensing	\$7,000		
		GIS database development	\$5,000		
		MWRA loan repayment	\$20,690		
		Sewer & drain CCTV	\$70,000		
		Sewer & drain design	\$60,000		
		Sewer & drain relining	\$467,500		
		Sewer & drain point repairs	\$150,000		
		2011	Pavement management	\$3,400,000	
			Trapelo Rd design & construction	\$35,000	
	Wellington Brook sewer & drain remediation		\$500,000		
	I/I Analysis & SSES - Construction (McLean funds)		\$1,000,000		
	GIS licensing		\$7,000		
	GIS database development		\$5,000		
	MWRA loan repayment		\$20,690		
	Sewer & drain CCTV		\$70,000		
	Sewer & drain design		\$60,000		
	Sewer & drain relining		\$467,500		
	Sewer & drain point repairs		\$150,000		
	Director's vehicle		\$30,000		
	2012		Pavement management	\$3,400,000	
		Trapelo Rd design & construction	\$135,000		
		Wellington Brook sewer & drain followup sampling	\$30,000		
		I/I Analysis & SSES - Construction (McLean funds)	\$1,000,000		
		Sewer & drain asset management - planning	\$150,000		
		GIS licensing	\$7,000		

		GIS database development	\$5,000
		MWRA loan repayment	\$6,940
		Sewer & drain CCTV	\$70,000
		Sewer & drain design	\$60,000
		Sewer & drain relining	\$467,500
		Sewer & drain point repairs	\$150,000
		Engineering vehicle	\$30,000
	2013	Pavement management	\$3,400,000
		Sewer & drain asset management - implementation	\$1,500,000
		GIS licensing	\$7,000
		GIS database development	\$5,000
		MWRA loan repayment	\$6,940
		Sewer & drain CCTV	\$70,000
		Sewer & drain design	\$60,000
		Sewer & drain relining	\$467,500
		Sewer & drain point repairs	\$150,000

<b>Schools</b>	2009	BHS HVAC unit replacement (bond)	\$150,000
		Feasibility Study for BHS Science Labs	\$20,000
		Wellington - heat exchanger replacement	\$30,000
		Butler burner & boiler replacement (1964)	\$80,000
		BHS translucent panels - phase 4	\$75,000
		BHS Pool ceiling tiles	\$30,000
		Wellington - PA system & master clock replacement	\$150,000
		Wellington - steam pipe replacement	\$20,000
		BHS burner replacement (1970) (FY08 request)	\$60,000
		BHS driveway - repave (FY08 request)	\$75,000
		Maintenance Facility (FY08 request)	\$990,000
		Athletic complex - renovate restrooms at rink (FY08 request)	\$90,000
		White Field House - exterior stairs replacement (FY08 request)	\$85,000
		White Field House burner replacement (1934) (FY08 request)	\$25,000
		Chenery Energy Management System (FY08 request)	\$200,000
	2010	BHS HVAC unit replacement (bond)	\$150,000
		BHS translucent panels - phase 5	\$75,000
		BHS hot water boiler for pool	\$50,000
		Wellington - upgrade student bathrooms	\$42,000
		Systemwide pointing & masonry repairs	\$300,000
	2011	BHS HVAC unit replacement (bond)	\$150,000
		Wellington - exterior windows (Orchard St wing)	\$500,000
		Wellington - replace gym & classroom wing roofs	\$250,000
		Wellington - replace single-wall chimney	\$50,000
		Wellington - replace univents	\$100,000
		Wellington - replace carpeting and flooring	\$60,000
		Wellington - upgrade fire alarm	\$150,000

		Wellington - install sprinkler system	\$200,000	
		Wellington - ADA-compliant elevator and other ADA issues	\$200,000	
	2012	Items not funded in previous years		

<b>DPW</b>	2009	Dump truck 35,000 GVW	\$91,000	
		Snowfighter conversion	\$35,000	
		Replace 1992 Chevy dump truck, with plow (cem)	\$46,200	
		Dump truck 15,000 GVW	\$56,300	
		Replace tennis courts	\$147,700	
		Overseeder	\$50,000	
		Replace skating rink ceiling	\$120,000	
		Front end loader	\$128,600	
		Dump truck 29,000 GVW	\$91,000	
		Water main replacement	\$647,322	
		MWRA loan repayment	\$185,000	
		Water meters	\$70,000	
		F-450 pickup	\$41,984	
		GIS hardware & software	\$20,000	
	2010	Snowfighter conversion	\$35,000	
		9-foot material spreader	\$15,100	
		All season tractor holder machine	\$63,000	
		Material spreader / truck rehab	\$15,000	
		Replace tennis courts	\$147,700	
		One-ton 4WD pickup	\$33,200	
		Replace lights, Concord Ave field	\$200,000	
		Insulate sides of skating rink	\$100,000	
		Dump truck 35,000 GVW	\$91,000	
		SKID steer loader	\$43,000	
		Cab & chassis	\$28,800	
		Air compressor	\$14,100	
		MWRA loan repayment	\$305,000	
		Water meters	\$70,000	
	F-150 pickup	\$35,049		
	GIS hardware & software	\$20,000		
	2011	Fleet maint vehicle 15,000 GVW	\$56,300	
		Street sweeper	\$135,400	
		One-ton 4WD pickup	\$33,200	
		Dump truck 35,000 GVW	\$91,000	
		Dump truck 35,000 GVW	\$91,000	
		Woodbine Rd pumping station	\$450,000	
		MWRA loan repayment	\$425,000	
		Water meters	\$70,000	
		F-150 pickup	\$35,049	
		GIS hardware & software	\$20,000	
2012	Dump truck 35,000 GVW	\$91,000		
	Material spreader / truck rehab	\$15,100		
	Groundmaster 6' Toro lawnmower	\$30,000		
	Replace turf / Harris Field	\$800,000		

		Sewer rodder	\$32,100
		Sewer flushing machine	\$145,500
		Water main replacement	\$75,000
		MWRA loan repayment	\$425,000
		Water meters	\$70,000
		Backhoe replacement	\$105,531
		GIS hardware & software	\$20,000
	2013	One-ton 4WD pickup	\$33,200
		One-ton 4WD pickup	\$33,200
		Snowfighter conversion	\$35,000
		Brush chipper	\$24,850
		Dump truck 15,000 GVW	\$56,300
		Front end loader	\$128,600
		Dump truck 35,000 GVW	\$91,000
		Water main replacement	\$150,000
		MWRA loan repayment	\$425,000
		Water meters	\$70,000
		F-150 pickup	\$35,049
		GIS hardware & software	\$20,000

<b>Technology</b>	2009	Fiber redundancy	\$35,000
		Data storage / phase 2	\$52,500
		Server virtualization / town consolidation	\$25,000
		Core network switch upgrade	\$35,000
		Building security	?
	2010	Core network switch upgrade	\$85,000
	2011	Core network switch upgrade	\$85,000
	2012	Multisite consolidated data storage	\$25,000
	2013	Multisite consolidated data storage	\$25,000
		Core network switch upgrade	\$35,000

<b>Buildings</b>	2009	Windows in the Town Hall Auditorium	\$32,000
		HVAC work at the Police Station	\$45,000
		Roofs - preventative maintenance	\$25,000
		Security Project	\$125,000
	2010	Finish windows in Town Hall Auditorium	\$65,000
		Code work - Edwards & Kelsey report	\$40,000
		Roofs - preventative maintenance	\$25,000
		Security Project	\$147,000
	2011	Code work - Edwards & Kelsey report	\$40,000
		Roofs - preventative maintenance	\$25,000
	2012	Code work - Edwards & Kelsey report	\$40,000
		Roofs - preventative maintenance	\$25,000
	2013	Code work - Edwards & Kelsey report	\$40,000
		Roofs - preventative maintenance	\$25,000

<b>Library</b>	2009	Walkway and sidewalk	\$18,437
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		Generator	\$30,000	
		Parking lot curbing - granite	\$16,327	
		Parking lot curbing - asphalt	\$7,980	
		Carpeting & floor tiles	\$48,000	
		Self-charge unit	\$24,000	
	2010	Ventilation Units (19)	\$134,646	
	2011	Air Conditioners	\$36,851	
		Air Handling Units (5)	\$92,126	
		Piping for HVAC	\$214,962	
		Parking lot lighting	\$73,701	
	2012	Electric switchgear	\$159,686	
	2010	Boiler	\$83,700	
		Fire suppression system	\$166,073	
		ADA - elevator	\$199,288	
		Parking lot repaving	\$61,513	

<b>Health</b>	2010	Department vehicle	\$18,000	
	2011	Animal van	\$25,000	

<b>COA</b>	2009	Med Car		
	2010	Belder Bus	\$50,000	

John Bowe/Diane Stafford  
 M. Patricia Brusch, Chairman  
 Mark F. Clark, Secretary  
 John Conte  
 Jennifer M. Fallon  
 Angelo Firenze/Daniel Leclerc  
 Anne Marie Mahoney