



FY 2023 Capital Budget Report to Town Meeting

FY2023 Capital Budget Committee Report  
To Belmont 2022 Annual Town Meeting

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*Town of Belmont FY 23 Capital Budget*

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The Capital Budget Committee (“CBC” or “Committee”) is established by § 40-405 of Article 4 of the Town By-laws. It is the duty of the Committee to prepare a capital report showing: a list of public improvements and non-recurring major equipment needs that represent the most necessary enhancement projects or purchases to be undertaken by the Town during each fiscal year. Section 40-405 also requires that the CBC provide to Town Meeting a report of the five-year projected capital needs of the Town. This can be found at the end of this report. What items appear on this list and why is explained *infra*.

This year the Town allocated approximately \$3.M for discretionary capital spending. This amount represents \$1,549,953 allocated to capital by the Select Board, \$493,855 in turn-backs from completed capital projects from previous years, \$51,266 and \$177,742 in school-related turn-backs, and \$1,042,722 from the sale of the Cushing Square parking lot (CSPL). Pursuant to state law, proceeds from the sale of the parking lot can only be used for capital. This year is markedly different from past fiscal years due to the availability of these one-time funds and the significant amount of turn-back money. For the past several years, the CBC has received requests on average of over \$3,000,000/year and FY23 is no different. What is different, however, is the increase in available funds due to one-time money and healthier than typical turn-back money.

There is no reason to expect increases in funding or “wind-falls” will recur in the foreseeable future. As will be discussed in greater detail below, CBC members decided that the ability to make major repairs to the Butler and fund other smaller projects is the best use of this additional money.

The following table provides a list of FY23 requests that the CBC is recommending to Annual Town Meeting from discretionary capital funds. These recommendations are contained in Article 20 of the 2022 Annual Town Meeting Warrant.

Department	Project	Total Approved
Facilities	<b>2022 Hybrid Utility Vehicle</b> - This will replace the vehicle used by the Director, which has 95,000 miles on it. If funded, the current vehicle will have 120,000 miles by the time the new one arrives. It is a take home car used for emergency response. An electric vehicle was considered but is not reliable in storms or other emergencies.	\$ 55,666
Facilities	<b>Electric Van</b> - Facilities is expecting that the Select Board will	\$ 54,756

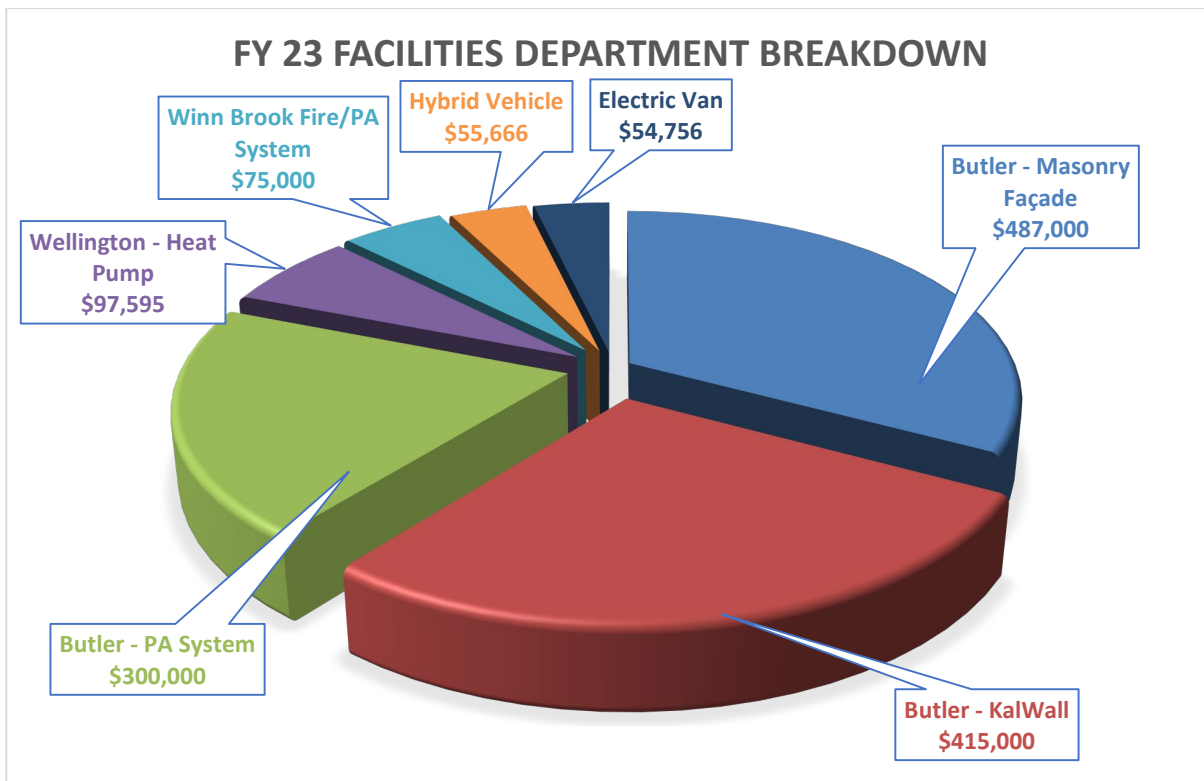
	approve a new Facilities position for plumber. The Department would dedicate this van to use by the plumber.	
<b>Facilities</b>	<b>Wellington Heat Pump</b> – This replaces one of the exchanges that support the geothermal system’s heating and cooling. One exchange was mis-maintained and does not work.	<b>\$ 97,595</b>
<b>Facilities</b>	<b>Winn Brook Fire Alarm/PA Systems</b> - This project has received funding in prior fiscal years. This request is the amount needed to complete the work.	<b>\$ 75,000</b>
<b>Facilities</b>	<b>Butler Masonry Façade</b> – A professional assessment of the school’s building envelope in November 2021 recommends this work. The project will repair the brick masonry façade and the roof above a portion of the gym.	<b>\$ 487,000</b>
<b>Facilities</b>	<b>Butler KalWall</b> – This will replace 40-year-old Kalwall panels at the top of the gym wall.	<b>\$ 415,000</b>
<b>Facilities</b>	<b>Butler PA System</b> – The system is old and does not connect all classrooms to the office. This project addresses critical safety and security issues in the building.	<b>\$ 300,000</b>
<b>Fire</b>	<b>Air Packs</b> - The current air packs are 10 (ten) years-old and are experiencing frequent breakdowns. Their condition undermines firefighters’ confidence in equipment necessary for their safety.	<b>\$ 376,584</b>
<b>Fire</b>	<b>Ambulance Replacement</b> - This amount is set aside annually to fund a new ambulance ever 5 years, the expected life of a front-line vehicle. Funds from Ambulance revenues.	<b>\$ 80,000</b>
<b>Fire</b>	<b>Cardiac Monitor Replacement</b> - Annual request for \$7,000 towards replacement of a cardiac monitor after five years. Funds from Ambulance revenues. A new monitor is scheduled for purchase in FY23.	<b>\$ 7,000</b>
<b>Fire</b>	<b>Power Load Cot System</b> - This item used to be covered in the ambulance allocation. The system is necessary to spare employees’ backs from injury while lifting a	<b>\$ 45,081</b>

	patient in and out. It provides a safer ride to patients while in route.	
<b>Fire</b>	<b>Staff Car</b> - Replaces a ten (10) year-old car, currently used by Fire Prevention. The new acquisition will be outfitted with the equipment required for Incident Command and to support Emergency Management.	<b>\$ 75,000</b>
<b>IT</b>	<b>Fiber Burbank/Wellington</b> - Funds part of the process of moving the tech hub out of the library building, in anticipation of its reconstruction. The fiber wire will run both above and below ground to BHS and the Chenery, both schools being network hubs.	<b>\$ 20,000</b>
<b>IT</b>	<b>Network Storage</b> - Replaces two (2) of four (4) servers serving both the Town and Schools. Last year IT replaced the first two.	<b>\$ 60,000</b>
<b>IT</b>	<b>Fiber Line to Antenna Site</b> — This will install a redundant fiber connection the from Police Station to the Town's Public Safety Tower and will follow a different route from the existing fiber line.	<b>\$ 150,000</b>
<b>Library</b>	<b>Radio Frequency Identification system (RFID)</b> — This system streamlines the speed and accuracy of circulation and shelving functions. It also serves as an inventory system for the collection.	<b>\$ 32,306</b>
<b>Police</b>	<b>Radio Amplifier</b> — This addresses dead spots in the new Police Station, which can occur in new construction with steel beams.	<b>\$ 30,000</b>
<b>Police</b>	<b>Emergency Medical Dispatch Server</b> - It controls and stores the EMD and quality assurance software and was last replaced in 2017.	<b>\$ 12,000</b>
<b>DPW</b>	<b>Tree Inventory</b> - An inventory of the Town's public trees will assess the condition of our shade trees. The last one was conducted in 1983.	<b>\$ 55,000</b>
<b>DPW</b>	<b>#117 Cemetery Pick-up Truck</b> - It is used by the Cemetery Division and still has some useful life. It will be passed	<b>\$ 58,310</b>

	down to another division within the DPW. An electric vehicle lacks capacity for the work to be performed.	
<b>DPW</b>	<b>#108 Parks Front End Loader</b> – This replaces one that is almost 20 years old. It is used for a variety of tasks in the Parks Division including field maintenance.	<b>\$ 112,450</b>
<b>DPW</b>	<b>#110 Parks Pick-up Truck</b> - This replaces a truck that is well past its useful life of 8 years. It will be traded in.	<b>\$ 58,310</b>
<b>DPW</b>	<b>Replace Trees</b> – This is to replace Town trees lost to disease and weather events.	<b>\$ 25,000</b>
<b>Total Approved</b>		<b>\$ 2,682,058</b>

These recommended projects will be funded from discretionary capital budget dollars. Some capital budget dollars are committed to specific purposes by Town policy and prior overrides. These are used for roads and sidewalk repair. A fuller description of these non-discretionary projects and funds is below.

Below is a pie chart of FY23 Facilities Department recommended projects.



## *Chenery Middle School*

Last year the Town was facing an estimated \$4M bill for a total roof replacement at the Chenery. The CBC deferred the project to a fall Town Meeting to allow more research to be done on the roof's condition and cost estimates for replacement. The Town Meeting did not take place. After consulting with a rubber roof expert Facilities learned that problems with the roof could be fixed, extending its useful life by another three (3) to five (5) years. The same expert examined a problem between the low and high portions of the metal roof near the gym. This area was not flashed properly and should be repaired. The total cost for all roof work is estimated at \$250K. It was also decided that the tired HVAC condensers will be replaced when they fail, at a cost of \$25K-\$30K per unit. As this project proves, it was wise to proceed cautiously. Although repair work allows full replacement to be put off, the building will need a new roof in the near future. Because the construction market is so volatile at this point it is impossible to accurately estimate what full roof and HVAC unit replacement will cost. It is clear, however, that this project will need to be bonded. Additionally, other systems at the Chenery have reached their useful life and must be part of a long-term plan to maintain the building for decades to come.

## *Memorial Library*

The Library is waiting in line to go forward with a new building. Meanwhile, numerous systems have failed. Others are outdated and do not meet code. The dilemma faced by the CBC is what systems and replacements should be funded, knowing that the building will be replaced. However, Fire alarm, HVAC and electrical systems are issues. The Library has some estimates for this work, but they are now several years old and should be updated. Neither the fire alarm nor the HVAC/electric systems projects were funded in FY22. The Town runs the risk of the building becoming unusable for varying lengths of time if any of these systems experience catastrophic failure. If any fail, the question becomes finding the money to pay for the fix. There is one Library project recommended for FY23 for a book tagging system that will speed up check-out times. It also serves as an inventory system. The system is portable and will follow the books to a new library building and anywhere in between they may temporarily land.

## *Elementary Schools*

Over the past few years, the CBC has funded the replacement of fire alarm panels and systems at various schools. The remaining projects are funded this year, with the School Department providing the rest of the money for the Butler Fire Alarm. Completing the fire alarm upgrades at our three older elementary schools was a particular focus of the CBC for health and safety reasons. The Butler School was in dire need as well, of a new Public Address system. That work and the other work on that building described in greater detail below will be a single accomplishment for the Town in FY23. This year the Wellington will have a heat pump replaced with discretionary funds. When the Chenery becomes home to grades 4<sup>th</sup> through 6<sup>th</sup>, the programmatic needs of all four elementary schools will change. This will likely necessitate some work on the interiors of each. Three of Belmont's elementary schools were last over-hauled thirty to forty years ago. Over the years, the CBC has spent money on envelope work on School buildings so many are in better shape than they would be otherwise. The Butler's last renovation in 1979, however, means the building is in tough shape. For this reason, the CBC recommends major work to the building in FY23 using proceeds from the Cushing Square Parking Lot sale and some turn-back money. See below for a more complete description of this project.

## *Butler School*

Nearly forty-five years since its last renovation, the Butler it is due for another major renovation. For FY23 the work on the building will include masonry repair, replacement of KalWall on the gym walls and new Fire Alarm and Public Address (PA) systems. The brick repair and new KalWall will add years to the building's useful life. The Fire Alarm and PA system replacements are a safety issue. The current PA system is old and does not connect to all classrooms. The total cost for all this work is \$1,202,464. Money from the sale of the CSPL combined with some turn-back money from modular units will fund this work.

## **Capital Budget, One Time Funds, and the Financial Cliff**

Every year the Capital Budget Committee comes before Town Meeting and reminds the members that capital is woefully underfunded in Belmont and a discretionary allotment of \$3.0 million would help to address immediate department requests and to ease the backlog of necessary projects. (See the CBC FY22 Report to Town Meeting Members for details.) This year, however, is very different. The CBC has an opportunity to use one-time funds for big projects and to supplement on-going projects.

One-time funds fall into two categories for CBC: a one-time infusion of cash and/or turned-back capital money from prior projects. Working with the Town Administrator this year the CBC was able to access the \$1,042,722 proceeds from the sale of the Cushing Square parking lot which legally must be used for capital. Further, through the diligence of the Town Accountant's office and cooperation of the Facilities Director, three chunks of turned-back capital money became available: \$177,742 from the Burbank and Chenery modular units; \$51,266 from accumulated School Department IT projects; \$493,855 in combined accumulated turn-back funds from various projects over the past ten years. It is important to remember that while this money is non-recurring it can only be used for capital. Further, while CBC always has some turned-back money, department estimates and budgeting have become very tight, therefore, there should be less turned-back money in the future.

Understanding that these funds are rare the CBC decided to use them first to address a package of projects at the Butler School that the CBC could never ordinarily fund - \$1.2 million in façade and roof repair, window replacement, and PA system replacement. Further, the Committee allocated extra funds to roads, sidewalks, and tree replacement. Finally, the Committee was able to fund all the discretionary requests from the departments. A situation that rarely occurs. (See recommendations list for details.)

Last year the CBC presented the financial cliff that capital funding was about to fall over. That cliff has not disappeared. We have merely pushed off the fall for another year by using one-time funds. While some comparable surrounding towns allocate between 5% and 10% of their operating budgets for Capital. Belmont only sets aside 2% to 3%. It's not enough money to keep our buildings in good repair and vehicles, equipment, and IT current. Historically, to effectively manage roof, window and building envelop repairs the CBC instituted a roof replacement program and funded it every year. When roofs were finished the program expanded to include building envelope and the goal was to spend \$250,000 a year doing this essential work, building by building. Recently the CBC has been unable to set aside any more than \$200,000 per year, some years much less, and without the worker power to bid and supervise the projects little has been accomplished. The same is true of a multi-year building security upgrade project. Using one-time funds will put a small dent in these on-going projects. The request for the Chenery roof and roof-top units is still outstanding. Very preliminary estimates to replace the Chenery roof are escalating past \$4.0 million, and the roof top units could be another \$4.0 million. The Committee has seen no detailed written proposals for this work. The Facilities Department will continue to monitor the need and the cost of future work at the Chenery.

It will be the task of the new Comprehensive Capital Budget Committee to address both the short- and long-term capital needs of the Town as well as how to fund them. (See Long Term Capital Planning Committee section below.)

### **What is the CBC and What Does it Do?**

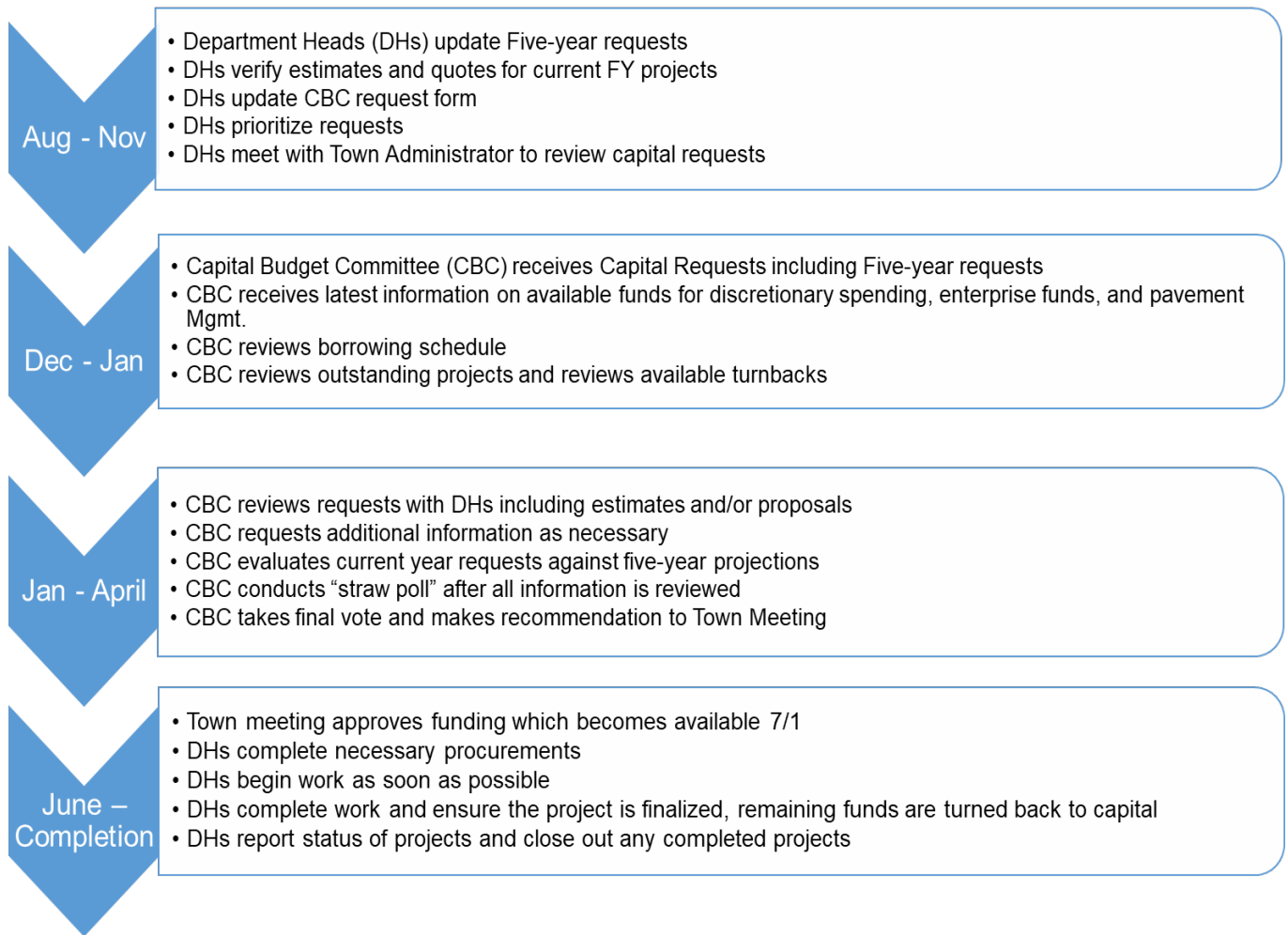
Following the approval last spring of a by-law change to revise the membership of the Capital Budget Committee the present CBC is comprised of four (4) moderator appointed members, and three (3) members who represent the Select Board, School Committee, and Warrant Committee.

Beginning in January and working through April, the Committee reviewed and analyzed the FY23 capital requests from town departments and the schools. The Committee also met with the School Committee twice to understand and discuss the capital needs of the School Department. All department requests are vetted by the Town Administrator before submission to the CBC. Materials submitted to the CBC include detailed information about each request which may include but is not limited to the age and condition of item to be replaced; need for item to be purchased; lease vs. purchase analysis; feasibility of sharing with other departments; expected life-span of equipment to be purchased; condition of building to be repaired; scope of repairs and expected life-span; how long repairs or replacement will take and when they might be completed. Department heads do extensive research before submitting each request. The CBC meets with each department head to review their requests and often requests additional information. Follow-up questions and clarifications are also common. This year, for example, the CBC met with Facilities Department head David Blazon three times to review his requests, especially those for the Butler school. Due to a wildly fluctuating construction and materials market each department head was asked to review and update their cost estimates just prior to the CBC's late April vote on recommendations to Town Meeting. Covid and understaffed departments are still exerting a negative effect on the ability of some departments, especially Facilities and DPW, to accomplish CBC funded projects.

As part of its responsibilities, the Committee also received and discussed updates on major capital projects which this year included the middle and high school, the renovation of the Police and DPW facilities, the library, and the recently appointed temporary Skating Rink Building Committee.

Below is a flow chart of the capital budget process the Committee follows to receive, develop, analyze, and ultimately decide on its annual recommendations of projects to Town Meeting. Please note the extensive work done by the Department Heads before the CBC recommends any projects and purchases to Town Meeting.





## CBC’s Definition of Capital

It should be noted here that the CBC employs its own definition of “capital” for purposes of developing a recommended budget. Section 40-405 of Article 4 of the Town By-laws describes a capital expenditure as being for “public improvements and non-recurring major equipment needs.” The CBC’s working definition requires a requested item fall into one of these categories and cost at least \$10,000. Please see APPENDIX A for more on the difference between the common understanding of a “capital asset” and the CBC’s working definition.

## Some General Remarks

The Committee has for several years reported to Town Meeting about issues are of critical importance, namely the envelope study and taking a coordinated approach to significant ongoing maintenance work.

Over the years, studies conducted by the Town and the Schools revealed ongoing big-ticket maintenance projects prompting multi-year plans to tackle these needs. This happened for the roofs on Town buildings and the building envelope (the material enclosing the interior of a building – exterior walls, windows, doors, etc.) of School buildings. The result was phased programs to address these major maintenance issues with money being allocated in successive fiscal years. The envelope work continues with the next phase funded

when the previous one is complete. Committee members agree that the goal is protection of the Town's investment in its built infrastructure. Since the creation of the Facilities Department in Fall 2013, the responsibility for overseeing and managing this work rests with that department.

Last year the position of Director of Facilities was vacant for several months. Before then the Department was overwhelmed with the demands of addressing problems created by the pandemic. Managing the demands of retrofitting work and school spaces to meet health and safety criteria due to the pandemic consumed the staff's time. The confluence of these events made for truly chaotic conditions, exacerbated by understaffing. Many projects from prior years simply could not and did not move forward creating a large backlog that Facilities and its current director have worked hard to get on top of. Progress is being made but much remains to do.

During the interim period, when Facilities was without a director, Jay Marcotte and Mike Santoro, Director, and Assistant Director, respectively, of DPW took on responsibility for managing Facilities, and more recently the role of the retired Tree Warden. It is important here to acknowledge their herculean efforts. Messrs. Marcotte and Santoro took on this work while fulfilling their DPW duties and did so with professionalism and good cheer. The CBC and the Town owe them a debt of gratitude.

### **Community Preservation Act and Its Interplay with the Capital Budget**

The Capital Budget Committee has long supported additional funding to address the Town's capital budget needs. The Community Preservation Act (CPA) adopted by the Town in 2011 is a source of funding for certain types of capital projects. Eligible projects must fall into the categories of affordable housing, recreation/open space, and historic preservation. This Committee is again pleased to see the range of projects proposed by the CPA Committee for funding. Some, if not most, of these projects would not meet the criteria for funding in the capital budget, not because they lack merit but because the Town has long stopped supporting certain types of projects for lack of money. Further, the projects on which CPA money can be spent, though very worthy, for the most part may not be considered central to the core functions of town government.

This year the CPA projects include funds to restore Town Field Playground, to restore Payson Park, to create a preservation master plan for Belmont Cemetery, for Phase 2 of the Community Path, to restore Belmont's historic Town Clock and for predevelopment planning for Sherman Gardens. (The full list of CPA projects can be found in the report of the CPA Committee to Town Meeting.) Some of these projects would most certainly be CBC requests were they not funded by the CPA. CPA funds may not always lessen the burden on the Town's capital budget but will support worthy projects that enhance the quality of life in Belmont and preserve valuable public assets that would otherwise suffer neglect. It should also be noted that the Committee, which oversees these CPA projects, requests that project sponsors coordinate the scope and timing of work with the appropriate Town department, i.e., either DPW or Recreation.

### **Non-discretionary Capital Funds**

A portion of the Town's capital funds are non-discretionary. This is because certain funding is either (1) committed by prior override votes in the case of roads and sidewalks or (2) is generated by the Town's Enterprise Funds and can only be spent on items and projects related to water and sewer work. Enterprise Funds are not part of the Town's capital budget and are contained in another Warrant Article, but a table of the FY23 requests is provided in a separate section below for the convenience of Town Meeting Members.

#### *Roads and Sidewalks – Annual Budget*

This year the CBC has heard citizen complaints about roads and sidewalks. Bad winters have damaged pavement and residents are justifiably concerned. However, many resident questions focus on the private ways. The CBC is including in this report in depth information about the roads to address resident questions.

Although the maintenance (including rebuilding, if needed) of the network of streets in Town is (or should be) a recurring item, the funds for providing the Town with its streets have traditionally been included in the Capital Budget. Much of the work on the Town's streets must be planned and contracted for in advance and accomplished in warm weather over more than one fiscal year. Previous overrides (2001 and 2015) have committed funds to the roads and each year that amount is increased by 2 ½%. There is also state aid available in the form of Chapter 90 highway funds. Allocation of the Chapter 90 funds are no longer subject to Town Meeting vote. Based on recent legislative action, the Town anticipates that the amount this year could be significantly above the recent average of \$540,000 per year. The annual allocation to roads, \$2,007,772 for FY23, plus state aid totals the amount that Community Development, which manages the program, can handle given staffing levels and the typical length of the paving season.

Previous Select Board policy omitted curbing and sidewalk work when roads were repaired. This policy was revised a few years ago with respect to curbing that affects pavement work going forward. In 2014 the Committee was able to use \$200,000 in one-time funds for sidewalks and in 2015, the override vote included \$200,000 for annual sidewalk repair. In the FY23 budget, that sidewalk figure has grown to \$237,730. Additionally, the CBC voted to apply \$100,000 of Capital turn-back money to sidewalks. Thus, the total available for sidewalks this year is \$337,730. Sidewalk repair is performed by the DPW. (The Department includes curbs and handicap accessible sidewalks at intersections.)

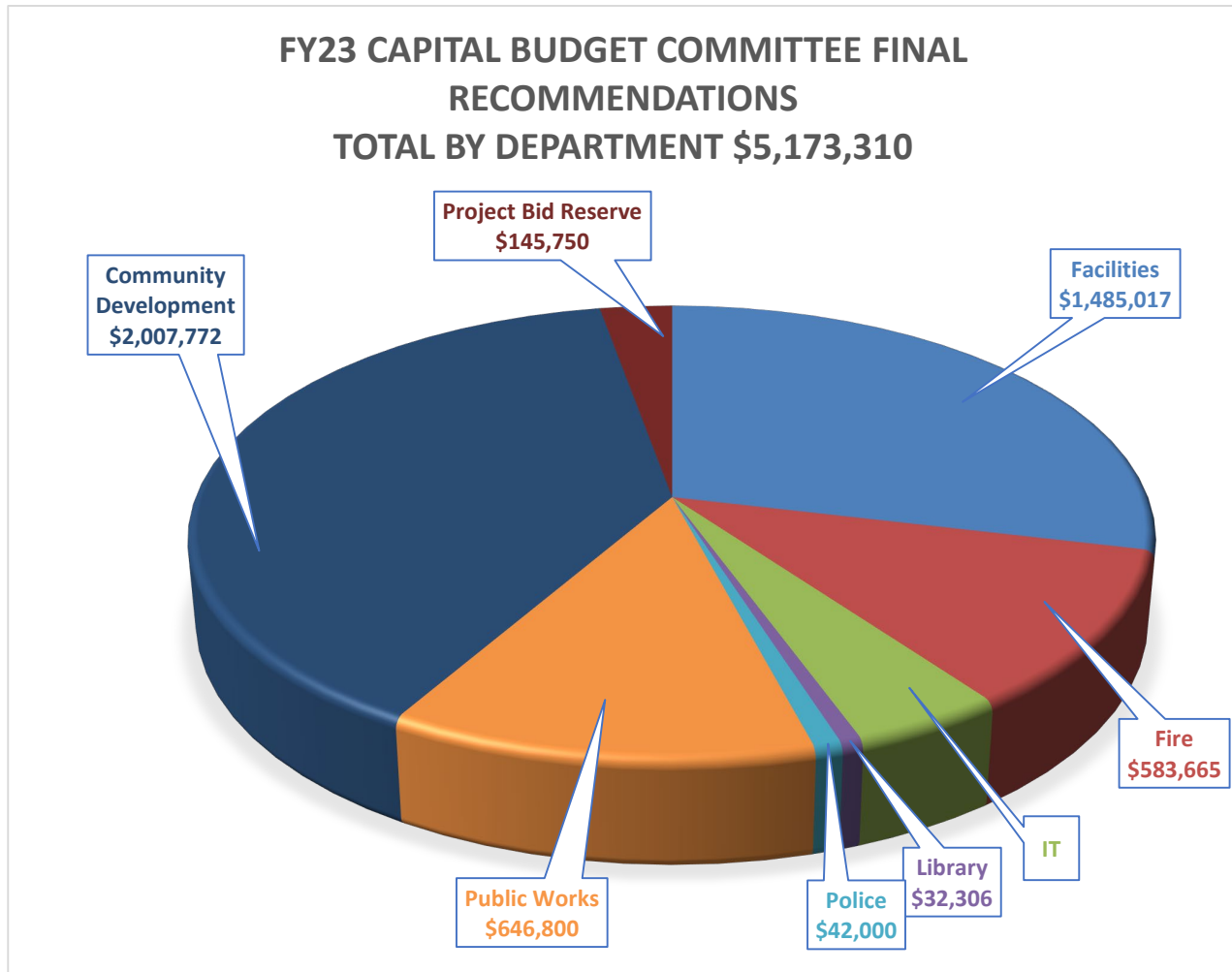
In FY21, readers will recall, the entire roads budget was used to balance the Town's operating budget. This was a one-time, extreme event that the CBC very reluctantly agreed to do for the benefit of the Town's operating budget. This meant that all the roads work that would have been performed with FY21 dollars was deferred to future years. Fortunately, in FY22 that funding was restored. The roads allocation continues in FY23 with annual 2.5 % increase and a one-time allocation from Capital turn-backs of \$150,000 for road rebuild and patching.

The Committee included extensive discussions of the Town's streets and efforts to maintain them in its 2009 and 2010 reports to the Annual Town Meeting. The reader is referred to those reports for more detailed information.

Below is a table of FY23 Pavement Management and Sidewalk allocations.

<b>Community Development</b>	<b>Pavement Management Program</b> - Annual reconstruction of roadways with limited sidewalk and curbing construction.	<b>\$2,007,772</b>
<b>Public Works</b>	<b>Sidewalk Maintenance</b> - Repair or Replace Cement Concrete Sidewalks and Granite Curbing as needed throughout the Town.	<b>\$ 337,730</b>

<b>Total Non-discretionary Capital Budget Funds</b>		<b>\$2,345,502</b>
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### Private Ways

Resident often ask about the private ways in their neighborhoods. Over the years, Glenn Clancy, Director of Community Development, has had the unenviable task of providing information about private ways to concerned, taxpaying residents of Belmont who find themselves in what is increasingly becoming an untenable situation. He assures the CBC that the elected officials who represent the residents, along with the staff that serves them, appreciate the condition of these roadways.

The Town, by virtue of state statute, cannot spend public funds to reconstruct a private way. Note: It is not a local level bylaw restricting the Town, it is a state statute. In theory, if the Town were to spend public funds to reconstruct a private way, any tax paying resident could sue the Town of misuse of public funds. And the Town would lose.

Mr. Clancy has conducted extensive research on this subject with the assistance of Town Counsel. There is a history of private way abutters attempting to achieve agreement from all effected property owners to fix a private way. This would be a shared expense for all abutters. The three most recent attempts beginning in the 1990s, of which Mr. Clancy is aware, failed.

Attached to the report as APPENDIX B is a more detailed explanation of the state law on private ways and some history of the issue of private way property owners in town trying to convince their neighbors to pay to fix individual private ways.

### **Other Non-discretionary Capital Funds - Water and Sewer Enterprise Funds**

The Director of Community Development who is responsible for the management of these programs reports annually to the Committee on the status of these undertakings and funding mechanisms. They are listed here but are not part of the annual capital budget allocation.

Expenditures from the Enterprise Funds are contained in Article 16 of the FY23 ATM Warrant. Below is a table of FY23 Non-discretionary requests from Enterprise Funds.

<b>Department</b>	<b>Project</b>	<b>FY23 Cost</b>
<b>Public Works - Sewer</b>	<b>#24 Front-End Loader</b>	<b>\$ 220,625</b>
<b>Public Works - Sewer</b>	<b>#21 1 Ton 4WD Pick-up Truck</b>	<b>\$ 58,310</b>
<b>Public Works - Sewer</b>	<b>#2 Administrative Hybrid Vehicle</b>	<b>\$ 56,765</b>
<b>Public Works - Sewer</b>	<b>Replace Winn Brook Culvert on Claflin Street</b>	<b>\$ 250,000</b>
<b>Public Works - Sewer</b>	<b>Replace Trapelo Road</b>	<b>\$ 800,000</b>
<b>Public Works - Water</b>	<b>#81 Administrative Hybrid Vehicle</b>	<b>\$ 31,575</b>
<b>Public Works - Water</b>	<b>Trailer Mounted Vacmachine/Valve Turner</b>	<b>\$ 86,850</b>
<b>Public Works - Water</b>	<b>Electronic Sign Board</b>	<b>\$ 20,850</b>
<b>Public Works - Water</b>	<b>Tag Along Compressor</b>	<b>\$ 30,000</b>
<b>Community Development</b>	<b>Sewer and Drain Rehabilitation</b>	<b>\$ 600,000</b>
<b>Public Works - Water</b>	<b>Water Main Replacement</b>	<b>\$ 500,000</b>
	Total Sewer Funds	<b>\$1,985,700</b>
	Total Water Funds	<b>\$ 669,275</b>
<b>Total Non-Discretionary Enterprise Funds</b>		<b>\$2,654,975</b>

### **Status of Large, Extraordinary Capital Projects**

Here is a summary of some of the large capital projects the Town is pursuing or faces – projects that cannot be undertaken within this Committee’s annual allocations from general tax. This information will give the reader background on these projects.

## *High School*

During 2021, construction continued without interruption on Belmont High and Middle School. Most of 2021 was focused on getting the main portion of the building completed for students to be able to occupy the building beginning in September of 2021. With a lot of hard work and 7-day work weeks this was accomplished, and teachers and students were allowed to use the building beginning Labor Day week.

The School Department has assisted the construction process by allowing the building to be used by the construction team during every vacation and long weekend. This allows time to do things when students are not in the building. During the summer of 2021 there was a major transition. The School Department cleared out the entire "old" building. Any furniture that could be used either in the new building or by other schools in Belmont was taken out first, then other towns in the State were allowed to come in and take things that they might want. Finally, there was a day where all the remaining items were placed in the cafeteria of the old building and citizens were allowed to come and take what they wanted. This effectively emptied the building of almost anything that was reusable.

School and Town staff, along with the Owner's Project Manager and a firm hired by the Building Committee moved all the belongings that were planned for reuse into the skating rink to wait until the new rooms were ready. This allowed the contractor to take over the building on July 1 and begin the process of removing all asbestos, lead paint and other hazardous materials from the building before it was demolished. In September of 2021 the demolition activities began and the site where the old building had been, was prepared to transition into the remaining structure along with parking and athletic fields.

During the summer of 2021, finishing touches were put on the new school and furnishings and materials were delivered and placed in their new home. Due to all the supply chain delays caused by Covid, in many cases last minute substitutions had to be found, but in September the building was turned over to the Town.

The remainder of 2021 was spent completing the auditorium and swimming pool. Work began on the second portion of the building which will mainly house the 7th and 8th grade students.

A significant amount of money, the need for which was never anticipated, was spent on many expenses related to Covid. By the end of December 2021 this cost was estimated to be well over \$4.5M. Funding from the CARES Act was used to pay for a small portion of this and the Building Committee has requested further funding from the ARPA funds. Both funding sources are Government programs meant to help municipalities with the extraordinary expenses incurred due to Covid.

In 2022 most of the construction efforts will be in building the second portion of this new facility. As of now, the project is still on schedule to be fully complete and ready for use by September of 2023.

## *Memorial Library Building*

A feasibility study for a new Memorial Library was completed in 2017, and the Board of Library Trustees voted to approve the recommendation for a new building on the current site. A Library Building Committee was approved by Town Meeting and began working with an architect and an owner's project manager in January of 2018 to produce a schematic design. The Committee was funded half by an appropriation from the town and half by the Belmont Library Foundation, an independent section 501(c) (3) organization.

The Schematic Design for a new Library on the current site was presented to the community in the fall of 2019. The current building is failing, and the challenge of keeping it safe and open for staff and patrons is a drain on the town's financial resources and may not be possible if the conditions are allowed to get much worse. With the Belmont High and Middle School nearing completion, the Select Board has agreed that a Debt Exclusion question for the new Library's construction will be on the ballot for voters in the November 2022 election. If residents do not support the construction of a new building, the Town will have to grapple with how to fund the enormous cost of rehabilitating the current building.

#### *Department of Public Works/Belmont Police Department Building Project*

When prohibitions on public gatherings due to the Covid pandemic were lifted the DPW/BPD Building Committee joyously hosted ribbon cutting ceremonies for both facilities. The public was welcomed to celebrate and tour the DPW facility on June 15 and the Police Station on October 16. Both facilities are now fully functional. The Building Committee has been remedying issues which surfaced at the Police Station due to the extremely wet and humid summer. The Committee plans to close out the projects by June 30, 2022. A full financial accounting of the \$13.0 million project will be sent to Town Meeting Members.

#### *Vigliolo Rink and Playing Fields*

The Annual Town Meeting will deal with a request for a Municipal Skating Rink and Playing Fields Building Committee. This project is a very long time coming. The rink has evolved over the past 50 years and needs a total makeover. Several attempts to create a Private/Public partnership to replace the rink have not been successful and in 2021 the Selectboard formed a Rink Fundraising Committee to explore ways of paying for a new facility.

As the Fundraising Committee began to do their work, it also became clear that there needed to be a Building Committee to work on the program for the rink (both school and recreation use), and that it would be difficult to raise money when there had not been any real determination of how to provide the facility. Also, the location of the rink impacts the current placement of the 3 athletic fields in that area. There was a sense that the entire area west of Harris Field, should be looked at to determine what would work best overall for the Town. Originally the playing fields were going to be part of the Belmont Middle and High School Project.

In November the Permanent Building Advisory Committee worked with the Select Board on how to begin the planning process for the project. The Select Board formed a new temporary committee known as the Hockey Rink Temporary Design Committee, consisting of members of the Permanent Building Advisory Committee and the Rink Fundraising Committee. Their charge was to hire an Owner's Project Manager and Architect. This temporary committee was charged with doing a Feasibility Study and a Preliminary Schematic Design for the athletic facilities to be located west of Harris Field. The goal is to then turn this project over to a formal building committee at the Annual Town Meeting sessions in June. That committee would continue with the work already begun.

The temporary design committee has hired CHA Consulting Inc. as the project's Owner's Project Manager and The Galante Architecture Studio as the Project Architect. The Feasibility Study is well underway and will be ready for the June session of Annual Town Meeting.

#### *Other Projects*

There are other projects, some less well-defined, that have received some consideration by this or other committees of the Town. The Select Board has decided that the incinerator site once capped will be used for solar panels and battery storage as well as some DPW purposes.

Also, on the horizon are some updating needs at schools that have not been renovated in the past 20 years. The Daniel Butler School (renovated in 1979-80) is receiving much needed attention in FY23 thanks to the availability of one-time funds as discussed above. The Winn Brook and Burbank Schools (renovated in 1987-89) are next in line for major repairs. All three of these schools will likely require some interior renovations due to the programmatic needs of their new grade configurations prompted by the construction of the new Middle School/High School complex. Affordable housing should also be part of the Town's capital project planning. The DPW renovation was only meant to last for 10 years. The Town must have a plan for a permanent replacement before 2030.

## **Financial Task Force II**

This past year the second Financial Task Force (FTF II) finalized its recommendations to the Select Board (SB). Its signature accomplishment, the development of a financial modeling tool, is guiding the Town's budgeting process. The SB adopted and implemented the FTF II's recommendations to create a Long-Term Capital Planning Committee (LTCPC) and a Structural Change Impact Group (SCIG), the former is permanent and the latter temporary. The SCIG is charged with investigating and recommending a list of key structural changes for the Town. More on the LTCPC is in the following section. The FTFII endorsed the override question that was on the April 2021 ballot. That override would have increased the capital budget by \$500,000, funding that the CBC supported, and this Report demonstrates is badly needed to address the Town's capital needs. In light of its failure, the challenges of maintaining Town and School buildings and equipping Town departments to meet their responsibilities will continue to compound.

## **Long-Term Capital Planning Committee (LTCPC)**

The LTCPC had met periodically since Fall 2020. One important output of its work is that the Town should have one committee focused on capital improvements, not two committees, which was one proposal at the onset of the LTCPC. The LTCPC has proposed a bylaw revision will be addressed at the spring 2022 Town Meeting. The proposal alters the Capital Budget Committee by broadening its scope and membership. The new "Comprehensive Capital Budget Committee" (CCBC) would have responsibility to make annual recommendations to Town Meeting for appropriations to support capital projects, equipment and infrastructure up-grades in the following year; to prepare for Town Meeting a detailed five (5) year program of capital improvements and expenditures and a more general thirty (30) year plan of anticipated major capital needs; and to advocate for sufficient resources to fund the capital improvement plan. The new Committee would have nine members (one additional from the Moderator and one from the Energy Committee). The new committee should help to advance public understanding of capital needs over the long run, as well as increase public participation and engagement in the capital planning process.

In addition, over the course of the past year the LTCPC researched the capital planning processes of other towns, as well as the bylaws that govern those processes. The LTCPC asserts that establishment and regular updating of a comprehensive inventory of the status and life cycle of all the Town's capital assets is needed. This will require significant time and effort from the staff which has been stretched thin by the pandemic and light staffing. External support may be required to complete this project. Through the CPC, an inventory of certain assets related to the CPC is proceeding. (Recreation now and a possible inventory of historical assets in the future. Tree inventory is happening with CBC funds through the DPW.). The LTCPC also spent time examining guidelines to review and prioritize capital requests as well as consideration for full life-cycle costs for assets. It is expected that the new CCBC will continue this work of



creating specific procedures to be followed in the process of reviewing and recommending capital investments.

### **Five-Year Projection of Belmont's Capital Needs**

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 expected projects for the following five years. (The available data, however, is often not precisely five years: the implications of some entries go beyond five years and, in a few instances, only four years projections are available. FY23, dealt with above, is sometimes taken as year one.) In the past, it has been the practice of the Capital Budget Committee to compile this five-year list from requests from department heads and to present it largely unaltered. For this year, we will continue with this practice. We have not deleted items that are to us not within our mandate. The appearance of an item in the chart should not be taken as a decision that an item is properly within this Committee's jurisdiction. We might later screen out some items as more appropriate for the operating budget. This chart is a raw document for planning purposes only. The items in the chart have not been "vetted" either by the Town Administrator or the Capital Budget Committee. The chart is attached to this report.

One will note in the chart that there are items requested for buildings that may 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 have been identified 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.

This Committee asked that departments submit costs estimated for the year matching the effective date of the request, thus requiring an adjustment for the economy in future years. Some departments tried to comply with this request; others did not. Moreover, unmet capital requests from the past that we have tried to carry forward are shown at the values originally submitted (without adjustment). Finally, most of the capital items are subject to a bidding process before they are actually purchased. Therefore, these cost values should be treated as only roughly comparable orders of magnitude. This is especially true because of the rise in the cost of materials during the pandemic and the rise in the inflation rate in recent months.

Because the Pavement Management Program must be executed on a seasonal basis, the Committee has not attempted to cast the full planning for roads by the Community Development Department in this fiscal year chart form. The Committee has met in past years with the Director of Community Development, has reviewed his planning and is satisfied that the Pavement Program will make good use of any funds that this Committee is able to allocate to that Program for the indefinite future. A more extensive discussion of the roads situation is available in the reports of the Belmont Pavement Management Committee available from the Town Clerk's Office or on the Town website.

This chart contains some expenditures for sewer and water enterprise funds. The Director of Community Development is responsible for some of those projects in his capacity as Town Engineer. (As a general matter, the Director of Community Development is responsible for sewer capital projects and those items are in the Community Development Department budget; the Director of the Public Works Department is responsible for water capital expenditures and those items are in the DPW budget. The Committee has been assured that planning for water and sewer projects is coordinated between the departments.) Some water and sewer projects are funded or to be funded from the proceeds of borrowing previously authorized or which the Town Engineer hopes will be authorized. The debt service for that borrowing will be included in the operating budgets of the enterprise funds.

The Parks Division and the Cemetery Division have been combined but are still carried separately for budgeting purposes.

As the five-year chart demonstrates, it is doubtful that the Town can fund all worthy capital requests in coming years from the current, annual allocation to the capital budget. The Committee recommended financing some acquisitions (lease/purchasing of Police and Fire equipment) in previous years. Among Other possible financing approaches the Committee may consider in future are so-called BANS (bond anticipation notes), leasing, capital outlay exclusions, and debt exclusions. It is very likely that the new Comprehensive Capital Budget Committee will make further recommendations in this regard in coming years.

Anne Marie Mahoney, Chairman	Moderator Appointee (Term ending 2022)
Rebecca Vose, Secretary	Moderator Appointee (Term ending 2023)
M. Patricia Brusch	Moderator Appointee (Term ending 2024)
Susan Burgess-Cox	Moderator Appointee (Term ending 2024)
Jennifer Fallon	Warrant Committee
Roy Epstein	Select Board (ending April 5, 2022)
Adam Dash	Select Board (beginning April 5, 2022)
Meg Moriarty	School Committee

### **Five Year Projection of Belmont's Capital Needs**

**Capital Budget Committee**  
**Five-Year Capital Needs Projection**

Department	Project Title	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY23-28
Facilities	2022 Hybrid Explorer	\$ 55,666						\$ 55,666
Facilities	New Electric Van	\$ 54,756						\$ 54,756
Facilities	Wellington Replace Heat Exchanger	\$ 97,595						\$ 150,000
Facilities	Winn Brook Supplemental for new Fire Alarm and PA	\$ 75,000						\$ 75,000
Facilities	Butler Fix Masonry	\$ 487,000						\$ 475,000
Facilities	Butler KalWall panels over Gym	\$ 415,000						\$ 415,000
Facilities	Butler PA System Replacement	\$ 300,000						\$ 300,000
Facilities	Butler Phase VI Window Replacement		\$ 235,000					\$ 235,000
Facilities	Electric Van		\$ 54,704					\$ 54,704
Facilities	Butler Slate Roof, Flashing, Caps and		\$ 1,600,000					\$ 1,600,000
Facilities	Chenery Middle School Roof							\$ -
<b>Facilities Summary</b>		<b>\$ 1,485,017</b>	<b>\$ 1,889,704</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,415,126</b>
Fire	Air Packs	\$ 376,584						\$ 376,584
Fire	Ambulance Replacement	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000		\$ 400,000
Fire	Cardiac monitor replacement	\$ 7,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 57,000
Fire	Power Load Ambulance Cot System	\$ 45,081						\$ 45,081
Fire	Replace Staff Car	\$ 75,000						\$ 75,000
Fire	Replace 2005/2014		\$ 840,000					\$ 840,000
Fire	Replace Staff Vehicle			\$ 75,000				\$ 75,000
Fire	Replace 2005 Engine					\$ 974,000		\$ 974,000
<b>Fire Summary</b>		<b>\$ 583,665</b>	<b>\$ 930,000</b>	<b>\$ 165,000</b>	<b>\$ 90,000</b>	<b>\$ 1,064,000</b>	<b>\$ 10,000</b>	<b>\$ 2,842,665</b>
Information Technology	Fiber Reconfiguration Burbank/Wellington	\$ 20,000						\$ 20,000
Information Technology	Increase Network Storage	\$ 60,000						\$ 60,000
Information Technology	Redundant fiber line to antenna site	\$ 150,000						\$ 150,000
<b>IT Summary</b>		<b>\$ 230,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 230,000</b>
Library	RFID Tags and Equipment	\$ 32,306						\$ 32,306
Library	Asbestos Abatement 2nd and 3rd floors		\$ 639,870					\$ 639,870
Library	Extend Useful Life of Existing AC Equipment		\$ 70,304					\$ 70,304
Library	Upgrade Fire Alarm System		\$ 787,592					\$ 787,592
Library	Paint Exterior of Building		\$ 82,300					\$ 82,300
Library	Expand existing security camera system		\$ 100,800					\$ 100,800
Library	Upgrade & Replace Unit Ventilators		\$ 308,900					\$ 308,900
Library	Chiller Rooftop Replacement		\$ 358,000					\$ 358,000
Library	Replace Windows and Exterior Doors		\$ 530,500					\$ 530,500
Library	Repoint Masonry			\$ 314,500				\$ 314,500
Library	Renovate 8-10 bathrooms(new toilets and fixtures)			\$ 1,223,000				\$ 1,223,000
Library	Elevator Replacement			\$ 1,687,400				\$ 1,687,400

**Capital Budget Committee**  
**Five-Year Capital Needs Projection**

Department	Project Title	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY23-28
Library	Limited Roof Repair (Membrane Replacement)			\$ 388,538				\$ 388,538
Library	Exterior front upper staircase and landing repairs			\$ 479,752				\$ 479,752
Library	Replace Interior Doors & Hardware				\$ 219,000			\$ 219,000
Library	New Furniture				\$ 266,900			\$ 266,900
Library	Repave Parking Lot				\$ 628,300			\$ 628,300
Library	Paint Interior of Building				\$ 215,300			\$ 215,300
Library	Fire Suppression for Claflin Room					\$ 52,800		\$ 52,800
Library	Automatic Sprinkler					\$ 506,400		\$ 506,400
Library	Upgrade electrical coverage and service					\$ 437,100		\$ 437,100
Library	Complete the Replacement of the HVAC System						\$ 2,317,260	\$ 2,317,260
Library	Building Management System						\$ 389,000	\$ 389,000
<b>Library Summary</b>		<b>\$ 32,306</b>	<b>\$ 2,878,266</b>	<b>\$ 4,093,190</b>	<b>\$ 1,329,500</b>	<b>\$ 996,300</b>	<b>\$ 2,706,260</b>	<b>\$ 12,035,822</b>
Police	Install Uni-Directional Radio Amplifier at 460	\$ 30,000						\$ 30,000
Police	Replace EMD Server	\$ 12,000						\$ 12,000
Police	Replace Update Server		\$ 12,000					\$ 12,000
Police	Replace Police portable radios		\$ 150,000	\$ 150,000				\$ 300,000
Police	Replace Fiber Multiplexers			\$ 100,000				\$ 100,000
Police	Replace CAD and RMS Server			\$ 20,000				\$ 20,000
Police	Replace Call/Radio Logging Recorder			\$ 18,000				\$ 18,000
Police	Replacement of Police Domain Controllers			\$ 20,000				\$ 20,000
Police	Town-wide Base Radio Replacement				\$ 100,000	\$ 100,000		\$ 200,000
Police	Replacement of Police Network Switches				\$ 35,000			\$ 35,000
Police	Replace Department Sidearms				\$ 30,000			\$ 30,000
<b>Police Summary</b>		<b>\$ 42,000</b>	<b>\$ 162,000</b>	<b>\$ 308,000</b>	<b>\$ 165,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 777,000</b>
Public Works	Public Shade Tree Inventory & Health Assessment	\$ 55,000						\$ 55,000
Public Works - Cemetery	#117 - 1 Ton 4WD Pick-up Truck	\$ 58,310						\$ 58,310
Public Works - Parks	#108 - Small Front End Loader	\$ 112,450						\$ 112,450
Public Works - Parks	#110 - 1 Ton 4WD Pick-up Truck	\$ 58,310						\$ 58,310
Public Works	Replace Shade Trees	\$ 25,000						\$ 25,000
Public Works	#55 Brush Chipper		\$ 57,950					\$ 57,950
Public Works	#73 - 10" Material Spreader		\$ 26,265					\$ 26,265
Public Works	#32 - Snowfighter Conversion		\$ 49,545					\$ 49,545
Public Works	#1 - Administrative Hybrid Vehicle			\$ 40,850				\$ 40,850
Public Works	#67 - 9' Material Spreader				\$ 16,710			\$ 16,710

**Capital Budget Committee**  
**Five-Year Capital Needs Projection**

Department	Project Title	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY23-28
Public Works	#37 - Snow Fighter Conversion				\$ 49,545			\$ 49,545
Public Works	#34 - Snow Fighter Conversion					\$ 49,545		\$ 49,545
Public Works	#47 - Wacker Sidewalk Snowblower					\$ 95,235		\$ 95,235
Public Works	#46 Wacker Sidewalk Tractor						\$ 95,235	\$ 95,235
Public Works	#42 Vent-Trac Sidewalk Tractor						\$ 61,500	\$ 61,500
Public Works - Cemetery	#119 - 19,000 GVW Dump Truck		\$ 71,155					\$ 71,155
Public Works - Cemetery	#116 - 19,000 GVW Dump Truck			\$ 71,155				\$ 71,155
Public Works - Parks	#102 - 1 Ton 4WS Pick-up Truck		\$ 58,310					\$ 58,310
Public Works - Parks	Toro - 16' Cut Riding Mower		\$ 92,925					\$ 92,925
Public Works - Parks	#104 - 1 Ton 4WD Pick-up Truck			\$ 58,310				\$ 58,310
Public Works - Parks	#107 John Deere Tractor				\$ 44,570			\$ 44,570
<b>DPW Summary</b>		<b>\$ 309,070</b>	<b>\$ 356,150</b>	<b>\$ 170,315</b>	<b>\$ 110,825</b>	<b>\$ 144,780</b>	<b>\$ 156,735</b>	<b>\$ 1,247,875</b>
Public Works - Sewer	#24 - Front End Loader	\$ 220,625						\$ 220,625
Public Works - Sewer	#21 - 1 Ton 4WD Pick-up Truck	\$ 58,310						\$ 58,310
Public Works - Sewer	#2 - Administrative Hybrid Vehicle	\$ 56,765						\$ 56,765
Public Works - Sewer	Replace Winn Brook Culver - Claflin Street	\$ 250,000						\$ 250,000
Public Works - Sewer	Replace Trapleo Road Culvert	\$ 800,000						\$ 800,000
Public Works - Sewer	#5 - 1 Ton 4WD Pick-up Truck			\$ 58,310				\$ 58,310
Public Works - Sewer	#52 - Emergency Service Hybrid Van			\$ 40,225				\$ 40,225
Public Works - Sewer	#17 - 40,000 GVW Dump Truck		\$ 153,320					\$ 153,320
Public Works - Sewer	#8 - 1 Ton 4WD Pick-up Truck			\$ 58,310				\$ 58,310
Public Works - Sewer	#50 - Vactor Machine		\$ 257,500					\$ 257,500
Public Works - Sewer	#11-40,000GVW Dump Truck						\$ 153,320	\$ 153,320
Public Works - Sewer	#12 - 40,000 GVW Dump Truck				\$ 153,320			\$ 153,320
Public Works - Sewer	Replace #25 Front End Loader				\$ 220,625			\$ 220,625
Public Works - Sewer	#25 Front End Loader					\$ 220,625		\$ 220,625
Community Development	Sewer and Drain Rehabilitation	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,600,000
<b>Sewer Summary</b>		<b>\$ 1,985,700</b>	<b>\$ 1,010,820</b>	<b>\$ 756,845</b>	<b>\$ 973,945</b>	<b>\$ 820,625</b>	<b>\$ 753,320</b>	<b>\$ 6,301,255</b>
Public Works - Water	#81 Administrative Hybrid Vehicle	\$ 31,575						\$ 31,575
Public Works - Water	Trailer Mounted Vacmachine / Valve Turner	\$ 86,850						\$ 86,850
Public Works - Water	Electronic Sign Board	\$ 20,850						\$ 20,850
Public Works - Water	Tag Along Compressor	\$ 30,000						\$ 30,000
Public Works - Water	#85 - 40,000 GVW Dump Truck			\$ 153,320				\$ 153,320
Public Works - Water	#77 - Administrative Hybrid Vehicle				\$ 31,575			\$ 31,575
Public Works - Water	#88 - Closed Utility 4WD Truck		\$ 79,800					\$ 79,800

**Capital Budget Committee**  
**Five-Year Capital Needs Projection**

Department	Project Title	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY23-28
Public Works - Water	#83 - Closed Utility 4WD Truck			\$ 79,800				\$ 79,800
Public Works - Water	#76 - Administrative Hybrid Vehicle					\$ 31,575		\$ 31,575
Public Works - Water	#50 - Vactor Machine		\$ 257,500					\$ 257,500
Public Works - Water	#80 - Emergency Service Hybrid Van				\$ 38,310			\$ 38,310
Public Works - Water	Water Main Replacement Program	\$ 500,000						\$ 500,000
Public Works - Water	#89 - Emergency Lighting Plant					\$ 25,450		\$ 25,450
<b>Water Summary</b>		<b>\$ 669,275</b>	<b>\$ 337,300</b>	<b>\$ 233,120</b>	<b>\$ 69,885</b>	<b>\$ 57,025</b>	<b>\$ -</b>	<b>\$ 1,366,605</b>
Community Development	Pavement Management	\$ 1,857,772	\$ 1,904,216	\$ 1,951,821	\$ 2,000,617	\$ 2,050,632	\$ 2,101,898	\$ 11,866,956
Community Development	Pavement Management	\$ 150,000						
Public Works	Sidewalk Maintenance	\$ 337,730	\$ 243,680	\$ 249,770	\$ 256,010	\$ 262,410	\$ 268,970	\$ 1,518,570
<b>Pavement Summary</b>		<b>\$ 2,345,502</b>	<b>\$ 2,147,896</b>	<b>\$ 2,201,591</b>	<b>\$ 2,256,627</b>	<b>\$ 2,313,042</b>	<b>\$ 2,370,868</b>	<b>\$ 13,385,526</b>
<b>Discretionary Total</b>		<b>\$ 2,682,058</b>	<b>\$ 6,216,120</b>	<b>\$ 4,736,505</b>	<b>\$ 1,695,325</b>	<b>\$ 2,305,080</b>	<b>\$ 2,872,995</b>	<b>\$ 20,548,488</b>
<b>Sewer Total</b>		<b>\$ 1,985,700</b>	<b>\$ 1,010,820</b>	<b>\$ 756,845</b>	<b>\$ 973,945</b>	<b>\$ 820,625</b>	<b>\$ 753,320</b>	<b>\$ 6,301,255</b>
<b>Water Total</b>		<b>\$ 669,275</b>	<b>\$ 337,300</b>	<b>\$ 233,120</b>	<b>\$ 69,885</b>	<b>\$ 57,025</b>	<b>\$ -</b>	<b>\$ 1,366,605</b>
<b>Pavement Total</b>		<b>\$ 2,345,502</b>	<b>\$ 2,147,896</b>	<b>\$ 2,201,591</b>	<b>\$ 2,256,627</b>	<b>\$ 2,313,042</b>	<b>\$ 2,370,868</b>	<b>\$ 13,385,526</b>
<b>GRAND TOTAL</b>		<b>\$ 7,682,535</b>	<b>\$ 9,712,136</b>	<b>\$ 7,928,061</b>	<b>\$ 4,995,782</b>	<b>\$ 5,495,772</b>	<b>\$ 5,997,183</b>	<b>\$ 41,601,874</b>

## APPENDIX A

### The Difference between the Common Understanding of “Capital Asset” and the CBC’S Working Definition

The definition of capital expenditure for which the Committee is responsible is *not* the common understanding of a capital asset – it is a narrower concept. The common understanding of a capital asset is some asset that can be used and enjoyed for an extended period, often taken as more than one year, or that 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 this 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” 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 Committee, replacement of police cruisers belongs in the regular operating budget.

To draw a “bright line” between what it would consider and not, more than twenty-five years ago a previous Capital Budget Committee established a \$10,000-per-item requirement for requests addressed to it. There may be a time in the near future when this definition should be revisited. This may happen with the recently created Capital Planning committee, which is being considered by the Select Board recently appointed second Financial Task Force (FTF II). More on FTF II *infra*.

Please see prior Capital Budget Reports to Annual Town Meeting for a more complete description of the history of the Committee’s thinking on what constitutes capital for purposes of Belmont’s capital budget.



## APPENDIX B

### Information from Glenn Clancy, Director of Community Development on Private Ways

On three separate occasions (in the early 1990's, 2015, and most recently in 2019) when a group of residents in the Hillcrest neighborhood of Belmont Hill tried (unsuccessfully) to rally the abutting property owners on one or more of the private ways to build consensus on a plan to fix the roads, the issue of private ways has received public attention. I also met over the years with abutters on stand-alone private ways, Ernest Road and Ash Street for example. The outcome was the same in each situation: The abutters could not come to agreement on how to fund repairs regardless of the number of abutters.

Several of the legal aspects of this topic were presented to Town Counsel in 2013. The following is the Q&A that resulted. All material is provided by Town Counsel, George Hall:

The following information refers only to "a true private way," and not that weird creature of Massachusetts law, the "statutory private way." As you can see from the attached Mass Practice article, the "statutory private way" is something of a relic of the colonial period, being the 3rd category of road (after county roads and town roads) that the Selectmen had authority to lay out, construct and maintain. Unlike town roads, statutory private ways are created by petition of the abutters, who are liable for the costs of construction and maintenance. The town has no obligation to maintain a statutory private way.

*G.L. c. 40, § 6N provides that:*

*Cities and towns may by ordinance or by-law provide for making temporary repairs on private ways. Such ordinance or by-law shall determine (a) the type and extent of repairs; (b) if drainage shall be included; (c) if the repairs are required by public necessity; (d) the number or percentage of abutters who must petition for such repairs; (e) if betterment charges shall be assessed; (f) the liability limit of the city or town on account of damages caused by such repairs; (g) if the ways shall have been opened to public use for a term of years; and (h) if a cash deposit shall be required for said repairs.*

"There may be some towns that like to have this option of roads that are nominally 'private' but which the town can maintain and repair at the residents' expense when they so request. Most of the towns we represent don't do this, and don't have such bylaws, and prefer to maintain a clean distinction between those roads that are regular town roads and those that are entirely private. I'm assuming Belmont is in that latter category, but I will refer to the former option as appropriate in the answers below."

## Liability of abutters to a Private Way

1. As private ways continue to deteriorate residents are asking about liability in case vehicles are damaged or if pedestrians suffer injuries while walking in the road. Who is liable?

“Not the Town. I don’t want to express an opinion regarding the potential liability of the abutters, which could turn on all kinds of things like who the injured party is, and what they were doing there (i.e., whether they were trespassers or invitees), whether there was any kind of sign posted about passing at your own risk, etc. I would suggest that the abutters contact their own counsel or insurance carriers if they have questions on this topic. But certainly there is some liability risk on the part of the abutters, who own the fee in the road.”

2. If the road deteriorates to a point where it is no longer passable for plows, trash trucks or emergency vehicles (services residents believe are their tax paying right to have) or if the property owners can no longer safely get to and from their homes does the Town step in and force repairs to be made, or does the Town make the repairs and back charge the abutters?

“Absent a bylaw authorized by G.L. c. 40, § 6N, above, I don’t see a mechanism for allowing the Town to repair the road at the cost of the abutters without the abutters’ consent, so I don’t think repairs can be forced by the Town, except by taking over the road as a town way (see below).”

3. If some residents are willing to pay for reconstruction on their own do all abutters to the roadway need to be notified?

“As the answer to your next question indicates, I think it’s possible that the Town could perform the repairs if some subset of the abutters agreed to pay 100% of the cost. If that were to happen, I don’t know that there is any particular legal requirement to notify the non-payers, although it would strike me as a good idea to notify them anyway.”

4. Do all abutters need to buy in or can some pay for all?

“I think that you could work out an arrangement whereby fewer than all of the owners could assume the full cost. Note that G.L. c. 82, § 24 states that:

*if a town makes specific repairs [to a private way] ... the persons upon whose application ... specific repairs are made thereon shall, before such way is entered upon for the purposes of construction, ... give such town security satisfactory to the selectmen that they will indemnify such town for all damages and charges which it is obliged to pay by reason thereof, and all such damages and charges shall be repaid to the town by the persons making such application ....*

So if the payers provide the Town with adequate security to cover the cost, the Town doesn’t have to worry about the non-payers.”

## Acceptance as a Public Way

5. The selectmen have traditionally held that if 75% of the abutters are in support of making a private road public they would support it at Town Meeting (the idea being they do not want to force the cost on unwilling residents unless there is a clear majority of abutters in support). Is there a percentage recognized by the law?

“No. This is a practical judgment, because to make it a public way the Town is going to have to take an easement and possibly assess betterments, and you don’t want to do that if you have the whole street fighting you in court. In theory, however, a town could take a road and make it a public way without consent of any of the landowners, using its eminent domain and betterment powers.”

6. Can one abutter absorb the betterment charge from another property owner?

“Private parties can make private contractual arrangements between themselves regarding the allocation of such costs, but the Town can only assess betterments according to legal rules, such as by length of frontage (more below).”

7. We typically assess the betterment charge based on frontage. Can other options such as land area or even a flat out equal assessment for each abutter be considered?

“Unlike the special betterment statutes pertaining to sewers (which allows a ‘fixed uniform rate’ and a ‘uniform unit rate’), G.L. c. 80 does not specify a method that the Town has to follow in calculating the assessments. I think using frontage is the most commonly followed method, although I suspect that assessing all the owners an equal amount (a kind of ‘uniform unit method’) could be defensible in some circumstances.”

8. I’m assuming that any engineering costs incurred – pavement design, plans for Town Meeting, etc. – can be included in the betterment charge, is this appropriate?

“I would expect that reasonable design costs could be included in the cost.”