

# Memo

To: The Select Board  
From: Policy Sub Committee (PSC)  
Subject: Town Wide Capital Planning Committee  
Date: September 25, 2025

The Town has an existing Capital Planning process that is conducted between department heads which brings forward the Five -Year Capital Plan. The Select Board has recently identified an emerging challenge with a significant number of capital projects being proposed (Town-Wide Financial Plan (TWFP) [presented at Annual Town meeting in 2025](#)). The Select Board finds it prudent to establish a Town-wide Capital Committee. This memo summarizes the thought process behind the development of a Town-Wide Capital Planning Process, the purpose, goal and framework of the committee, and suggested next steps.

## Why Establish a Town-Wide Capital Planning Committee?

- *Converging Capital Needs and Rising Costs.* The Town is entering a period where major projects totaling up to \$400 million are emerging. Construction costs are rising, debt affordability is tightening, and multiple departments are advancing projects at the same time. Without a structured, transparent process, the risk is that capital projects will be considered in isolation, which can drive up costs and place unsustainable pressure on taxpayers. Establishing a Town-Wide Capital Planning Committee allows a more holistic approach to capital prioritization.
- *Best Practices in Capital Planning.* [From Government Financial Officers Association \(GFOA\)](#) - The capital infrastructure built and maintained by local government is essential for a thriving community. A big part of the challenge is deciding how to allocate a limited budget between competing projects and interests. Usually, these competing interests seek to gain as much as possible from the budget for themselves. When everyone does this, the budget becomes overburdened, and the financial foundation of local government becomes compromised. A prudent multi-year capital plan identifies and prioritizes expected needs based on a strategic plan, establishes project scope and cost, details estimated amounts of funding from various sources, and projects future operating and maintenance costs.
- As discussed above, Wellesley has many competing capital project needs. Wellesley does not have a Town-wide planning committee conducting this work in public which, is a common practice in municipalities, and a recommended best practice per Division of Local Services (DLS) - see [guidance](#)
- [Select Board Commitment in FY26 Work Plan.](#) The Select Board included the Development of a Town-Wide Capital Planning process in its work plan for FY26, specifically “to work closely with Executive Director (ED), Finance staff, Facilities Director, and other stakeholders to develop comprehensive capital planning processes

(Policy, Prioritization, Funding).” This work plan item is identified as a goal in the evaluation process for the ED and the Facilities Director.

## **Establishment of Town-Wide Capital Planning Committee**

- Purpose of the Capital Committee**

To systematically assess and recommend capital projects that reflect the Town’s strategic needs, prioritize fiscal responsibility, and supports financially sustainable municipal building maintenance and new builds, land purchases for preservation or other municipal purposes, or other municipal capital needs.

- Goal of the Capital Committee**

To provide a comprehensive, transparent, and data-driven approach to capital planning, ensuring that proposed projects align with the Town’s vision, budgetary and staffing capacity, and long-term infrastructure goals.

- Framework**

A committee would be established through Town Meeting action with bylaws defining key elements. The committee would be subject to Open Meeting Law and meetings would be televised. Attached as Exhibit A.

## **Next Steps**

- Seek Board feedback on initial concepts
- Work with Town Counsel to identify bylaw amendments (existing process and bylaws are attached as Exhibit B to this memo)
- Review existing financial policies for required revisions (see Exhibit B for links)
- Review existing budgetary guidance for required revisions (see Exhibit B for links)

## **Exhibit A**

### **Town of Wellesley Town-Wide Capital Planning Committee**

This document provides an overview of the Town of Wellesley's major capital project planning process, guided by the Town-Wide Capital Planning Committee, and includes the following sections:

**I. General Description of the Committee's Role**

**II. Mission Statement**

**III. Duties and Responsibilities**

1. Review and Evaluate Proposed Capital Projects
2. Develop and Update the Ten-Year Town-Wide Capital Plan
3. Provide Recommendations to the Select Board
4. Ensure Public and Stakeholder Engagement
5. Advisory Presentation

**IV. Criteria Used to Evaluate Projects**

1. Benefit to the Community
2. Strategic Alignment
3. Urgency/Need
4. Cost and Budget Impact
5. Risk Assessment
6. Feasibility – Technical Financial and Logistical Viability
7. Environmental Sustainability
8. Compliance with Regulations
9. Long-Term Operational Costs
10. Board and Staff Capacity

**V. Project Scoring and Weighting of Criteria**

**VI. Format for Presenting Projects**

**VII. The Committee**

1. Membership
2. Appointments
3. Term
4. Ex Officio Support Staff

**VIII. Documentation of Committee Decisions and Commentary**

1. Agendas and Meeting Minutes
2. Evaluation Reports
3. Formal Recommendations
4. Public Access

**IX. Committee Meeting Schedule**

**X. Conclusion**

**XI. Appendices**

## **I. General Description of the Committee's Role**

The Wellesley ***Town-Wide Capital Planning Committee (TWCPC)*** plays a crucial role in evaluating and prioritizing major capital projects for the Town. This includes assessing proposed building, civil/site, land purchases, and other significant infrastructure projects. The goal is to provide recommendations to the Select Board for inclusion in the Town's Ten-Year Capital Plan and Town-Wide Financial Plan (TWFP). The Committee evaluates projects based on their alignment with the Town's long-term goals, fiscal sustainability, and community impact, seeking to ensure that resources are allocated as efficiently and fairly as practicable. The TWCPC aims to increase public awareness of the major capital projects that will be considered for inclusion in the Capital Plan each year, so that the public may comment on these projects during public meetings at each phase of a major capital project (master plan, feasibility study, design, and construction).

The Town-Wide Capital Plan (TWCP) differs from the Cash-Capital Budget/Plan that each department prepares each year. The cash-capital budgets must include any capital items greater than \$10,000, generally include much smaller projects (under \$1,000,000), and include many non-construction projects such as purchasing vehicles, equipment, and fixtures/furnishings/equipment (FFE). Separating the larger Town-Wide Capital Projects from department specific cash-capital projects allows appropriate focus on the larger, more costly projects. A ten-year window (rather than 5-year) is used for the TWCP as many major projects have schedules/durations of at least 8 to 10 years when the various project phases described above are considered together.

## **II. Mission Statement**

The mission of the TWCPC is to systematically assess and recommend capital projects that reflect the Town's strategic needs, prioritize fiscal responsibility, and support sustainable growth and development. The Committee seeks to provide a comprehensive, transparent, and data-driven approach to capital planning, ensuring that proposed projects align with the Town's vision, budgetary capacity, and long-term infrastructure goals.

## **III. Duties and Responsibilities**

### **1. Review and Evaluate Proposed Capital Projects:**

- a.** Consider for evaluation proposed building, civil/site, land purchases, and other infrastructure projects that meet the minimum threshold of \$1,000,000 or are expected to meet that threshold over the duration of the project, or as may be recommended to the Committee for consideration by the Executive Director due to the nature or complexity of the project.
- b.** Assess the alignment of projects with the Town's financial policies, strategic goals and planning documents, community needs, and fiscal health.

**2. Develop and Update the Ten-Year Town-Wide Capital Plan:**

- a.** Establish a comprehensive ten-year Town-wide capital plan (TWCP) that includes prioritized projects.
- b.** Annually review and adjust the plan to reflect changes in project priorities, funding availability, and Town needs.
- c.** Annually review and assess unspent capital funding for possible reallocation.

**3. Provide Recommendations to the Select Board:**

- a.** Recommend which projects should be included in the TWCP based on evaluations. Provide specific and constructive feedback as to why projects should be delayed based upon readiness, availability of resources, or other assessed criteria.
- b.** With reference to the parameters the Select Board sets in consultation with the Executive Director and the Chief Financial Officer, make recommendations regarding funding strategies (cash-capital, inside the levy, debt exclusion, Community Preservation Act funds, revolving accounts, gifts etc.), and any necessary adjustments to ensure projects align with the Town's financial capacity and Financial Policies.
- c.** Make recommendations regarding placeholder dates and budgetary amounts in the TWCP for all phases of the project including master plan, feasibility study, design and construction.

**4. Ensure Public and Stakeholder Engagement:**

- a.** Hold regular meetings (from September to February and otherwise as needed) to review progress, make adjustments and solicit input from key stakeholders.
- b.** Present an updated TWCP at the Annual Town Meeting.

**5. Advisory Presentation:**

- a.** Make a formal presentation of the proposed TWCP to Advisory Committee as part of the Town-Wide Financial Plan (TWFP) prior to Annual Town Meeting.

**IV. Criteria Used to Evaluate Projects**

Criteria used to evaluate projects, may include, but not be limited to the following:

**1. Benefit to the Community**

- a.** How will the project benefit the Town and its residents? This may include improvements in public safety, accessibility, sustainability, resident services, school learning environment and overall quality of life.

**2. Strategic Alignment**

- a.** How well does the project align with the Town's long-term goals and priorities, including Climate Action Plan, Unified Plan, financial Policies, and established budget guidelines?

**3. Urgency/Need** - How does the project align with the Town's established guidelines for capital prioritization:

- a. Federal, State or local Mandate**
- b. Impact on Service to the Public**
  - i. Service addresses an immediate public health, safety, accreditation, or maintenance need**
  - ii. Service is improved and addresses a public health, safety, accreditation or maintenance need**
  - iii. Service is greatly improved**
- c. Urgency of Maintenance/Replacement Need**
  - i. Whether service or replacement is currently interrupted**
  - ii. Whether project/expense/replacement requested will result in full restoration of service**
  - iii. Whether project/expense/replacement is the most cost-effective method of providing or maintaining service**
  - iv. Where service is not currently interrupted, the likelihood that it will be in the next five years if the project/expense/replacement is not funded**
  - v. Will costs increase (beyond inflation) if the project/purchase/ replacement is delayed**
  - vi. Project/expense/replacement is being requested to meet existing replacement schedule**
- d. Proportion of project/expense funded previously**
  - i. Request will complete project**
  - ii. Request will move project to Feasibility**
  - iii. Request will move project to Schematic Design**
  - iv. Request will move project to construction**
- e. Proposed capital expenditure meets a goal or initiative of the Unified Plan**
- f. Proposed capital expenditure meets a goal or initiative of the Municipal Vulnerability Study**
- g. Proposed capital expenditure meets a goal or initiative of the department, board, or committee**

**4. Cost and Budget Impact**

- a. The basis for determining costs included in the plan will generally be square foot cost data, unless more detailed/reliable cost information is available from previously performed studies or design. Escalation values will be applied to projects to account for anticipated inflation to future implementation dates, using available information.**
- b. What is the estimated total cost of the project at each phase of development from Master Plan to Construction?**

- c. Is there an alternative capital improvement project that would extend the service life of an asset while maintaining the current service level. Consider major expenditures that would avoid or defer future costly replacement.
- d. What is the estimated debt-impact for larger (debt-funded) projects, and the corresponding estimated tax impact to Wellesley property owners?
- e. What are possible “swing space” needs for temporary construction space, options, and associated costs
- f. Alternative “operational” solutions that could avoid major capital projects must be considered and discussed.
- g. If funding opportunity arises, the Committee will assess the potential impact on the prioritization of the Capital Plan.

## **5. Risk Assessment**

- a. What are the potential risks associated with proceeding or not proceeding with the project (e.g., environmental, regulatory, equipment/system failures, higher capital costs and community impacts)?

## **6. Feasibility – Technical, Financial and Logistical Viability**

- a. Is the project feasible from a technical, financial and logistical perspective? Is the technical expertise required for successful completion readily available (has it been done elsewhere or is it a “prototype” project with increased risk)?

## **7. Environmental Sustainability**

- a. How does the project promote or align with sustainable practices, including environmental, energy efficiency, and resilience? Does it align with the Climate Action Plan and Green Communities Electrification Plan?
- b. Assess alignment of projects with the Town’s guidelines and strategic plans, including but not limited to, the Municipal Sustainable Building Guidelines, the Decarbonization Roadmap, the Sustainable Mobility Plan, and the Hazard Mitigation Plan. In assessing the alignment and compliance with these plans operational efficiencies must be considered and discussed.

## **8. Compliance with Regulations**

- a. Are there any unique or extraordinary local, state, and federal regulatory requirements that could impact the project (building at the “North 40”)

## **9. Long-Term Operational Costs and staffing**

- a. What are the projected ongoing operational, custodial and maintenance costs once the project is completed?
- b. Has a staffing plan for ongoing maintenance been identified and agreed-to by stakeholders?
- c. What is the funding source for ongoing operational costs (operational budget, revolving funds, other?)

## **10. Board and Staff Capacity**

- a. Do boards (Permanent Building Committee, Board of Public Works) and staff (Facilities Management Department, Department of Public Works Engineering) have the capacity and availability (i.e. bandwidth) to manage the project?

## **V. Project Scoring and Weighting of Criteria**

When appropriate, numerical metrics can be applied to help differentiate projects that appear to have equal prioritization. If the TWCP determines scoring would be helpful in the deliberation process, projects could be scored using a weighted system based on the importance of the criteria. A sample scoring methodology might be as follows:

<b><u>Criteria</u></b>	<b><u>Weight</u></b>	<b><u>Score Range (1/10)</u></b>
Benefit to the Community	15%	1-10
Strategic Alignment	15%	1-10
Urgency/Need	15%	1-10
Cost and Budget Impact	20%	1-10
Risk Assessment	10%	1-10
Feasibility and technical Viability	5%	1-10
Environmental Sustainability	5%	1-10
Compliance with Regulations	5%	1-10
Long Term Operational Costs and Staffing	5%	1-10
Board and Staff Capacity	5%	1-10
<b>Total</b>	<b>100%</b>	

Projects could be rated, on an as needed basis, according to these criteria, with the final score used where necessary to assist in prioritizing projects for the TWCP. Projects that have potentially critically limiting challenges/issues should identify such issues as “deal breakers”, regardless of the scoring.

## **VI. Format for Presenting Projects**

The first time the project is requested to be added to the TWCP, the proponent is responsible for preparing a standardized project proposal form, stating clearly and concisely why the project is needed. The standardized format will include:

1. Project Title
2. Project Proponent (Department, Board or Committee)
3. Project Description, including if Building, Site or Other
4. Project Need and Benefits (brief statement to be prepared by Project Proponent)
5. Projected Timeline (start dates)

This format ensures transparency and consistency in the evaluation and presentation of projects.

The projects should also be presented graphically in a table (like the current Major Project Financing Schedule), over a ten-year period or longer if required (i.e. Middle School

Replacement). Projects in the Table should be broken out by Building, Site or Other. An excerpted sample is shown below and attached at the end of this document.

## **VII. The Committee**

### **1. Membership** - The TWCPC will include members as follows:

#### **Voting Members:**

- Select Board Designee (TWCPC Chair)
- Board of Public Works Designee
- School Committee Designee
- Executive Director
- Citizen Representative (appointed by the Select Board)

#### **Ex Officio, non-voting:**

- Chief Financial Officer (CFO)
- Facilities Director
- Department of Public Works (DPW) Director
- School Superintendent or Assistant Superintendent for Finance and Operations
- Sustainability Director
- One or more Temporary Members as set out in the Appointments section below

Each member will bring specialized knowledge from the organization which they represent to ensure thorough evaluation and informed decision-making regarding proposed capital projects. The Citizen Representative will preferably have a background in the construction or finance industries. The Advisory Committee will be asked to appoint a member in a liaison capacity.

### **2. Appointments**

- a. The Citizen Representative will be appointed by the Select Board and must be Wellesley residents.
- b. The designees of the Select Board, the Board of Public Works, and the School Committee representatives will be appointed by their respective boards.
- c. The Committee may appoint, as a temporary additional member, one individual who is a member or representative of the entity for which a project is being designed or constructed. A temporary member shall not have a right to vote but may participate in the activities of the Committee only with respect to the particular project of that entity and only for the period during which the Committee is exercising its functions with respect to such project.

### **3. Term**

- a. The Select Board, Board of Public Works, and School Committee Designee will have a one-year term which may be extended annually by the respective board.
- b. The Citizens Representative will have a three-year term commencing on June 1, unless a vacancy is being filled.

#### 4. Ex Officio Support Staff

- a. Support staff for the committee will be the Chief Financial Officer (CFO).

### **VIII. Documentation of Committee Decisions and Commentary**

The following process will be used to document Committee decisions and commentary:

1. **Agendas and Meeting Minutes** - All Committee meetings will have posted agendas and will be documented with minutes recording the Committee's discussions, decisions, and rationale behind each recommendation.
2. **Evaluation Reports** - For each project, the Committee will generate an *evaluation report* that includes the scoring breakdown if used, discussion points, and rationale for prioritizing or deferring a project. If there are significant concerns or unanswered questions regarding a project, the Committee may choose to take no action on the project until such issues are addressed to the satisfaction of the Committee and the Select Board.
3. **Formal Recommendations** - A final *summary report* of recommended projects will be prepared for a Public Hearing and presentations to the Select Board, Advisory Committee, and at the Annual Town Meeting. This will include a summary of the scoring breakdown if used, ranked projects, and key discussion points
4. **Public Access** - All meeting minutes, reports, and recommendations will be made publicly available on the Town's website to ensure transparency and community engagement. Meetings will be televised and recorded for later viewing through Wellesley Media, in accordance with the Town's Recording of Meetings Regulations.

### **IX. Committee Meeting Schedule**

The Committee will meet during working hours between September and March as follows, subject to additional meetings as may be deemed necessary by the Committee:

1. **September** – Kick off meeting:
  - a. Orient new members – review bylaws, procedures, financial policies, mission statement and charge.
  - b. Administrative matters – set meeting schedule, elect vice chair and secretary.
  - c. Review existing plan - 3 year look back for release of funds, status of incomplete projects, discuss known emerging large projects, review recent feasibility studies or visioning studies/committees.
2. **November** – Review New Project Submittals & Prepare Draft TWCP:
  - a. Review and evaluate new project submittals. Identify which projects the Committee feels are simplistic enough and do not need to go through the evaluation process, and which projects the Committee would like to take through the evaluation process.
  - b. Identify questions raised for staff follow up.
  - c. CFO to recap Cash Capital and Free Cash funding potential, suggest funding methods and potential debt exclusions.
  - d. Establish preliminary draft TWCP.
3. **Early January** – discuss draft TWCP, elicit final comments.
4. **Mid-January** - presentation of draft TWCP and recommendations to Select Board.
5. **February** – Present TWFP including TWCP to Advisory Committee.
6. **March** – Present to Town Meeting.

## **X. Conclusion**

The TWCPC will provide a structured and methodical approach to evaluating and prioritizing capital projects, ensuring that the Town's infrastructure needs are met in a financially responsible, sustainable and fair manner, and that the public is fully informed of the process and the work of the Committee. The Committee's efforts will help guide the Town in making strategic, long-term decisions that align with the community's needs and vision for growth. In adopting this committee, work begins in July 2026 preparing for the initial meeting in September 2026 to evaluate project proposals being brought to town meeting after the Special Town Meeting of fall 2026.

This document outlines the creation and scope of responsibilities for the TWCPC. It provides clear guidelines on how projects will be evaluated and ensures that the process remains transparent, well-documented, and aligned with the Town's priorities.

## **XI. Appendices**

***Appendix 1 - Project Proposal Form***

***Appendix 2 - Project Evaluation Report***

***Appendix 3 - Summary Report***

***Appendix 4 - Town-Wide Capital Plan: Major Projects Over 10-Years***

## Appendix 1

**Town of Wellesley, Massachusetts**  
**Town-Wide Capital Planning Committee**  
***Project Proposal Form***

Boards/Committees acting as *Project Proponents* must complete this form as the first step to be considered by the Town-Wide Capital Planning Committee (TWCPC) for inclusion in the Plan. This form need only be completed once, unless the scope or cost have changed significantly since the initial inclusion in the plan, as determined by the TWCPC.

<b><i>Date:</i></b>	
<b><i>Fiscal Year:</i></b>	
<b><i>Project Name/Title:</i></b>	
<b><i>Proponent Board/Committee:</i></b>	
<b><i>Department:</i></b>	
<b><i>Project Phase (master plan, feasibility, design, construction, N/A):</i></b>	
<b><i>Expected Project Start Date:</i></b>	
<b><i>Project Description:</i></b>	

### **Project Need and Benefits**

In the space below, the Project Proponent can provide information to support its request to have the project included in the TWCP:

## Appendix 2

**Town of Wellesley, Massachusetts**  
**Town-Wide Capital Planning Committee**  
***Project Evaluation Report***

This report is used by the Town-Wide Capital Planning Committee (TWCPC) to evaluate proposed capital projects. Criteria described below shall be used by the Committee in determining the score for each criterion as applicable.

<b>Date:</b>	
<b>Project Name:</b>	
<b>Proposing Board/Committee:</b>	
<b>Department:</b>	
<b>Project Phase (master plan, feasibility, design, construction, N/A):</b>	
<b>Fiscal Year:</b>	

### **Criteria Used to Evaluate Projects**

#### **1. Benefit to the Community**

- a. Explain the benefits such as improvements in public safety, accessibility, sustainability, resident services, school environment, and quality of life.

#### **2. Strategic Alignment**

- a. How well does the project align with the Town's long-term goals and priorities, including Climate Action Plan, Unified Plan, financial Policies, and established budget guidelines?

#### **3. Urgency/Need**

- a. How does the project align with the Town's established guidelines for capital prioritization:
  - i. Federal, State or local Mandate
  - ii. Impact on Service to the Public (public health, safety, accreditation, maintenance needs)
  - iii. Urgency of Maintenance/Replacement Need (likelihood of failure, cost implications)
  - iv. Proportion of project/expense funded previously (completion stage)
  - v. Alignment with Unified Plan, Municipal Vulnerability Study, department initiatives

**4. Cost and Budget Impact**

- a. Provide total estimated cost by phase, potential alternative solutions, debt impact, tax implications, swing space needs, and operational alternatives.

**5. Risk Assessment**

- a. Identify potential risks (environmental, regulatory, equipment/system failures, higher capital costs, community impacts).

**6. Feasibility – Technical, Financial and Logistical Viability**

- a. Assess technical, financial and logistical feasibility; availability of required expertise.

**7. Environmental Sustainability**

- a. Alignment with sustainable practices and plans such as the Climate Action Plan, Green Communities Electrification Plan, Decarbonization Roadmap, Sustainable Mobility Plan, and Hazard Mitigation Plan.

**8. Compliance with Regulations**

- a. List unique local, state, and federal regulatory requirements impacting the project.

**9. Long-Term Operational Costs and Staffing**

- a. Provide projected ongoing operational, custodial and maintenance costs, staffing plans, and funding sources.

**10. Board and Staff Capacity**

- a. Assess whether boards and staff have the capacity to manage the project.

**Project Scoring and Weighting of Criteria**

When appropriate, numerical metrics can be applied to help differentiate projects. If scoring is used, apply a weighted system as follows:

<b><u>Criteria</u></b>	<b><u>Weight</u></b>	<b><u>Score Range (1/10)</u></b>
Benefit to the Community	15%	1-10
Strategic Alignment	15%	1-10
Urgency/Need	15%	1-10
Cost and Budget Impact	20%	1-10
Risk Assessment	10%	1-10
Feasibility and technical Viability	5%	1-10
Environmental Sustainability	5%	1-10
Compliance with Regulations	5%	1-10
Long Term Operational Costs and Staffing	5%	1-10
Board and Staff Capacity	5%	1-10
<b>Total</b>	<b>100%</b>	

### **Committee Discussion**

In the space below (or as an attachment), discuss the scoring breakdown if used, discussion points, and rationale for prioritizing or deferring a project. If there are significant concerns or unanswered questions regarding a project, the Committee may choose to take no action on the project until such issues are addressed to the satisfaction of the Committee and the Select Board:

## Appendix 3

**Town of Wellesley, Massachusetts**  
**Town-Wide Capital Planning Committee**  
***Summary Report***

This FY27 *Summary Report*, includes a **table** with all projects recommended for inclusion in the Town-Wide Capital Plan (TWCP), by the Town-Wide Capital Planning Committee (TWCPC) over the next ten years.

The table delineates projects into three categories: Buildings, Site and Other. Projects are further itemized by phase, estimated costs and estimated tax impacts. Initially assumed funding sources (inside levy, debt exclusion, CPC or other) are also indicated. In some cases, scoring provided by the TWCPC using established criteria is used in the table as a way to further assess projects that may have similar needs/prioritizations.

Equally important as the estimated cost/budget is the placeholder dates assumed for when the projects would start and require funding.

### **Summary**

The *Project Evaluation Report* prepared for each project by the TWCPC should be reviewed for more detailed information on each project. Similarly, the *Project Proposal Form*, prepared the Board/Committee designated as the Project Proponent, should be reviewed to understand the Proponent's basis for requesting the project, the need and expected benefits.

Project Name	Proponent	TWCPC Scoring (if applicable)	Project Description	Discussion (Hyperlink to Evaluation Report)

## Appendix 4

**Town of Wellesley, Massachusetts**  
**Town-Wide Capital Planning Committee**  
***Town-Wide Capital Plan: Major Projects Over 10-Years***

Project		Phase	Date	FY2027		FY2028		FY2029		FY2030		FY2031		FY2032		FY2033		FY2034		FY2035		FY2036	
				Estimated Cost	Impact	Spring	Fall																
<i>Building Projects</i>																							
<i>Building Project 1</i>		Study																					
		Design																					
		Construction																					
<i>Building Project 2</i>		Study																					
		Design																					
		Construction																					
<i>Building Project 3</i>		Study																					
		Design																					
		Construction																					
<i>Building Project 4</i>		Study																					
		Design																					
		Construction																					
<i>Site Projects</i>																							
<i>Site Project 1</i>		Study																					
		Design																					
		Construction																					
<i>Site Project 2</i>		Study																					
		Design																					
		Construction																					
<i>Site Project 3</i>		Study																					
		Design																					
		Construction																					
<i>Site Project 4</i>		Study																					
		Design																					
		Construction																					
<i>Other Projects</i>																							
<i>Other Project 1</i>		Study																					
		Design																					
		Construction																					
<i>Other Project 2</i>		Study																					
		Design																					
		Construction																					
<i>Other Project 3</i>		Study																					
		Design																					
		Construction																					
<i>Other Project 4</i>		Study																					
		Design																					
		Construction																					
TOTALS (\$ millions)				\$0.0	\$0.0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
DE = Debt Exclusion																							
ITL = Inside The Levy																							
CPC = Community Preservation Committee																							

## **EXHIBIT B**

### **Current Bylaws, Policies and Budget Process**

#### **Excerpts of Town Bylaws:**

##### **General Provisions**

- 6.16. Capital Budgets. At least 90 days before the Annual Town Meeting, each Board shall submit to the Select Board estimates of the amounts proposed and anticipated by the Board for capital projects annually for a period of five years. An explanatory statement shall accompany each estimate and provide such additional information about the proposed or anticipated capital project as may be requested by the Select Board.  
(Amended ATM 2004.)

##### **Town Meeting**

- 8.12. Warrant Articles. The Select Board may insert subjects in the warrant on their own initiative, and shall also insert in the warrant all subjects requested of them in writing by:
  - a. Any Board;
  - b. Any Official;
  - c. Ten or more registered voters, for an Annual Town Meeting;
  - d. 100 or more registered voters, for a Special Town Meeting; and
  - e. Those persons or Boards authorized by G.L. c. 40A, § 5 to initiate adoption of or changes in Zoning Bylaws. Advisory Committee - 11.12. Notice of Request for Capital Projects. The information required to be submitted to the Permanent Building Committee in accordance with Section 14.6. shall be submitted at the same time to the Advisory Committee.

##### **Advisory Committee**

- 11.11. Requests for Annual Appropriations. Any Board, Official or Officer intending to request an Annual Appropriation at the Annual Town Meeting shall furnish to the Committee detailed estimates, with appropriate explanations, of the amounts necessary for the proper administration of their respective offices or departments for the ensuing fiscal year at least 90 days before the commencement of the Annual Town Meeting. The Advisory Committee may authorize a late filing of such information. The request shall also include estimates of amounts necessary for capital improvements. There shall also be included estimates of all probable items of income which may be received by the requesting Board, Official or Officer during the ensuing fiscal year in connection with the administration of their Board, departments or offices.
- 11.12. Notice of Request for Capital Projects. The information required to be submitted to the Permanent Building Committee in accordance with Section 14.6. shall be submitted at the same time to the Advisory Committee.

- 11.14. Request for Town-Wide Financial Reports. The Advisory Committee shall request that the Select Board present to them, at a meeting of the Advisory Committee to be held prior to the date of the Advisory Committee's Public Hearing on the Warrant for the Annual Town Meeting, both (i) the Five Year Capital Budget Program for the Town as required by Section 19.5.2.e., and (ii) the Town-Wide Financial Plan as required by Section 19.16.2.e.

#### Permanent Building Committee

- 14.6. Financial Requirements and Notification. Any entity that intends to propose a project to Town Meeting shall provide information regarding the project goals and the financial requirements of the project to the Committee at least 120 days in advance of the Town Meeting at which funding of any kind for the project will be requested. This information shall be simultaneously submitted to the Advisory Committee in accordance with Section 11.12. The Committee shall determine whether the sums requested are reasonable with respect to the financial requirements of the project and shall report to Town Meeting thereon.

#### Select Board

- 19.5 Capital Budgeting and Investments.
  - 19.5.1. "Capital Project" Defined. For the purposes of this section, a "Capital Project" means:
    - A project, estimated to cost in excess of \$100,000, for the construction, reconstruction, replacement, major repair or renovation, extension, or other improvement of a public building, highway, sidewalk, storm drain, sewerage installation, incinerator, bridge, playground, park or like public works, including any work done by any public utility operated by the Town or for a facility, structure, or utility appurtenant to any of them; or
    - A purchase of land, equipment, buildings or structures, estimated to cost in excess of \$100,000; or
    - The preparation of plans, specifications or working drawings (estimated to cost in excess of \$10,000) for any project described in subsections (a) and (b).

19.5.2. Report of Capital Projects. (Revised and amended ATM 2004.) The Select Board shall annually coordinate the preparation and maintenance of the Town's Long-Range Capital Budget Program as follows:

- a. The Select Board shall work with other boards in coordinating the timing of proposed and anticipated capital projects, taking into account the relative need for and cost of such projects, the effect the expenditures might have on the financial position of the Town, and alternative methods of financing.
- b. On the basis of the information submitted by each Board pursuant to the provisions of Section 6.16. as may be modified with the consent of such Board, the Select Board shall

compile and present to Annual Town Meeting a Five Year Capital Budget Program for the Town identifying proposed and anticipated capital projects and their timing. The Program shall show expected use of borrowing for such projects, any expected so-called Proposition 2½ debt exclusion overrides in connection with such borrowing, and the impact of such borrowing on the Town's outstanding debt and its real estate property tax rates in upcoming years.

- c. The Select Board shall recommend to any Annual or Special Town Meeting a method of financing for each capital project proposed to be submitted for approval at such Town Meeting. The Select Board's recommendation shall state, for each proposed project, the proposed use of borrowing for the project, whether any so-called Proposition 2½ debt exclusion override is proposed in connection with such borrowing, and the impact of such borrowing on the Town's outstanding debt and its real estate property tax rates in upcoming years.
- d. The Select Board shall prepare the Five Year Capital Budget Program sufficiently in advance of the Annual Town Meeting to permit the publication of the Program in the Reports to the Annual Town Meeting, pursuant to Section 11.8, together with any comments of the Advisory Committee on the Program. Before any appropriation article is considered, the Select Board shall deliver an oral report to the Annual Town Meeting on the substance of the Program; the oral report may include recommendations or comments as the Select Board deem appropriate. Any Board may provide an oral report at Annual Town Meeting on aspects of proposed or anticipated capital projects that relate to their areas of jurisdiction. Following the oral report on the Program, there shall be an opportunity for comments from the Advisory Committee and from Town Meeting Members.
- e. At the request of the Advisory Committee pursuant to Section 11.14., the Select Board shall make a presentation to the Advisory Committee of the Five Year Capital Budget Program. The Select Board may supplement their written presentation to the Advisory Committee with such recommendations or comments as they deem appropriate. The Select Board may subsequently update or amend the Program before it is published in the Reports to the Annual Town Meeting or presented at the Annual Town Meeting.
- f. All Town Boards and Officers shall fully cooperate and participate, at the request of the Select Board, in preparing and maintaining the Five Year Capital Budget Program and in presenting aspects of proposed or anticipated capital projects that relate to their areas of jurisdiction.”

19.31. Executive Director of General Government Services. [excerpt]

- b. Overseeing and being responsible to the Select Board in their responsibilities for the Town's finances, including without limitation the annual Town-Wide Financial Plan and Five Year Capital Budget program required under these bylaws, and the investment of Town funds.

### Facilities Management Department

- 24.2. General Duties. The Facilities Management Department shall be responsible for the maintenance, custodial services and capital planning for all Town-owned buildings including school buildings pursuant to G.L. c. 71, § 68, and library buildings and all other buildings, except those buildings or portions thereof under the jurisdiction of the Municipal Light Plant, or occupied by the Water and Sewer Departments.

### Financial Policies

- [Capital Financing Policy](#)
- [Financial Reserves Policy](#)

### Budget Prep Manual and Budget Forms:

- [Budget Prep Manual](#) – see page 9
- [Capital Plan Forms](#)
- [Select Board Department Capital Request Forms](#)