

REPORT OF THE COMPREHENSIVE CAPITAL BUDGET COMMITTEE
2025 Town Meeting
May 2025

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INTRODUCTION

The Comprehensive Capital Budget Committee (“CCBC”) is presenting the 2025 Town Meeting with a one-year capital plan of \$15.3 million (including all projects and funding sources). We are also presenting a five-year plan and the first version of a 30-year capital plan.

The CCBC has two “headlines” for Town Meeting in this report:

1. The CCBC recommends that the Town use \$951,197 of the Capital Stabilization Fund (“CSF”) to partially fund the FY26 capital budget. The use of a portion of the CSF will help to spread the costs of the three integrated Chenery School projects described later in this report over three fiscal years (FY25 – FY27). The CCBC estimates that it is possible that \$1-\$2 million from the CSF will be used in FY27 for the third Chenery School project phase (roof replacement). The CCBC will strive to continue a practice of identifying funds to save for the Town’s multi-year capital expenditures using its long-term capital plan and the Capital Stabilization Fund.
2. The capital needs of the Town for FY27 and FY28 are higher than the presently identified funding sources, leaving a projected gap of about \$3 million. The Town will likely need to explore utilizing certain reserves to meet these needs. The CCBC urges the Town Meeting to keep this rapidly approaching funding gap in mind as it evaluates the full array of operating and capital decisions coming before it in 2026 and 2027.

Town Meeting Votes – Spring 2025

The CCBC seeks to incorporate the full range of the Town’s capital needs and funds in its work. The CCBC is advisory to Town Meeting and the Select Board. Despite the CCBC review and summary of the full range of capital items, with respect to specific Committee recommendations, the spring 2025 Town Meeting will only vote on the following:

1. FY26 capital projects funded with “discretionary” funds. The eight projects are listed in a motion in Article 17. (Public Works, Facilities, Fire, IT, and Community Services)
2. FY26 capital project for the Chenery Upper Elementary School (“Chenery”), which is funded with several sources. Article 18 on the Chenery project will include a request to withdraw \$951,197.13 from the Capital Stabilization Fund, and use \$978,800 in Free Cash.
3. FY26 capital projects funded with funds that are dedicated to specific purposes. (These are sometimes known as “nondiscretionary.”) These two projects are also in a motion in Article 17. (Streets/Sidewalks)
4. FY26 capital projects for Enterprise Funds (water and sewer) are voted in Article 13.

Town Meeting is not voting on any projects presented in the CCBC Report beyond FY26. Information on projects in years FY27 through FY55 is provided to Town Meeting as background and context to help inform deliberations.

Beyond this CCBC report, the CCBC recommends that Town Meeting members read the [capital section](#) of the Town Budget published on March 21, 2025 (pages X-13 to X-22).

See Table 1 below for a cross walk to the Articles on which Town Meeting will vote in spring 2025

Table 1 – Crosswalk of Capital Articles

Article 12	Enterprise Funds (Water) – Bond Authorization	\$3,133,000
Article 13	Enterprise Funds (Water/Sewer)	\$2,896,575
Article 17	Discretionary Capital Projects	\$668,000
Article 17	Non-Discretionary Capital Projects (Roads/Sidewalks)	\$2,512,876
Article 18	Chenery Rooftop Units	\$3,700,000

Composition

The CCBC consists of the following appointees (see Table 2 below): five members appointed by the Moderator (Bitner/Brusch/Doyle/Link/Pikilingis) and one each from the Select Board, School Committee, Warrant Committee, and Energy Committee.

Table 2

Name	Appointing Authority	Term Expiration
Claus Becker	Select Board (Energy Committee Designee)	6/30/2025
Patricia Brusch	Town Moderator	6/30/2027
Marty Bitner	Town Moderator	6/30/2027
Christine Doyle (Chair)	Town Moderator	6/30/2026
Deepak Garg	Select Board (Warrant Committee Designee)	6/30/2025
Lawrence Link	Town Moderator	6/30/2025
Aaron Pikilingis	Town Moderator	6/30/2026
Matt Taylor	Select Board (Select Board Designee)	6/30/2025
Jung Yueh	Select Board (School Committee Designee)	6/30/2025
David Blazon (non-voting)	Select Board (Superintendent of Schools Designee)	
Jennifer Hewitt (non-voting)	Select Board (Town Administrator Designee)	

CCBC Priorities for FY26 Preparation

Over the past year, the CCBC worked on several priorities it set forth last year. The Committee made progress on some priorities, but we still have outstanding areas in need of attention. These are discussed in the “Policies and Practices” section.

1. The Committee has developed a 30-year capital plan for the first time, in accordance with the CCBC bylaw. The plan only includes estimated costs and not funding sources, and it needs additional development. But it is the first long-term plan provided to Town Meeting, and thus, it is a start toward better long-term capital projections and planning.
2. The CCBC’s ranking criteria have been incorporated into the Town’s capital budget request materials.
3. The CCBC has increased communication with Belmont’s Community Preservation Committee (“CPC”) and has included CPC projects in the capital plan. Next year the Committee intends to communicate with CPC to earlier in the fiscal year to enhance planning and coordination.

Funding Sources for Capital Projects

The FY26 capital budget recommendation includes funding from multiple sources. See Table 3 below. The funding sources for FY26 are presented to Town Meeting for final approval. In contrast, the funding amounts and sources for FY27-30 are estimates based on current information. The funding sources and amounts available in FY27-30 (years 2-5) will certainly change. (Please note that throughout this report projects are shaded by funding source based on the legend below.)

LEGEND FOR TABLE COLORS	
Enterprise Funds	Green
Local Dedicated (Nondiscretionary)	Light Red
State Funds	Light Pink
CPA	Light Blue
Reserves of any type	Turquoise

Table 3

FUNDING FY26-FY30	FY2026	FY2027	FY2028	FY2029	FY2030
1 Available Discretionary Funding (w/o	1,849,648	2,283,179	2,346,008	2,713,458	2,778,194
2 Roll Off Retired Within Levy Debt	191,650				
3 Allocation from Cap Endowment Fund	151,897	151,897	151,897	151,897	151,897
4 Reserves (CSF/Landfill/Kendall)	951,197	2,185,523	3,700,000		
5 Free Cash	978,800	1,000,000	1,000,000	1,000,000	1,000,000
6 Total Turnbacks	244,808	150,000	150,000	150,000	150,000
7 Streets/Sidewalks - Dedicated	2,512,876	2,575,705	2,640,098	2,706,100	2,773,752
8 Enterprise	2,896,575	3,053,258	3,595,970	3,507,820	3,647,820
9 Roads: Ch. 90 State+State Sidewalk (26)	640,000	540,000	540,000	540,000	540,000
10 CPA Property Tax Funds available	4,617,812	1,845,000	1,891,125	1,938,403	1,986,863
CPA State Match 1 year (est 14.5%)	295,000	267,525	274,213	281,068	288,095
11 Within Levy Bond Proceeds	-				
Total Funding Available	15,330,263	14,052,087	16,289,311	12,988,747	13,316,621
	-				

Discretionary Funds from Operating Budget

Each year the Town allocates so-called “discretionary capital spending” from the operating budget. The base amount is increased each year by 2.5%. In FY26 the proposed discretionary capital spending from the operating budget is \$1,849,648 from the tax levy. Additional town capital funding comes from: \$151,897 in interest earnings from the Capital Endowment Fund, \$191,650 funds available after Within Levy debt retirement, \$978,800 from free cash, and \$244,807.87 from prior capital project “turnbacks.”

Capital Endowment Fund

The Capital Endowment Fund (“CEF”) was created by a special legislative act in 1995 and seeded with the proceeds of the sale of the Town’s first cable system and miscellaneous other contributions, including transfers

from the Kendall Fund. The funds are invested and managed by the Town Treasurer, with the advice of the Capital Endowment Committee. The investment earnings of the Fund each year are available to fund the Town's capital needs. These earnings may be appropriated for any lawful purpose consistent with the special act. In addition, principal of the fund may be appropriated with a two-thirds vote of Town Meeting for any purpose. For FY26, \$151,897 is available to fund projects. The CEF had a balance of \$5.15 million as of June 30, 2024.

Turnbacks

The funds from the annual operating budget for capital are supplemented by "turnbacks" from prior years' completed capital projects. Turnbacks vary widely by year. For FY26, turnbacks are \$244,807.87.

Dedicated Funds (a.k.a. "Nondiscretionary" Funds)

In addition to the discretionary funds provided for capital, the town has committed certain funds to capital based on state statute or local authorization. The uses of these dedicated funds ("nondiscretionary") are based on Town policy and prior override votes. They are primarily utilized for road and sidewalk repair.

Funding for Road and Sidewalk Repair (Prior Operating Overrides and Chapter 90 Funds)

Funding for roads and sidewalks (transportation capital) comes from state and local sources. In 2001, 2015, and 2024, voters approved overrides in the amounts of \$3 million, \$4.5 million and \$8.4 million, respectively. These overrides each included a tax slice dedicated to capital improvements for roads and/or sidewalks. Each year operating funds available from overrides increase by 2.5%. The road funding related to overrides of 2001 and 2015 is about \$2 million per year, increasing annually by 2.5%.

The Town has significantly expanded its sidewalk funding over the past year. In FY26 \$512,259 is available for sidewalks and these funds derive from operating overrides. In the 2015 override, \$200,000 was dedicated exclusively to sidewalk needs. In the 2024 operating override, \$250,000 was also dedicated to sidewalk needs.

The CCBC notes that capital funds generated by an operating override are not technically required to be committed to a certain capital purpose beyond the first year of the override. However, it has been Belmont's practice to follow the capital commitments made at the time an operating override is passed.

Belmont, like all MA municipalities, is provided funds through the state's Chapter 90 Program funding for the purpose of improvements and investments in local transportation networks. The amount of funding a municipality receives is based on local road mileage (58.33%), population (20.83%), and employment (20.83%) Chapter 90 funds have averaged \$540,000 for the past 10 years. Most of the transportation network projects are planned over more than one fiscal year, to allow optimal construction during warm weather months. Small sidewalk repairs and road work are performed by the Department of Public Works (DPW). Additional funds are available periodically through unique federal programs and through MassDOT grant programs, including the Complete Streets program which Belmont joined in 2019. The CCBC notes that while Belmont has traditionally used most of its Chapter 90 funding for roads, these funds are also permitted to fund sidewalks.

Within Debt Levy

Debt can be issued by the Town either in connection with a voted debt exclusion or within the regular operating budget. Debt that is issued for projects that have not been approved via a debt exclusion is considered "within levy debt" and the associated debt service is paid from the regular operating budget. Recent capital projects

that have been funded through “within levy debt” include a new pumper truck for the Fire Department (approved in spring 2023) and the recent improvements to the Police Station and the DPW building.

Enterprise Funds for Water and Sewer Services

The Town’s Water and Sewer Enterprise Funds can only be spent on items and projects related to our town water and sewer systems. Enterprise funds provide a separate accounting and financial reporting mechanism for municipal services that carry a dedicated fee. Under enterprise accounting, the revenues and expenditures for the service are segregated into a separate fund, rather than commingled with revenues and expenditures of all other government activities. Enterprise accounting allows a community to demonstrate to the public the total cost of providing a service. All costs (direct, indirect and debt service) are covered by rate revenues received from water and sewer usage. The Director of Public Works is responsible for the management of the water and sewer enterprises. Water and sewer user rates are set by the Select Board acting as the Enterprise Funds’ Boards. Town policy states that water and sewer capital projects shall be financed from enterprise revenues and grants.

The Town Enterprise Funds can also access zero-interest loan funds through the Massachusetts Water Resources Authority (“MWRA”), repaid with Enterprise Fund user fees.

Community Preservation Act

In 2011, the Town of Belmont adopted the Community Preservation Act (CPA). This allows the town to dedicate revenue from a surcharge of 1.5 % on local property taxes, with additional funds from state matching contributions from the state Community Preservation Trust Fund to a local community preservation fund. The State match varies by year but has typically been in the 15% - 25% range. CPA funds may only be spent on projects that fall into one of the three categories: open space and recreation, affordable housing, and historic preservation. The town’s adoption of the CPA diverts several capital expenses from discretionary capital funds. Local CPA surcharge revenue for FY25 was about \$1.8 million and the state match was about \$295,000. Note: for FY26 there is an usually large level of CPA funding available because of a change in the Community Preservation Committee’s reserve policy. For more detail on CPA revenue, expenditures, and past, current, and proposed projects, please see the [Community Preservation Committee webpage on the Belmont town site](#) and the annual CPA report.

Earmarks and Other Miscellaneous Funding

Occasionally the Town receives State funding as a result of the efforts of its legislative delegation, for which we are grateful. When ARPA funds were available to the State, Belmont received several significant investments. The FY2025 state budget included two projects to support capital investments - \$750,000 for an enhanced Rink refrigeration system, and \$100,000 to supplement the Town’s sidewalk funding.

In addition to the items noted above, Belmont received \$7.8M in federal funding from the American Rescue Plan Act (ARPA), which supported many capital projects in Belmont. The Select Board allocated those funds to the projects in Table 4, including many recommended by the CCBC. We are grateful that the Town was able to utilize these funds to invest in so many capital projects.

Table 4

ARPA Project List	Final Allocation
Pre-Construction Work for Rink	\$350,000.00
BMHS PV Project	\$1,290,633.00
CCBC - Security Projects (Schools)	\$245,000.00
Salt Shed - DPW Yard	\$490,533.04
White Field House - Demolish via BMHS	\$346,554.00
Grove Street Project Bid Results	\$70,000.00
DPW Yard Fuel Tanks	\$168,444.40
CCBC - Repairs Butler School	\$892,214.00
Chenery Auditorium Sound Upgrades	\$76,730.00
Town Security Cameras	\$117,017.00

Beyond earmarks, the Town utilizes funds from the Massachusetts School Building Authority (MSBA) to help fund school projects such as the Belmont Middle and High School as well as the Wellington School.

Occasionally the Town receives proceeds from the sale of property and assets. Generally these funds have been dedicated to the Town’s capital needs. In 2023, Town Meeting established a Capital Stabilization Fund, and dedicated the proceeds of these assets to the Capital Stabilization Fund, an important codification of the typical Town practice.

Town Reserves – Kendall Fund

The Town’s “Kendall Fund” has a balance of \$1.2 million from an initial deposit of insurance proceeds from the loss by fire of the Kendall School in 1999. The Town has long used these funds for preliminary design plans on capital projects. The CCBC is supportive of this long-time practice and recommends that the Town formalize this practice as a policy to preserve these funds in support of the Town’s capital needs. In the current capital plan, the Kendall Fund is proposed as the source for \$300,000 in FY27 for the preliminary design of a replacement public works facility.

Town Reserves - Capital Stabilization Fund

The CCBC is very supportive of the Town building reserves for larger capital projects that require multi-year investments and whose cost exceeds the discretionary capital funds available in any one year. The CCBC regards this as part of our mission upon the passage of the bylaw that created the Committee. A capital stabilization fund allows the Town to spread the burden of funding larger capital projects over several years and permits reinvestment in capital assets in a more timely manner.

As a reminder, funds from the following sources are required to be deposited in the Capital Stabilization Fund: sale of surplus property, refunds, rebates and reimbursements from energy efficiency projects, solar installations, and other capital investments. This list of required deposit sources does not preclude the Town from depositing additional funds from other sources into the Fund.

Also of note is a recent state law change that requires a majority Town Meeting vote if funding from a specialized stabilization fund is used for the intended purpose of the fund (e.g., capital projects). This is a lower threshold than the prior two-thirds majority vote, which remains in place for general purpose stabilization funds.

See Table 5 below for the current composition of the Capitalization Stabilization Fund. Future additions to the Capital Stabilization Fund are likely from a variety of sources, and would thus be available to help fund future capital projects.

Table 5

Capital Stabilization Fund - April 2025		Changes	Balance
Aug-23	Sale of Chenery Modulars	\$35,000	
Aug-23	Rebate - Homer EV Charger	\$15,720	\$50,720
Nov-23	November 2023 STM Transfer	\$727,500	\$778,220
Jan-24	Library Surplus Item Sale	\$2,960	\$781,180
May-24	2024 Annual Town Meeting Transfer	\$578,842	\$1,360,022
Jun-24	FY2024 Earnings	\$538	\$1,360,560
Nov-24	November 2025 STM Transfer	\$1,425,000	\$2,785,560
Mar-25	FY2025 Earnings YTD	\$52,100	\$2,837,659
May-25	PROPOSED Draw TM May 2025	\$(951,197)	\$1,886,462

Town Reserves – Free Cash

The FY26 capital budget is funded partially with a contribution from Free Cash of \$978,000. In FY25 Free Cash funded \$1,500,000 of the capital budget. The CCBC notes that the Town is transitioning to a financial management approach of allocating one-time revenues for one-time expenses, such as capital investments. This healthy and important transition will help position the Town for continued improved funding for capital needs in the future.

FY26 Capital Budget Recommendations

Capital Budget Process

The capital budget process for the following fiscal year begins with the Town’s finance office asking Department leaders to submit capital requests during the summer. The Town finance office reviews the requests and obtains clarifications from department leaders. The CCBC then receives the capital requests and meets with Department Heads in the fall. The content of the capital request form is an important starting point for the capital process and the CCBC needs to continue to work with the finance office to incorporate some CCBC recommendations that will facilitate easier assessment of certain aspects of the more effective delivery of the Town’s capital needs.

Capital Project Evaluation

The CCBC once again used the project ranking methodology it developed ahead of FY25 to evaluate proposed capital projects for FY26. This methodology is informed by a set of project evaluation criteria and relative criteria weightings.

Each proposed project was evaluated on five criteria:

- 1) Impact to health, safety and security of residents, employees, or property.
- 2) maintenance and preservation of capital assets such as major repairs of buildings, replacement of vehicles and equipment, park and play area renovations.
- 3) urgency -- work deemed by departments requiring near term completion;
- 4) improvement of productivity, or relief of an overburdened asset; and
- 5) strategic alignment, e.g., investing in support of strategic decisions previously made by town leadership, environmental concerns, disciplined budgeting/spending policies.

The evaluation process by each committee member and the Committee as a whole led to a relative ranking of projects. This relative ranking was one component of the project screening process and served as a guide to the CCBC's discussions and ultimate recommendations for project funding.

Projects mandated by the requirements of an outside funding source (e.g. Ch. 90 Roads, Override Sidewalks, etc.) do not need to go through the same ranking evaluation process, as these projects will need to be completed regardless of project ranking.

FY26 Capital Budget

The FY26 capital budget presented by the CCBC contains town projects totaling \$15.3 million, including all funding sources. Of this total, Town Meeting is asked to vote only on projects totaling \$9.7 million through the capital warrant articles. (Town Meeting will also vote on CPC articles, each of which funds a Town asset, totaling \$4.9 million.) See Table 6 on page 14 for a list of all FY26 projects arrayed with their funding sources.

Certain capital projects recommended for FY26 are highlighted briefly below.

Trio of Chenery Projects

The Chenery Upper Elementary School ("Chenery") building was erected circa 1997. Three major capital projects will significantly extend the life of the Chenery. These have been carefully planned due to the extensive amount of work required, the integration and overlap of each phase, and the sequence and timing to minimize conflict with school sessions and ongoing operations.

Update on Part 1 of Chenery Project Trio – Boilers - Voted at spring 2024 Town Meeting

The Chenery Boiler project approved at the 2024 Town Meeting for \$1.6 million to replace 30 package boilers with three high efficiency condensing boilers is underway. All the boilers, pumps, and Variable Frequency Drives (VFDs) have been purchased, are in storage and are ready for installation. The project will commence once the official heating season is over (May 15), per state mandate. This project should be substantially completed by August 30th and operational for the new heating season which can begin as early as October 15th.

Part 2 - Chenery HVAC replacement – To be voted at spring 2025 Town Meeting

With the imminent replacement of the roof at the Chenery, Belmont must also update all the heating and cooling systems which the roof supports. Several short-term fixes to the building envelope and the heating and

ventilation systems (HVAC) over recent years have extended their current life, but now a full-scale replacement is the most cost-effective strategy. In addition to avoiding major failure of those systems, it is critical to time all preparation and construction work to coincide with the summer recess months to avoid disruption. The plan is for the facility to be operational when school sessions resume in the fall of 2026.

In sequence to the FY25 roof system funding decision, the Committee (CCBC) reviewed an outside study performed by "Elevated Design" which outlined several options to address the heating and cooling needs, detailed the challenges and benefits involved, provided installation cost and time estimates, discussed potential outside partial project financing through rebates and incentives and estimated operating cost savings.

As a first step, CCBC spent time learning about the geothermal option, or Ground Source Heat Pumps (GSHPs). By using the stable sub-surface earth temperatures in deep wells, geothermal is appealing in that it significantly minimizes energy consumption over the long-term (albeit, with no truly accurate manner to estimate/predict future energy fuel costs). Construction of ground wells would coordinate well with the similar timeframe expected for renewal of the recreation fields adjoining the Chenery. However, CCBC was discouraged by the significant upfront expense of drilling the cylinders and the extremely tight turnaround required to plan and construct the geothermal field in advance of the HVAC system installation. Compounding the heavy investment and tight timing, expected grant offsets through the Inflation Reduction Act are presently at risk. CCBC determined this critical heating project cannot be delayed another construction/school season for those potential funding opportunities to solidify. As well, an unpredictable, higher capital cost would add a financial burden to the Town with its current resource constraints.

With geothermal options ruled out, Air Source Heat Pumps (ASHPs) with natural gas back-up became the best option. The CCBC reviewed and scored the ASHP possibilities with input from the Town's technical experts led by David Blazon, Director of Facilities. Elevated Design provided a review of ASHP variants, which would be powered after the installation of high efficiency condensing boilers. This conversion would reduce the Chenery's dependence on fossil fuels by transferring the common area heat production to heat pumps during the shoulder seasons and moving heat in or out of spaces using refrigeration and electricity. (The classrooms would still be heated via the newly installed boilers and the common areas would draw heat from the boilers in the coldest part of the winter.) Heat pumps also stabilize costs and minimize emissions from combustion. The study examined the potential costs, benefits, and available incentives for the replacement of the aging RTUs and the addition of rooftop heating units (RHUs).

At incremental cost, Energy Recovery Ventilators (ERVs) can further reduce energy use by recapturing energy already present in the building and recycling it through the rooftop units. Typical of equipment installed in the 1990's, the current rooftop units lack heat recovery features, which are now required by code. The study explored how some of the replacement units could be paired with exhaust fans to recover this energy rather than simply waste it.

In the final analysis, the CCBC and Director Blazon determined that a combination of paired heating units and installation of ERVs to recapture recapture energy was the best option, with an estimated cost of \$3,700,000, including \$100,000 for an Owner's Project Manager (OPM), as required by state finance law for projects costing more than \$1.5 million.

While the Town had hoped that the revamped Accelerated Repair Program (ARP) from the Massachusetts School Building Authority (MSBA) would apply to the ASHP project, when the revamp ARP was announced in January, the new requirements were too restrictive. The ARP required larger weatherization efforts such as window replacements to support HVAC enhancements, which is cost-prohibitive in a building as large as the

Chenery, and could not be accommodated in the abbreviated summer construction window. However, the Town has applied for an ARP grant for the Roof phase of the Chenery project, and has also applied for a Green Communities grant for the ASHP phase. The grant awards will be released in fall 2025. The Town is also pursuing more than \$600,000 in utility rebates for the ASHPs. If the grants or rebates are received, they will reduce the Town cost of the project, which will allow funds to be repurposed for the Chenery roof replacement.

As a final area of discussion, CCBC reviewed the potential to add solar panels to the Chenery roof. Currently, the significant costs and complications to plan and install arrays with the current scheduling pace, combined with the likely limited generation level, point to focusing solar investment on other Town assets. CCBC concluded it would likely review and could later recommend those solar opportunities be pursued on newer facilities in Town, such as the new rink, police department, and the near-term projects at the DPW and Incinerator sites.

Update on Part 3 of Chenery Project Trio – Roof – To be Voted at spring 2027 Town Meeting

The third of three significant capital projects for the Chenery will come to Town Meeting in spring 2026 with the roof replacement, currently estimated at \$4.2 million. Certain aspects of the roof project intersect with the HVAC project, in terms of efficiency. Thus Article 18 requesting \$3.7 million at spring 2025 Town Meeting for the HVAC project authorizes any remaining funds to be used for the roof replacement. As noted, if some rebates and grants are approved for the HVAC project, they will free up Town funds, which will then be more readily applied to the roof replacement. Final costs and funding sources for the roof project are still being developed. CCBC will work with Town staff to evaluate potential options for this important project, which will complete the trio of major Chenery updates.

Information Technology Projects and Upgrades

In FY25 Chris McClure, the Town's newly-hired Chief Innovation Officer (CIO), evaluated Belmont's disparate IT functions (separated among Town, Police, Library and Schools) and also identified critical needs for upgrades of the foundational equipment and software to carry out Town services efficiently and safely. An IT personnel departure in the Police Department allowed the Town and Police IT functions to be consolidated; that coordination also put a focus on the important cross-departmental emergency management and community engagement functions. Further, the CIO has identified areas to reduce redundant physical hardware assets and achieve greater efficiencies and cybersecurity protection through hybrid cloud initiatives and a move to a Managed Service Provider (MSP). The IT Department also was successful winning two major grants supporting fiber and cybersecurity efforts.

For FY26 CCBC evaluated and supported \$250,000 in funds for the IT Department's refreshed capital program, reflecting infrastructure investment required to support hybrid cloud initiatives. The capital funds will support networking and server infrastructure to replace outdated equipment, utilize the new fiber network with 10gbs uplinks between town buildings, and install new redundant hyper-converged servers to upgrade the aging police infrastructure.

These steps are critical to maintaining up-to-date capacity, performance, security, and continuity of departmental work and services to residents, as well as provide the foundation for enhanced software management and tools, such as GIS/Mapping systems, document management, and further hybrid cloud integration.

Roads and Sidewalks

Belmont has about 97 miles of sidewalks and in the last several years maintenance of the sidewalks has increased after several decades of significant underinvestment. DPW's backlog comprises over 1,000 sidewalk repair requests. As mentioned above in the Funding section of this report, the pace of sidewalk repairs should

improve given the additional funding. The “Sidewalk Assessment” funded by Town Meeting as part of the FY24 capital budget is intended to provide updated conditions and costs to support the DPW’s work. The Sidewalk Assessment and the continued investment in sidewalks supports the Transportation Advisory Committee’s goal to establish “safe transit corridors” around Town, which in turn should help reduce school-related traffic congestion. The Sidewalk Assessment draft report has been received by the Town, and DPW is in the process of reviewing it and working with the consultant. Further updates from the consultant are forthcoming.

With the passage of the 2024 operating override, the funds available to repairs on the Town’s sidewalks is doubled to over \$500,000 annually, increasing 2.5% each year going forward. Over the next five years allocations will total approximately \$2.7 million.

Department of Public Works (DPW) oversees a complex, five-year planning and execution cycle for resurfacing streets. This involves full design/engineering and regulation and safety compliance as well as coordination with all utilities, private companies, neighborhoods and town entities. The bidding process cannot commence prior to completion of those tasks. The DPW has produced “Road Condition” reports over the past 20 years, based on periodic evaluations of all roads in town and their respective needs. Over the next five years Town spending on road work will be approximately \$14 million

The prior road overrides of 2001 and 2015 yield an approximately \$2 million annual allocation increasing 2.5% each year. DPW will now use a GIS-based budgeting and scheduling system which will be incorporated with the sidewalk work of the department.

Enterprise Fund Projects (as a group)

The water and sewer enterprise funds maintain the “retail” portion of the Town’s water and sewer service. The projects proposed for FY26 include replacement of approximately 5,000 feet of water pipe, replacement of two large dump trucks, the replacement of a gas-powered administrative vehicle with an electric equivalent, and continuing maintenance of the sewer and stormwater system, including culverts. The Town staff continues to monitor the health of our retail water and sewer systems to meet the financial and capital needs of the enterprise funds. The Town has made plans to increase capital investment over the next several years and additional rate revenue will support that investment.

Both Enterprise Funds can access zero-interest loans from the Massachusetts Water Resources Authority (MWRA), which are reauthorized from time-to-time. Debt service on those loans is paid from user fees. In 2024, Town Meeting authorized \$260,000 in such loans for Sewer. A similar request is being brought forth in 2025 for Water, for a total of \$3,133,000

Table 6 below presents the capital projects funded in FY26 and arrays them by the funding sources summarized earlier on Table 3 on page 4. The projects are color-coded based on the same legend provided on page 4 above.

White Field House and West of Harris Fields – ARPA, Rink Committee, and CPA

The CCBC has included this project in the FY26 section of this Report because this “project cluster” continues in FY26 (via a CPA article on the softball field) and encompasses many funding sources and “committee jurisdictions.” We wanted to document this for Town Meeting.

The High School/Middle School Building Project originally included the White Field House and the “West of Harris Fields” projects. However, these projects were deferred for project planning, timeline, and budgetary reasons. Subsequently, in 2024, in conjunction with the Belmont Rink project, the White Field House was razed, and hazardous material was removed, at a cost of about \$346,000 (using ARPA funds).

The fields west of Harris field and the rink need renovation:

- The rectangular playing field is currently being used as part of the lay-down space for the Rink Project. In exchange for making the field available for this purpose, the Rink Project and its contractor are supporting the installation of an irrigation system and re-grading and top-dressing that field.
- The Town has applied for CPA funding for the softball field to install irrigation, top-dress the field, and improve fencing, requesting \$429,433 to complete this work. The Community Preservation Committee has voted to recommend this funding and Town Meeting Members will consider the application at this spring's Annual Town Meeting.

Table 6

Capital Project Summary Funding - FY2026			As of April 15, 2025					
Proj. ID	Project Description	FY2026	FUNDING SOURCES					CPA w/ Town Assets
			(Operating Budget)	Reserves (Free Cash/ CSF)	Dedicated Roads/Sidewalks	Enterprise Water/Sewer	State	
Public Works			TOTAL	Discretionary				
DPW-26-01	Sidewalk Maintenance	512,259			512,259			
DPW-26-XX	Sidewalk Additional Maintenance	100,000					100,000	
DPW-26-02	Street Tree Planting	35,000	35,000					
DPW-26-03	DPW Highway Equipment	100,000	100,000					
Subtotal Department of Public Works		747,259	135,000	-	512,259	-	100,000	
Public Works - Engineering								
ENG-26-01	Pavement Management Program	2,000,617			2,000,617			
ENG-26-XX	Roadways - Chapter 90	540,000					540,000	
Subtotal Community Development		2,540,617	-	-	2,000,617	-	540,000	
Facilities								
FAC-26-08	Chenery HVAC/Roof Prep	3,700,000	1,769,064	1,930,936				
Subtotal Facilities		3,700,000	1,769,064	1,930,936	-	-	-	
Fire								
FD-26-01	Ambulance Replacement	118,000	118,000					
FD-26-06	Breathing Apparatus Fill Station	90,000	90,000					
Subtotal Fire		208,000	208,000	-	-	-	-	
Information Technology								
IT-26-01	IT Infrastructure Upgrade Plan	150,000	150,000					
IT-26-02	Fiber/Cabling and AV Upgrades	100,000	100,000					
Subtotal Information Technology		250,000	250,000	-	-	-	-	
General Government								
GG-26-01	COA Transportation Accessible Van	75,000	75,000					
Subtotal General Gov't		75,000	75,000	-	-	-	-	
Water & Sewer Enterprise Funds								
ENT-26-01	Water Main Replacement	1,166,400				1,166,400		
ENT-26-02	Sewer and Drain Rehabilitation	900,000				900,000		
ENT-26-03	Water Enterprise Equipment	307,855				307,855		
ENT-26-04	Sewer Enterprise Equipment	247,320				247,320		
ENT-26-05	Stormwater Repairs	275,000				275,000		
Subtotal Enterprise Funds		2,896,575	-	-	-	2,896,575	-	
CCBC-XX	Project Bid Reserve Additional Contribution	-	-					
CCBC-YY	Capital Stabilization Fund Contribution	-	-					
Subtotal Reserve Deposits		-	-	-	-	-	-	-
Community Preservation Act Projects on Direct Town Assets								
CPA-26-01	West of Harris Softball Field	472,376						429,433
CPA-26-02	Predevelopment Planning for Belmont Village	650,000						650,000
CPA-26-03	Cemetery - Design	60,000						60,000
CPA-26-04	Chenery Park Complex - Construction	2,200,000						2,000,000
CPA-26-05	Design	100,000						100,000
CPA-26-06	Homer Building Restoration	605,436						550,396
CPA-26-07	Restore Failed Retaining Wall Town Hall	825,000						750,000
Subtotal CPA Direct Town Assets		4,912,812	-	-	-	-	-	4,539,829
All Capital Projects and Funds Total - All Departments		15,330,263	2,437,064	1,930,936	2,512,876	2,896,575	640,000	4,539,829
Non-CPA Capital Projects and Only Local Funding		9,777,451	2,437,064	1,930,936	2,512,876	2,896,575	-	-

Capital Budget Years 2 - 5 (FY27-FY30)

The CCBC is presenting a draft capital plan for years 2- 5 (i.e. FY27 – FY30). This draft plan includes spending of about \$58 million. However, the draft capital plan for FY27 – FY30 is **not complete**. It will be informed by the Building Assessment that was approved at the 2023 Town Meeting. Table 7 below summarizes projects for FY27 – FY55 that the CCBC is aware of currently.

The CCBC has highlighted certain potential projects below that will likely arise in years FY27 - FY30.

Chenery School Roof – estimated \$4.2 million (FY27)

This project will likely be the largest capital project of FY27. It is described earlier in the integrated Chenery projects section.

Former Incinerator Site – estimated \$5.7 million (perhaps FY28)

In 2010, the Commonwealth confirmed a regulatory capping of the Town’s former incinerator site. The Town currently has an estimate of approximately \$5.7 million to properly design and execute an environmentally sound cap on this former industrial site. In addition, an estimated \$50,000 will eventually be needed in the operating budget for annual post-closure monitoring and maintenance inspections, as required by the Commonwealth. The Town has set aside approximately \$3.7 million in a landfill closure fund and existing project authorizations, but that leaves a potential funding gap of about \$2.2 million. The Select Board previously assigned use of the site to the Light Board, which is still undergoing a process of examining and evaluating options for its use of the site. The timing and implementation of the final cap is tied to the Light Board’s decision about site use as that will inform the final closure design.

The CCBC notes that the timing of future options related to the DPW campus are indirectly tied to the Light Board’s decision as the Light Board may move out of or significantly reduce its occupancy of the DPW campus as part of its use of the incinerator site. The CCBC hopes that a forthcoming decision will soon allow the Committee to fold a DPW building more explicitly into the capital plan.

Ladder Truck – estimated \$1.65 million (FY30)

Belmont Fire Dept rotates its primary ladder truck to reserve status after 15 years of service. That 2014 vehicle will then allow for approximately 15 more years of “backup” coverage during maintenance of the front-line apparatus or during major incidents. The full life therefore spans approximately 30 years.

Harris Field Refurbishment (FY27)

The current surface was installed in 2014 with an expected useful life of 8-12 years. Necessary repairs or replacement depend on the total amount and intensity of use, maintenance, and quality of the original surface, materials and installation. Current planning presumes replacement of the turf and not a return to grass, and plans should anticipate a need to replace, or at least perform considerable repairs to the track surface. With the time of the Harris Field refurbishment approaching, the CCBC assumes a cost of \$1.9 million in FY27. It is unlikely this project will be eligible for CPA funding.

Indoor Multi-Sport Surfaces at Rink (FY27)

The New Rink’s Indoor Surface refers to the “multi-sport” aspect of the New Rink project that would facilitate the full potential of the new Rink facility for indoor activities during non-ice months. This was not part of the debt exclusion. No reliable cost estimates or timing for the multi-sport surface project currently, but the CCBC has noted \$150,000 in FY27 for the time being. Progress on this project will proceed after a rink manager is hired.

Table 7

Capital Project Summary - FY2026-2055														
Proj. ID	Project Description	Estimated from Department Review					5 Years	Total						
		FY2026	FY2027	FY2028	FY2029	FY2030	FY26-30	FY31-35	FY36-40	FY41-45	FY46-50	FY51-55		
Year		1	2	3	4	5	1-5	6-10	11-15	16-20	21-25	26-30		
Public Works														
DPW-26-01	Sidewalk Maintenance	512,259	525,073	538,200	551,655	565,446	2,692,633	3,051,000	3,452,000	3,908,000	4,427,000	5,009,000	22,539,633	
DPW-26-XX	Sidewalk Additional Maintenance	100,000					100,000	-	-	-	-	-	100,000	
DPW-26-02	Street Tree Planting	35,000	60,000	65,000	70,000	75,000	305,000	405,000	455,000	508,000	580,000	655,000	2,908,000	
DPW-26-03	DPW Highway Equipment	100,000	265,000	200,575	225,000	190,000	980,575	1,040,000	1,190,000	1,286,000	1,395,000	1,508,000	7,399,575	
DPW-26-04	DPW Parks Equipment	-	115,000	101,400	-	-	216,400	262,000	305,000	353,000	410,000	475,000	2,021,400	
DPW-26-05	Tennis Court Resurfacing	-	150,000	-	-	-	150,000	174,000	202,000	234,000	271,000	314,000	1,345,000	
DPW-26-06	Harris Field Complex Renovation	-	1,900,000	-	-	-	1,900,000	-	2,790,000	-	3,432,000	3,978,000	12,100,000	
DPW-26-07	Grove Street Cemetery Drainage	-	-	500,000	-	-	500,000	-	-	-	903,000	-	1,403,000	
DPW-26-08	Harris Field Light Replacement	-	275,000	-	-	-	275,000	-	370,000	-	497,000	-	1,142,000	
Subtotal Department of Public Works		747,259	3,290,073	1,405,175	846,655	830,446	7,119,608	4,932,000	8,764,000	6,289,000	11,915,000	11,939,000	50,958,608	
Public Works - Engineering														
ENG-26-01	Pavement Management Program	2,000,617	2,050,632	2,101,898	2,154,445	2,208,306	10,515,898	11,901,000	13,462,000	15,230,000	17,230,000	19,491,000	87,829,898	
ENG-26-02	Incinerator Site Capping	-	-	5,766,000	-	-	5,766,000	-	-	-	-	-	5,766,000	
ENG-26-XX	Roadways - Chapter 90	540,000	540,000	540,000	540,000	540,000	2,700,000	2,913,000	3,296,000	3,728,000	4,222,000	4,778,000	21,637,000	
ENG-26-AA	Complete Streets Concord Crosswalks	-	-	-	-	-	-	-	-	-	-	-	-	
Subtotal Community Development		2,540,617	2,590,632	8,407,898	2,694,445	2,748,306	18,981,898	14,814,000	16,758,000	18,958,000	21,452,000	24,269,000	115,232,898	
Facilities - FY2031 - 2055 AWAITING BUILDING ASSESSMENT														
FAC-24-01	Wellington School Playground Turf	-	56,000	-	-	-	56,000	-	-	-	-	-	56,000	
FAC-25-02	Fleet Vehicles	-	55,000	40,000	57,000	42,000	194,000	-	-	-	-	-	194,000	
FAC-25-07	New Public Works Facility	-	300,000	-	-	-	300,000	-	22,000,000	-	-	-	22,300,000	
FAC-25-08	Chenery HVAC Replacement	3,700,000	-	-	-	-	3,700,000	-	-	-	-	-	3,700,000	
FAC-25-09	Chenery Roof Replacement	-	4,200,000	-	-	-	4,200,000	-	-	-	-	-	4,200,000	
FAC-25-10	School Envelope Repairs	-	-	-	-	-	-	-	-	-	-	-	-	
Subtotal Facilities		3,700,000	4,611,000	40,000	57,000	42,000	8,450,000	-	22,000,000	-	-	-	30,450,000	
Fire														
FD-24-01	Ambulance Replacement	118,000	118,000	110,000	110,000	110,000	566,000	598,000	695,000	805,000	933,000	1,081,000	4,678,000	
FD-24-02	Cardiac Monitor Replacement	-	-	-	48,690	-	48,690	56,000	65,000	76,000	88,000	102,000	435,690	
FD-24-03	Replace Fire Staff Vehicles	-	85,000	85,000	90,000	-	260,000	-	349,000	-	471,000	-	1,080,000	
FD-24-04	Replace Pumper Truck	-	196,250	188,400	180,550	172,700	737,900	164,850	1,426,000	-	1,974,000	-	4,302,750	
FD-24-05	Replace Ladder Truck	-	-	-	-	1,650,000	1,650,000	-	-	-	2,648,000	-	4,298,000	
FD-25-06	Breathing Apparatus Fill Station	90,000	-	-	-	-	90,000	-	121,000	-	163,000	-	374,000	
Subtotal Fire		208,000	399,250	383,400	429,240	1,932,700	3,352,590	818,850	2,656,000	881,000	6,277,000	1,183,000	15,168,440	
Police														
PD-24-02	Replace Police Portable Radios	-	-	-	-	-	-	450,000	553,000	-	681,000	837,000	2,521,000	
PD-24-03	Replace Fiber Multiplexers	-	240,000	-	-	-	240,000	-	323,000	-	433,000	-	996,000	
PD-24-04	Townwide Base Radio Replacement	-	-	400,000	400,000	-	800,000	-	1,076,000	-	1,444,000	-	3,320,000	
Subtotal Police		-	240,000	400,000	400,000	-	1,040,000	450,000	1,952,000	-	2,558,000	837,000	6,837,000	
Information Technology														
IT-25-01	IT Infrastructure Upgrade Plan	150,000	150,000	150,000	150,000	150,000	750,000	825,000	928,000	1,045,000	1,210,000	1,360,000	6,118,000	
IT-25-02	Fiber/Cabling and AV Upgrades	100,000	100,000	100,000	100,000	100,000	500,000	545,000	611,000	690,000	800,000	901,000	4,047,000	
IT-25-xx		-	-	-	-	-	-	-	-	-	-	-	-	
IT-25-04	Document Management	-	-	100,000	100,000	100,000	300,000	-	-	-	-	-	300,000	
IT-25-05	Permitting and Licensing Upgrade	-	100,000	100,000	100,000	100,000	400,000	-	-	-	-	-	400,000	
Subtotal Information Technology		250,000	350,000	450,000	450,000	450,000	1,950,000	1,370,000	1,539,000	1,735,000	2,010,000	2,261,000	10,865,000	
General Government														
GG-25-01	COA Transportation Accessible Van	75,000	-	-	-	-	75,000	-	101,000	-	135,000	-	311,000	
GG-25-02	Update MUNIS General Ledger/System	-	50,000	-	-	-	50,000	-	67,000	-	90,000	-	207,000	
GG-25-03	Turf for Rink	-	150,000	-	-	-	150,000	-	202,000	-	271,000	-	623,000	
GG-25-XX	CAMA System - Assessor/System	-	-	-	-	-	-	163,000	-	219,000	-	295,000	677,000	
Subtotal General Gov't		75,000	200,000	-	-	-	275,000	163,000	370,000	219,000	496,000	295,000	1,818,000	
Water & Sewer Enterprise Funds														
ENT-25-01	Water Main Replacement	1,166,400	1,259,700	1,360,500	1,460,500	1,560,500	6,807,600	8,532,000	9,892,000	11,470,000	13,298,000	15,417,000	65,416,800	
ENT-25-02	Sewer and Drain Rehabilitation	900,000	1,000,000	1,100,000	1,200,000	1,300,000	5,500,000	7,108,000	8,241,000	9,552,000	11,074,000	12,835,000	54,310,000	
ENT-25-03	Water Enterprise Equipment	307,855	139,145	237,575	-	165,000	849,575	901,000	1,045,000	1,210,000	1,401,000	1,623,000	7,029,575	
ENT-25-04	Sewer Enterprise Equipment	247,320	354,413	572,895	497,320	247,320	1,919,268	1,355,000	1,571,000	1,821,000	2,113,000	2,448,000	11,227,268	
ENT-25-05	Stormwater Repairs	275,000	300,000	325,000	350,000	375,000	1,625,000	2,051,000	2,377,000	2,758,000	3,202,000	3,712,000	15,725,000	
Subtotal Water & Sewer Enterprise Funds		2,896,575	3,053,258	3,595,970	3,507,820	3,647,820	16,701,443	19,947,000	23,126,000	26,811,000	31,088,000	36,035,000	153,708,443	
CCBC-XX	Project Bid Reserve Contribution	-	-	-	-	-	-	-	-	-	-	-	-	
CCBC-YY	Capital Stabilization Fund Contribution	-	-	-	-	-	-	-	-	-	-	-	-	
Subtotal Reserve Deposits		-	-	-	-	-	-	-	-	-	-	-	-	
Community Preservation Act Projects on Direct Town Assets														
CPA-26-01	West of Harris Softball Field	472,376	-	-	-	-	472,376	-	-	-	-	-	472,376	
CPA-26-02	Predevelopment Planning for Belmont Village	650,000	-	-	-	-	650,000	-	-	-	-	-	650,000	
CPA-26-03	Design Restoration of Burial Hill Orig Cemetery	60,000	-	-	-	-	60,000	-	-	-	-	-	60,000	
CPA-26-04	Chenery Park Complex - Construction	2,200,000	-	-	-	-	2,200,000	-	-	-	-	-	2,200,000	
CPA-26-05	Claypit Pond Intergenerational Walking Path	100,000	400,000	-	-	-	500,000	-	-	-	-	-	500,000	
CPA-26-06	Homer Building Restoration	605,436	-	-	-	-	605,436	-	-	-	-	-	605,436	
CPA-26-07	Restore Failed Retaining Wall Town Hall	825,000	-	-	-	-	825,000	-	-	-	-	-	825,000	
CPA-27-01	School Administration Building Restoration	-	280,000	-	-	-	280,000	-	-	-	-	-	280,000	
CPA-27-02	Community Path Phase 2 - Design Matching Funds	-	250,000	-	-	-	250,000	-	-	-	-	-	250,000	
CPA-27-03	Benton Library Building Envelope	-	140,000	-	-	-	140,000	-	-	-	-	-	140,000	
CPA - XXX	Other/Unidentified CPA Projects/Reserve	-	1,042,525	2,165,338	2,219,472	2,274,958	7,702,293	-	-	-	-	-	7,702,293	
Subtotal CPA Direct Town Assets		4,912,812	2,112,525	2,165,338	2,219,472	2,274,958	13,685,105	-	-	-	-	-	13,685,105	
Capital Projects Total All Department		15,330,263	16,846,738	16,847,781	10,604,632	11,926,230	71,555,644	42,494,850	77,165,000	54,893,000	75,796,000	76,819,000	398,723,494	

Potential Capital Needs in Years 6-30

The CCBC has expanded its work to include projected capital needs for years 6-30. Several potential projects expected to fall within that timeframe are listed below. **This is not a complete list, and the anticipated completion of a town-wide building assessment will result in additional projects and changes to the projects listed below.**

Department of Public Works Facility

The successful addition and renovations of the existing DPW facilities in 2021-2022 provided, by design, a 10-year window to plan and fund a full replacement of the primary home in which the Town's "all-hours" DPW team works, eats, and sometime sleeps and showers. The CCBC estimates that plans for designing and constructing a replacement facility should be incorporated into the Town's capital budget in the 2031-39 window, with the design phase starting earlier. As noted earlier under the incinerator site, the timing of the DPW project is linked to the decision making by the Light Board about use of the incinerator site.

Updates on Recent Debt Exclusion Projects

Library

In November 2022, Belmont residents passed a debt exclusion to underwrite the estimated \$39.5 million cost to construct a new library. While the cost was estimated at approximately \$39.5 million, a significant \$5 million in private fundraising, foundation grants, and other funds offset the Town's borrowing needs by nearly 15% to a projected total of \$34.5 million. The Library Building Committee spent additional time refining the project costs and when the bids were opened in the spring of 2024, they were below the proposed project budget. As of this writing, spring 2025, the project remains on budget and on time with a completion date planned for mid-fall of 2025 and full occupancy in December 2025 or January 2026.

Rink

The Town voted twice (November 2022 and April 2023) on a debt exclusion to replace the Town's ice rink. The original appropriation to the Building Committee was \$29.9 million with \$1.3 million coming from outside sources. Following approval from Town Meeting, the Municipal Skating Rink Building Committee proceeded to finalize design and in early 2024 found the estimated costs were well over the appropriate amount. The Committee scaled back some of the design, reducing the size of the building slightly, altering certain materials, and eliminating the solar panels. It brought a revised plan and budget to a Special Town Meeting in June 2025 and received an additional appropriation of \$1.5 million. The funds came from two sources: \$550,000 from interest earnings on notes issued for the Rink and the Library projects, and \$950,000 from the Kendall Fund. In addition, the Town received a State earmark for \$750,000 for the CO2 refrigeration system for the ice. The final building design is "solar ready" meaning that solar panels can be added to the base project fairly easily at a later date.

Construction on the building began in the fall of 2024. As of spring 2025, the project is still within budget and is on track for completion ahead of winter 25-26.

Other groups in town, along with the Select Board are working on identifying funding sources for the installation of solar panels. No decision has been made on this as of April 2025.

Belmont Middle High School

The new Belmont Middle High School was opened in two stages with construction being completed in the fall of 2023. The building houses grades seven through twelve, approximately 2,100 students.

The project close-out process is underway. In February 2025 the Building Committee made final payment to the contractor and is in the process of submitting the final project accounting reports to Massachusetts School Building Authority (MSBA) for their review. The MSBA will complete a full audit and then will make a final reimbursement payment to the town. This process generally takes at least a year, often longer depending on the number of projects before the MSBA at the time.

CCBC Policy and Process Work in Preparation for FY27 Budget

The CCBC has committed to make additional policy and process progress on fulfilling its mission as outlined in its bylaw. The CCBC is committed to identifying and implementing approaches that will provide long-term financial stability and ensure we manage, maintain, and update our capital assets, and establish more predictable cost cycles.

In the upcoming year CCBC will work on the following priorities:

1. Study the Building Assessment prepared for the Town.
2. Reach out to the Belmont Light Department to understand more deeply its policy and business approach to the changing needs of the Town's building systems.
3. Work with the Department of Public Works to understand the capital reserves in the Water and Sewer Enterprise Funds.
4. The Committee has had some nascent discussions about potential regional and private roles for capital needs. More work is needed in this area.
5. The Committee needs to understand the Town's maintenance processes. We might make progress in FY26, but it is more likely that this effort will wait for FY27.

The CCBC is aware that the Select Board and the town staff are reassessing several financial policies including those that relate to capital investment indicators. The CCBC looks forward to working with the Select Board and town staff as appropriate on revised financial policies.

The Committee highlights several funding related practices and priorities below that deserve continued awareness from Town Meeting, especially as the Town moves forward with longer term financial planning.

1. A portion of the Town's operating budget is dedicated to the support of "within levy debt service" for funding the Town's capital needs each year in the future, either to fund capital projects directly or to support additional exempt debt that could be issued in the future.
2. Funds from the operating budget dedicated to capital needs each year have a "floor" with this base increasing by 2.5% in each subsequent year to make a new "floor."
3. Dedicate a meaningful portion of Free Cash to capital each year
4. The CCBC supports the Town policy of depositing all proceeds of the Town's sale of capital assets be committed to the funding of future capital needs. This would include the sale of used equipment, property assets, and other capital.

5. Proceeds of rebates and credits related to capital assets will be committed to future capital needs. This could include rebates related to lighting, solar, non-combustion engine vehicles and assets, and other such items.
6. Turnbacks from capital projects be returned directly to the capital budget, not the operating budget, as has been the Town's practice for at least 20 years.
7. The Town will seek grant, state & federal funding to support capital improvements to key infrastructure like water, sewer, and schools. The Town's efforts in this regard should evaluate the comprehensive benefit of such external funds and not focus primarily on the short-term operating cost of securing these funds.

Structural Change Implementation Committee and the CCBC

The CCBC understands that this group is being phased out and that its identified areas of focus are being assigned to other existing committees. In particular, "high priority" areas of focus will likely be assigned to specific Town leadership, individual departments or other existing committees. The CCBC will examine whether any areas of focus should receive attention from the CCBC. At this point we are aware of two items: "Best Use of Town-owned Properties" (#36) and perhaps certain aspects of "Fleet Management" (#54). The CCBC will examine these items more closely in the FY27 preparation cycles.

Update on FY25 Capital Projects in Process

Building Assessment Project

One of the foundational responsibilities of the CCBC under its bylaw is to help to ensure that the Town builds and maintains a "comprehensive inventory of capital assets." In FY24 the CCBC recommended, and Town Meeting supported, the funding of a building assessment by an outside party to assist with developing this inventory. This building assessment is underway. The CCBC will not be able to use the building assessment until the fall of 2025. The CCBC and the Town staff will use the results of this assessment to guide the selection and prioritization of future capital projects. The CCBC has indicated that it would like the building assessment to consider the Town's strategic priorities, such as its Climate Plan, in the review. Finally, the CCBC notes that the building assessment is a key component of advancing the development of a 30-year capital plan for the town.

Bid Reserve Update

In FY23, the Capital Budget Committee ("CBC" – the predecessor to the Comprehensive Capital Budget Committee) recommended the Town create a Bid Reserve Fund to address disruptions in the stability of construction pricing. This Bid Reserve Fund was intended to prevent potential delays that might occur in connection with discrepancies with project cost estimates. While town officials diligently work to obtain accurate estimates, bids for projects might come in above estimates. The Bid Reserve mitigates the likelihood of needing to rebid projects that would require additional approval from Town Meeting

The use of the Bid Reserve Fund is only for an increase at the time of the bid in the cost of a project over the estimate. it is not meant to cover construction overruns or change in project scope.

The Bid Reserve has been used for a safety system at Winn Brook in FY23 and for the building assessment during FY24. It has not been used in FY2025. The current balance is \$120,476 and no addition appropriation is recommended in the FY26 budget.

FY25 Project Status

Tables 9 below summarizes the status of the Town’s previously approved Capital Projects. The Town has completed several projects (Table 8); other projects are in various stages of progress (under construction or evaluating bids – Table 9). Most of the projects for which the Town is finalizing project specifications or has recently awarded contracts relate to improvements or repairs to school buildings. Some projects can only proceed in the summer months to prevent disruption during the school year.

Table 8 – Completed Projects

Dept	ATM Year	Project Description	Budget	Repurpose
DPW	2023	Cemetery Equipment	\$ 78,270	\$ 30,492.38
DPW	2020	Fuel Replacement Tanks	\$ 539,468	\$ —
DPW	2022	Fuel Tanks	\$ 649,699	\$ 150,774.14
DPW	2023	Parks Equipment	\$ 244,625	\$ 5,966.71
Facilities	2024	Gym Resurfacing	\$ 25,000	\$ 3,000.00
Facilities	2023	Electric Van	\$ 55,000	\$ 2,519.00
IT	2019	Fiber Network	\$ 50,000	\$ —
IT	2020	Fiber Network Construct	\$ 100,000	\$ —
IT	2022	Fiber Lines	\$ 150,000	\$ —
IT	2022	Network Storage	\$ 60,000	\$ —
Police	2023	Portable Radios, Part 1	\$ 216,000	\$ 11,862.45
Police	2024	Portable Radios, Part 2	\$ 155,000	\$ 5,072.76
Town Clerk	2019	Election Systems Update	\$ 75,000	\$ 4,551.95
		DPW/Police Building Committee		\$ 30,568.48
Total Turnbacks				\$ 244,807.87

Table 9 – Active Projects

Dept	ATM Year	Project Description	Current Budget	Spent	Encumbered	Remaining	Status Updates
Assessors	2024	CAMA Database Upgrade	\$ 125,000	\$ —	\$ 95,000.00	\$ 30,000.00	Contract has been awarded; transition is actively underway.
DPW	2023	Sidewalk Repairs	\$ 243,680	\$ —	\$ —	\$ 243,680.00	Town is bidding for the Spring season in April.
DPW	2024	Sidewalk Repairs	\$ 499,770	\$ 386,101.50	\$ 36,671.00	\$ 76,997.50	Town is bidding for the Spring season in April.
DPW	2024	Highway Equipment	\$ 54,508	\$ —	\$ 54,508.00	\$ —	Equipment has been ordered; delivery expected Spring 2025.
DPW	2024	Parks Equipment	\$ 106,800	\$ —	\$ 106,800.00	\$ —	Equipment has been ordered; delivery expected Spring 2025.
DPW	2023	Street Tree Planting	\$ 50,000	\$ —	\$ 50,000.00	\$ —	Tree planting to begin in mid-April for approximately 120 trees.
DPW	2024	Street Tree Planting	\$ 50,000	\$ —	\$ 50,000.00	\$ —	Tree planting to begin in mid-April for approximately 120 trees.
DPW	2023	Sidewalk Assessment	\$ 50,000	\$ 46,800.00	\$ 3,200.00	\$ —	Assessment completed, awaiting final report from consultant.
Facilities	2022	Butler Window Replacement	\$ 200,000	\$ 54,102.26	\$ —	\$ 145,897.74	Funds are used for ongoing repair and replacements.
Facilities	2024	Chenery HVAC Design	\$ 200,000	\$ 67,477.00	\$ —	\$ 132,523.00	Design work is ongoing.
Facilities	2024	School Security Cameras	\$ 160,000	\$ 156,368.66	\$ —	\$ 3,631.34	All school buildings are complete.
Facilities	2024	Town Security Cameras	\$ 137,000	\$ 30,371.96	\$ 106,628.04	\$ —	All Town buildings have been completed, with exception for Underwood which will be completed before opening in June.
Facilities	2019	Fire Stations Building Updates	\$ 1,200,000	\$ 1,153,788.32	\$ 2,880.00	\$ 43,331.68	Majority of work completed; working through punchlist
Facilities	2019	CMS Light Auditorium	\$ 25,750	\$ 2,386.00	\$ —	\$ 23,364.00	Ordering extra circuitboards and relays from the manufacturer for added stock. Closing out project in 2025.
Facilities	2020	Safety and Health OSHA Compliance	\$ 25,000	\$ 12,580.40	\$ —	\$ 12,419.60	Ongoing work for OSHA training. 6 new employees will receive OSHA 10 training this summer.
Facilities	2020	Building Envelope Study	\$ 200,000	\$ 158,132.48	\$ 23,335.00	\$ 18,532.52	Ongoing design work. 90% done for the 3 year contract.
Facilities	2020	Roof Repair & Roof Plan	\$ 115,000	\$ 90,842.81	\$ —	\$ 24,157.19	Funds are used for roof repairs throughout Belmont.
Facilities	2022	Butler Masonry	\$ 487,000	\$ 331,762.50	\$ 155,237.50	\$ —	Going out to bid spring 2025
Facilities	2024	School Envelope Repairs	\$ 335,000	\$ 17,950.00	\$ 3,550.00	\$ 313,500.00	Winnbrook work is complete; will be addressing water infiltration at Burbank this summer.
Facilities	2023	Butler School	\$ 607,786	\$ 185,261.00	\$ 106,700.00	\$ 315,825.00	Going out to bid Spring 2025
Facilities	2023	Building Assessment	\$ 123,262	\$ 109,444.50	\$ 13,817.50	\$ —	Currently 85% complete, 100% complete by May 2025
Facilities	2024	Chenery Boiler Replacement	\$ 1,600,000	\$ 544,649.06	\$ 1,054,998.94	\$ 352.00	The boilers and pumps have been purchased and are in storage. Work will begin after heating season ends on May 15.
Fire	2023	Fire Pumper Truck	\$ 910,000	\$ —	\$ 879,000.00	\$ 31,000.00	Truck will be delivered by May 2025.
Fire	2021	Ambulance Replacement	\$ 145,000	\$ 80,000.00	\$ —	\$ 65,000.00	Next Ambulance targeted for purchase in FY27
Fire	2022	Ambulance Replacement	\$ 80,000	\$ 45,275.00	\$ —	\$ 34,725.00	
Fire	2023	Ambulance Replacement	\$ 80,000	\$ —	\$ —	\$ 80,000.00	
Fire	2024	Ambulance Replacement	\$ 110,000	\$ —	\$ —	\$ 110,000.00	
General	2023	Project Bid Reserve	\$ 70,792	\$ —	\$ —	\$ 70,791.84	
General	2024	Project Bid Reserve	\$ 50,000	\$ —	\$ —	\$ 50,000.00	
IT	2024	Network Redundancy	\$ 50,000	\$ 300.97	\$ 16,838.00	\$ 32,861.03	Active project to restore the Municipal Fiber redundant loop and enhance connections between all Town buildings. Supplemented by \$250K grant.
IT	2021	Phone Infrastructure Enhancements	\$ 98,000	\$ 57,824.27	\$ —	\$ 40,175.73	Actively working to implement unified Google communication to augment the phone system.
IT	2024	Police Network Enhancements	\$ 175,000	\$ 41,839.59	\$ 133,160.41	\$ —	Actively working to update Police servers and equipment.

Conclusion

The Comprehensive Capital Budget Committee (CCBC) is presenting Town Meeting with a 30-year capital plan of \$403 million and a one-year capital plan for FY26 of \$15.3 million, including CPA and enterprises. Town Meeting is asked to vote for on the Articles detailed in Table 1.

Acknowledgements

The Committee would like to thank all the Town employees and volunteers for their continued effort and dedication to the wellbeing of our town. Department leaders adapted to a new system and our new focus on longer time periods; they took time out of their schedules to meet with us and to address questions and in many cases to obtain further information. We thank them for their flexibility and support. Special thanks go out to the Town Administrator's office and Jennifer Hewitt for tireless support of the Committee's work. David Blazon, Director of Facilities Department has also been a critical resource in the CCBC's work.

APPENDICES

CCBC Bylaw

Town Meeting created the CCBC through the adoption of General Bylaw amendment in the Town Meeting of June 2023. A distillation of the CCBC charge, as presented in the bylaw, is below:

. The Committee shall prepare ... a Long-Term Capital Improvement Plan.The Plan shall include one-year, five-year, and thirty-year components..... The Plan for one year and five years shall include recommendations for sources of funds the Town can utilize to pay for Capital Projects.....The Committee shall coordinate with the Town Administrator to implement the Plan in accordance with the Town's Comprehensive Financial Policies and other governing plans of the Town adopted by the Select Board, as they may be amended from time to time. The Committee shall create procedures to be used by the Town and the Committee to review and prioritize Capital Project requests and ensure that full life-cycle costs and potential funding sources are identified for each Capital Project, including the establishment and updating of a comprehensive inventory of capital assets, and including coordination with related Town committees.

Glossary

Glossary	
ARP	Accelerated Repair Program
ARPA	America Rescue Plan Act
ASHP	Air Source Heat Pump
CCBC	Comprehensive Capital Budget Committee
CEF	Capital Endowment Fund
CIO	Chief Innovation Officer
CPA	Community Preservation Act
CPC	Community Preservation Committee
CSF	Capital Stabilization Fund
DPW	Department of Public Works
ERV	Energy Recovery Ventilators
GSHP	Ground Source Heat Pumps
HVAC	Heating and Ventilation Systems
MWRA	Massachusetts Water Resources Authority
MSBA	Massachusetts School Building Authority
OPM	Owner's Project Manager
RHU	Rooftop Heating Unit
RTU	Roof Top Unit
VFD	Variable Frequency Drives