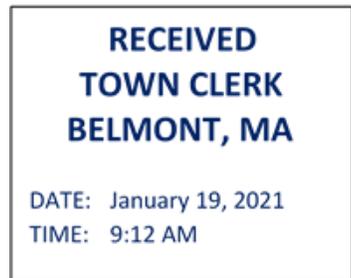


**Town of Belmont**  
Long Term Capital Planning Committee  
Policy Subcommittee  
2020-21



Minutes: Meeting December 18, 2020

8 a.m. via Zoom

Present: Chris Doyle (WC), Claus Becker (EC), Melinda Huang, Mike Crowley (SC)

Public: Phil Thayer

The meeting was called to order at 8:00 a.m. by Chris Doyle. Doyle suggested this subcommittee come up with a set of capital project guidelines and prioritization principles (e.g., cost savings, environmental impact, revenue generation).

Crowley commented that Belmont does not have a well-defined long term planning process vs. some neighboring towns. He also mentioned that the definitions of capital assets vary by communities, ranging from \$2K for eligible items that need to be replenished in 2 years to up to \$20K and 3-5 years before replenishment.

Huang suggested that the sub-committee should also propose a governance framework as well as post-mortem project evaluation procedures. Huang commented that there needs to be transparency in execution progress and outcomes delivery.

Becker suggested that project prioritization should factor in policies and strategic plans discussed in town meetings, and that an impact scorecard would be useful to designate project ranking.

Doyle commented that as part of governance considerations, the roles of Capital Budget Committee, Capital Endowment Committee, and other related committees, need to be clearly defined. Doyle also felt that establishing a cycle for post-mortem evaluations would be important.

Crowley commented that the town has an annual budget and a 5-year plan. Doyle added that different departments (e.g., water, sewer, road, police, fire departments) may already have their own priorities as well as 5-year equipment rolling plans. Crowley suggested that those could be natural launching points for capital planning.

Becker felt that having a project list would be helpful in explaining changes in taxation. He suggested that capital project cut-off thresholds need to be defined.

Doyle and Huang both commented that town revenues (including multi-year forecasts) and available funding sources would need to be factored into the capital planning process. Huang suggested that the sub-committee needs better insights into statutory funding (CPA funds) and a capital endowment fund, which by tradition, has supported technology-related spend.

Crowley suggested that the Committee invite former Arlington's Chair of Capital Planning to share his experiences and insights into how Arlington categorizes and prioritizes projects.

It was decided that this sub-committee will return with specific ideas, and works are divided up along three main themes:

1. Governance and reporting - Doyle
2. Project definition, thresholds, collection process and prioritization framework - Huang, Becker
3. 5-year capital plan concept (e.g., % of budget, sources of funds) - Crowley

Next meeting January 8, 2021 at 8a.m. by Zoom

The meeting was adjourned at 9:00a.m.

Notes taken by Melinda Huang