

**Memorandum  
Belmont Public Schools**

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To: George Entwistle  
From: Gerry Missal *GM*  
Re: Capital Budget Requests for FY11  
Date: January 5, 2010

The following is a list of Capital Budget requests developed by Bob Martin and me with input from Steve Mazzola, Jim Davis and the principals. It is in priority order in the opinion of Bob and me. Attached are Capital Budget templates for each of these requests as per the request of the Capital Budget Committee.

**Requested for Fiscal Year 2011**

<u>our priority</u>	<u>cumulative total</u>	
1. \$60,000	\$60,000	Network switching equipment (Steve Mazzola)
2. \$40,000	\$100,000	High School two tennis courts (Jim Davis)
3. \$125,000	\$225,000	High School translucent panels
4. \$90,000	\$315,000	Chenery Middle School security system
5. \$40,000	\$355,000	High School athletic fields fence
6. \$250,000	\$605,000	High School building envelope
7. \$200,000	\$805,000	High School univents
8. \$90,000	\$895,000	White Field House exterior stairs
9. \$115,000	\$1,010,000	Burbank carpet replacement
10. \$175,000	\$1,185,000	Winn Brook carpet replacement

**Fiscal Year 2012 or beyond --- these are not in any priority order**

\$ estimate in process **High School security system**

\$150,000      **Butler burner and boiler replacement**  
 replacement of the 1964 gas-fired boiler currently in fair condition, conversion of second boiler to gas, and removal of underground oil tank

\$90,000      **Athletic Complex, renovation of rest rooms at ice rink**  
 ice rink rest rooms need to be made handicapped accessible with an exterior set of doors, so that they can be used by fans attending events at the new multi-purpose Harris Field and Track

\$1,000,000      **new Maintenance stand-alone facility at High School**  
 using an estimate provided by Design Partnership as part of the *High School Master Plan (October 2004)*, this facility would replace the maintenance storage at the Wellington School and the maintenance repair shop within the High School; the proposal calls for this stand-alone facility to be located at the far end of the tennis courts bordering the Purecoat site; this project can be part of the funding for the New Wellington School, but if not, then must be funded through Capital Budget at the same time as the Wellington project; it can be bonded for five years as were the High School rooftop HVAC units.

\$20,000      **Feasibility Study for High School Science labs**  
 if the High School renovation is many years off in the future, the deteriorating needs of the High School science labs can not be ignored. This request for funds would hire a designer/architect to study the needs of the science labs and give us a schematic design with cost estimates to redesign the labs.

\$25,000      **Install SAB Boiler in White field House**  
 the boiler in the School Administration Building was removed and stored before the beginning of the Town Hall Complex project; this boiler can be installed in the White Field House, which currently has a much older unit which is less efficient and in danger of failing at any moment

\$50,000      **High School pool ceiling tiles**  
 the ceiling tiles above the pool are in bad shape and are beginning to mold; the major expense of this project is not the tiles themselves, but the need for elaborate staging to get to the tiles over the pool

\$100,000     **High School burner replacement**  
                  replacement of three 1970 #4 fuel oil burners; similar condition to  
                  Winn Brook burners regarding availability of parts; would be  
                  converted to natural gas, including removal of the underground  
                  storage tank

\$100,000     **High School parking lot resurfacing**  
                  needs to be done after the Wellington modulars are removed; the  
                  entire parking lot is a mess, but it is not worth doing while the  
                  modulars are there

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**Fiscal Years 2013 - 2015**

Anything not funded from above list for FY11 and FY12

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cc:     Principals  
          Steve Mazzola  
          Jim Davis  
          Bob Martin  
          Warrant Committee Education Sub-Committee



## CAPITAL PROJECT TEMPLATE

### A. THE BASIC PROJECT --- Network Switching Equipment

1. What is the project?  
**To upgrade Alcatel network switching equipment.**
2. Where would it be located?  
**This equipment is located at the main library building on Concord Avenue.**
3. What is the estimated cost?  
**The estimated cost is \$60,000.**
  - a. How recent is the currently available estimate?  
**This estimate was made on October 6, 2009.**
  - b. How was the currently available estimate derived?  
**The estimated is based on a pricing proposal from our networking consultant LCN.**

### B. PERSONS INVOLVED

1. Who is the sponsor of the project?  
**The sponsor is the Technology Department.**
2. Who, specifically, would supervise the project?  
**Steven Mazzola, Director of Technology and the Network Services Group would be responsible for the project.**
3. Who would use the completed project?  
**All town and school departments.**
4. Who has to agree to authorize the project (see funding and location, dealt with a G and G below.)  
**The project is authorized by the Director of Technology and coordinated with the Director of Finance.**
5. Who, as a practical matter, has to cooperate to get the project completed?  
**This project would be done in cooperation with the Town IT department.**

### C. TIMING, DELAY AND DENIAL

1. Is this project ready to be implemented now?  
**This project is ready to begin at any time.**
2. If not, what remains to be done before the project is undertaken?  
**N/A**
3. When does the sponsor propose that the project be undertaken, and why?  
**The project will start upon funding approval. There are no restrictions on a start date.**
4. How long will it take to complete the project and what are the important milestones along the way?  
**It will take approximately 1 day to implement.**
5. What are the consequences of delay?  
**This equipment sits at the heart of Belmont's network infrastructure. A delay could result in loss of network services. The equipment manufacturer has recently announced that parts for this model will no longer be available**

## CAPITAL PROJECT TEMPLATE

after 2013. We have also identified the need to replace two other units; one located at Belmont High School and Chenery Middle School. We are proposing to fund one installation in each of the next three fiscal years in order to meet the manufacturer's 2013 end of service restriction.

With what other project or projects should this project be coordinated?  
**There are no other projects which would require coordination with this request.**

6. What is the life of the project?  
**Generally the associated network equipment is in service for 5-7 years.**
7. Can the project be phased or broken into subprojects?  
**No, this is a single piece of equipment.**

### D. OPERATING BUDGET

1. What are the implications of this project for the current Operating Budget?  
**We anticipate no significant implications to the operating budget.**  
Who will be responsible for this project once it is completed?  
**The Network Services Group will be responsible for the project upon completion.**
2. Will this project result in an increase? or decrease? In personnel.  
**The project will be staffing neutral.**
3. What maintenance will this project require when it is completed?  
**There is no maintenance required by this project above what is already being done.**

### E. ALTERNATIVES

1. How is the Town getting the function or functions of this project accomplished now?  
**The functions of this project are being handles by the equipment this proposal would replace.**

What are the problems with the current method of accomplishing those functions?  
**The current equipment is reaching end of life and will no longer be supported.**

2. How was the project proposal determined?
3. What alternatives have not yet been considered?  
**We have determined that there are no viable alternatives to the proposed project.**

## CAPITAL PROJECT TEMPLATE

### F. FUNDING

1. What source or sources of funding does the sponsor propose, and why?  
**We anticipate this project to be funded primarily through the Capital budget.**
2. Can this project be legally bonded?
  - a. If not the whole, what parts?
  - b. For what term?
3. Are there revenue sources within this project?
  - a. What are they?
  - b. How much might they yield on an annual basis?
  - c. What would be involved in implementing them?
4. Are grants or reimbursements available for any part(s) of this project?
  - a. What are they?
  - b. How much might be realized from them?
  - c. Who must consent or make the grant?
  - d. What is the time schedule imposed by the grant or reimbursement process? How does that time schedule fit with (what would otherwise be) the construction schedule?
  - e. What other requirements are imposed by the grant or reimbursement process?

**This project is bondable and is not eligible for grant funding. These are no revenue sources within the project.**

### G. LOCATION

1. Has the proposed location for the project been chosen?  
**The location of this project consists of the current network closet in the main library**
2. Is the proposed location currently available and in the control of the Town authority or committee who is proposing the project?  
**Yes.**
3. If not, from whom must the location be acquired or by whom must its use be authorized?
4. What is the process for making the location available? How recent is that estimate and how was it derived?
5. What issues, besides control and price, if any, does the proposed location present?  
**None.**

**NOTE: These questions (and others) may be more for the Committee and Town Officials than for the project sponsors.**

# CAPITAL PROJECT TEMPLATE

## A. THE BASIC PROJECT --- High School Two Tennis Courts

1. What is the project?  
**Repair and reconstruction of tennis courts 9 & 10 at Belmont High School.**
2. Where would it be located? (see location G below) **Belmont High School**
3. What is the estimated cost?  
**The estimated cost of \$40,000 was received on December 1, 2009 from the same firm that repaired the other eight courts.**
  - a. How recent is the currently available estimate?
  - b. How was the currently available estimate derived?

## B. PERSONS INVOLVED

1. Who is the sponsor of the project? **School Department.**
2. Who, specifically, would supervise the project? **Jim Davis, Director of Athletics**
3. Who would use the completed project? **High School tennis teams and general public**
  - a. By class or group.
  - b. Estimated numbers (how estimated.)
4. Who has to agree to authorize the project (see funding and location, dealt with a G and G below.) **Belmont School Committee**
5. Who, as a practical matter, has to cooperate to get the project completed?  
**The Director of Athletics and the Director of Finance.**

## C. TIMING, DELAY AND DENIAL

1. Is this project ready to be implemented now?  
**The work will be done in the summer of 2010.**
2. If not, what remains to be done before the project is undertaken?  
**Specifications need to be written.**
3. When does the sponsor propose that the project be undertaken, and why?  
**Summer of 2010, since winter needs to be over due to outdoor work.**
4. How long will it take to complete the project and what are the important milestones along the way? **Several weeks.**
5. What are the consequences of delay? Denial? (see alternatives below.)  
**This project is especially important at this time because of the loss of courts number 1 & 2 due to the placement of the Wellington modular classrooms. At the moment there are only six playable courts (#3-8), which severely limits interscholastic tennis matches.**
6. With what other project or projects should this project be coordinated? **None.**
  - a. Why?
  - b. How; precede, simultaneous, succeed?
7. What is the life of the project? **Five years, at least.**
8. Can the project be phased or broken into subprojects? **No.**
  - a. How? (or why not?)



## CAPITAL PROJECT TEMPLATE

- b. What are the advantages and disadvantages of phasing?
- c. Each subproject or phase should be analyzed as if it were a project itself; in other words, what are the answers to each question in this template regarding each possible subproject?

### D. OPERATING BUDGET

1. What are the implications of this project for the current Operating Budget?  
**None**
2. Who will be responsible for this project once it is completed?  
**Jim Davis, Director of Athletics**
3. Will this project result in an increase? or decrease? In personnel.  
**No**
4. What maintenance will this project require when it is completed? an increase? or decrease over the present. **No change.**

### E. ALTERNATIVES

1. How is the Town getting the function or functions of this project accomplished now? **The first impact will be the HS tennis season in the spring of 2010.**
2. What are the problems with the current method of accomplishing those functions?
3. How was the project proposal determined?
4. What alternatives have not yet been considered?

### F. FUNDING

1. What source or sources of funding does the sponsor propose, and why?  
**Capital Budget, since it is assumed that the Wellington Building project will not absorb this cost.**
2. Can this project be legally bonded? **Yes**
  - a. If not the whole, what parts?
  - b. For what term?
3. Are there revenue sources within this project? **No**
  - a. What are they?
  - b. How much might they yield on an annual basis?
  - c. What would be involved in implementing them?
4. Are grants or reimbursements available for any part(s) of this project? **No**
  - a. What are they?
  - b. How much might be realized from them?
  - c. Who must consent or make the grant?
  - d. What is the time schedule imposed by the grant or reimbursement process? How does that time schedule fit with (what would otherwise be) the construction schedule?
  - e. What other requirements are imposed by the grant or reimbursement process?

## CAPITAL PROJECT TEMPLATE

### G. LOCATION

1. Has the proposed location for the project been chosen?  
**To paraphrase a Belichickism, it is where it is.**
2. Is the proposed location currently available and in the control of the Town authority or committee who is proposing the project? **You betcha!**
3. If not, from whom must the location be acquired or by whom must its use be authorized?
4. What is the process for making the location available? How recent is that estimate and how was it derived?
5. What issues, besides control and price, if any, does the proposed location present?

**NOTE:** **These questions (and others) may be more for the Committee and Town Officials than for the project sponsors.**

# Proposal

Vermont Recreational  
Surfacing & Fencing, Inc.  
PO Box 147  
Barnet, VT 05821

Phone - 603-638-2738  
Toll Free - 800-639-8071  
Fax - 603-638-4458  
Email: info@vermontrecreational.com

Date : December 01, 2009      **Jim Davis** Ph: 617-993-5400      Fax: 617-993-5409

**Submitted to:**

Belmont Public Schools  
644 Pleasant Street  
Belmont, MA 02478-2589

Job: Tennis Court Reconstruction at Belmont High School

We hereby propose to furnish the materials and perform the labor necessary for the completion of:

**Reconstruction of Court #10**

- Remove existing chain link fence that is necessary for access to courts.
- Remove 1 set of tennis net posts and dispose of.
- Reclaim existing area of 50' x 120' to a depth of 8"
- Compact area of 50' x 120' with a 8 - 10 ton vibratory roller
- Supply and install 3/4" crushed gravel as necessary to fill low spot.
- Fine grade area with a laser fine grader to a pitch of 1% from side to side.
- Pave area 50' x 120' with 2-1/2" of new asphalt consisting of 1-1/2" of 3/4" binder, and 1" of 3/8" top mix
- Supply and install 1 set of Edwards Classic round green net posts.
- Supply and install new vertical fence posts to re-hang existing fabric that was removed for court access.

**Repair of Court #9**


- Remove approx. 300LF of existing armor crack repair system and dispose of
- Supply and install approx. 400LF of Rite Way crack repair on existing cracks.

**Coating on Both Court #9 and #10**

- Clean total surface with compressed air
- Total area to receive one coat of acrylic resurfacer
- Total area to receive two coats of colored Green and Red \*Plexipave material (\*manufactured by California Products Corp. Cambridge MA 02139). Texture coat to contain the proper amount of sand to provide a tough wearing base. Top coat to contain proper amount of pigment to provide a long lasting and attractive surface.
- Two complete set of tennis court lines
- **Total Price \$39,589.00**

All material is guaranteed to be specified, and the above work to be performed in accordance with the drawings and specifications submitted for above work and completed in a substantial workmanlike manner:

Respectfully Submitted

  
Stephen Shattuck

The above prices specifications and conditions are satisfactory and are hereby accepted.  
You are authorized to do the work as specified.

**NO RETAINAGE**

**Payment due within 30 days of invoice**

Acceptance of Proposal

Signature \_\_\_\_\_

Signature \_\_\_\_\_

Date: \_\_\_\_\_

Payments must be made within 30 days from invoice date. An annual finance charge of 18% will be charged on all invoices over 30 days. You will also be responsible for any collection fees that may occur should the account become delinquent

## CAPITAL PROJECT TEMPLATE

### A. THE BASIC PROJECT --- High School Translucent Panel Replacement

1. What is the project?  
**To replace the existing translucent panels on the High School pool. This is the last phase of a multi-phase project over many years.**
2. Where would it be located? (see location G below)  
**On the south facing wall of the High School pool.**
3. What is the estimated cost?  
**\$125,000**
  - a. How recent is the currently available estimate?  
**Several years old and in process of being updated.**
  - b. How was the currently available estimate derived?  
**Engineering firm of Russo and Barr.**

### B. PERSONS INVOLVED

1. Who is the sponsor of the project? **School Department**
2. Who, specifically, would supervise the project? **Bob Martin, Supervisor of Buildings & Grounds**
3. Who would use the completed project? **High School physical education classes, High School swim teams, and general public**
  - a. By class or group.
  - b. Estimated numbers (how estimated.)
4. Who has to agree to authorize the project (see funding and location, dealt with a G and G below.) **School Committee**
5. Who, as a practical matter, has to cooperate to get the project completed?  
**Supervisor of Buildings & Grounds, and Director of Finance**

### C. TIMING, DELAY AND DENIAL

1. Is this project ready to be implemented now?  
**Summer of 2010.**
2. If not, what remains to be done before the project is undertaken?  
**Engineering firm must be contracted and bid specifications developed.**
3. When does the sponsor propose that the project be undertaken, and why?  
**These panels had been left until last in this multi-phased project because the High School Master Plan called for the new science wing to be built up against this wall. However, the panels are starting to leak and are becoming extremely fragile due to being on the sunny side of the building with deterioration caused by direct sunlight.**
4. How long will it take to complete the project and what are the important milestones along the way?  
**Remaining balances in previous appropriations for the translucent panel project will allow the bid specifications to be developed in the spring of 2010. If the construction contract can be awarded as soon as possible after July 1, 2010, then the project may be able to be completed in one summer.**
5. What are the consequences of delay? Denial? (see alternatives below.)

## CAPITAL PROJECT TEMPLATE

**The existing panels will continue to deteriorate creating even greater heat loss and energy inefficiency.**

6. With what other project or projects should this project be coordinated?  
**The implementation of the Belmont High School Master Plan. However, that is seen as being at least five years away, which is why this project is being recommended at this time.**
  - a. Why?
  - b. How; precede, simultaneous, succeed?
7. What is the life of the project?  
**Twenty years or until the new science wing is built.**
8. Can the project be phased or broken into subprojects?  
**This is the last phase of a multi-phase project.**
  - a. How? (or why not?)
  - b. What are the advantages and disadvantages of phasing?
  - c. Each subproject or phase should be analyzed as if it were a project itself; in other words, what are the answers to each question in this template regarding each possible subproject?

### D. OPERATING BUDGET

1. What are the implications of this project for the current Operating Budget?  
**Energy savings.**
2. Who will be responsible for this project once it is completed?  
**Supervisor of Buildings & Grounds**
3. Will this project result in an increase? or decrease? In personnel. **No**
4. What maintenance will this project require when it is completed? an increase? or decrease over the present. **Less patching of the existing cracks.**

### E. ALTERNATIVES

1. How is the Town getting the function or functions of this project accomplished now? **Poorly**
2. What are the problems with the current method of accomplishing those functions?
3. How was the project proposal determined?  
**Multi-year plan done by engineering firm of Russo & Barr.**
4. What alternatives have not yet been considered?

### F. FUNDING

1. What source or sources of funding does the sponsor propose, and why?  
**Capital Budget Committee**
2. Can this project be legally bonded? **Unknown**
  - a. If not the whole, what parts?
  - b. For what term?
3. Are there revenue sources within this project? **No**
  - a. What are they?

## CAPITAL PROJECT TEMPLATE

- b. How much might they yield on an annual basis?
- c. What would be involved in implementing them?
4. Are grants or reimbursements available for any part(s) of this project? **None**
  - a. What are they?
  - b. How much might be realized from them?
  - c. Who must consent or make the grant?
  - d. What is the time schedule imposed by the grant or reimbursement process? How does that time schedule fit with (what would otherwise be) the construction schedule?
  - e. What other requirements are imposed by the grant or reimbursement process?

### G. LOCATION

1. Has the proposed location for the project been chosen?  
**Stand in the middle of the pool and face south.**
2. Is the proposed location currently available and in the control of the Town authority or committee who is proposing the project? **You betcha.**
3. If not, from whom must the location be acquired or by whom must its use be authorized?
4. What is the process for making the location available? How recent is that estimate and how was it derived?
5. What issues, besides control and price, if any, does the proposed location present?

**NOTE: These questions (and others) may be more for the Committee and Town Officials than for the project sponsors.**

## CAPITAL PROJECT TEMPLATE

### A. THE BASIC PROJECT --- Security Systems at Chenery Middle School and Belmont HS

1. What is the project?  
**CMS --- install exterior door locks with interior and exterior cameras**  
**BHS --- install card swipes at several key exterior doors for use by staff**
2. Where would it be located? (see location G below)  
**On the existing buildings**
3. What is the estimated cost?  
**CMS --- \$90,000**  
**BHS --- Estimate in process**
  - a. How recent is the currently available estimate?  
**The CMS estimate is from the consultant and was just recently received.**
  - b. How was the currently available estimate derived?

### B. PERSONS INVOLVED

1. Who is the sponsor of the project? **School Department**
2. Who, specifically, would supervise the project? **Bob Martin, Supervisor of Buildings & Grounds**
3. Who would use the completed project?
  - a. By class or group. **All students and staff of BHS and CMS.**
  - b. Estimated numbers (how estimated.) **2,364 students & 200 staff**
4. Who has to agree to authorize the project (see funding and location, dealt with a G and G below.) **School Committee**
5. Who, as a practical matter, has to cooperate to get the project completed?  
**Building Principals, Supervisor of Buildings & Grounds, and Director of Finance**

### C. TIMING, DELAY AND DENIAL

1. Is this project ready to be implemented now? **No**
2. If not, what remains to be done before the project is undertaken?  
**The security consultant needs to do a needs analysis and cost estimate of the Middle School and High School. These buildings were not done in this detail in the original study.**
3. When does the sponsor propose that the project be undertaken, and why?  
**Summer 2011.**
4. How long will it take to complete the project and what are the important milestones along the way?
5. What are the consequences of delay? Denial? (see alternatives below.)  
**Existing security at both buildings will have to suffice.**
6. With what other project or projects should this project be coordinated?
  - a. Why?
  - b. How; precede, simultaneous, succeed?
7. What is the life of the project? **20 years**

## CAPITAL PROJECT TEMPLATE

8. Can the project be phased or broken into subprojects?  
**The two buildings can be done one at a time.**
- How? (or why not?)
  - What are the advantages and disadvantages of phasing?
  - Each subproject or phase should be analyzed as if it were a project itself; in other words, what are the answers to each question in this template regarding each possible subproject?

### D. OPERATING BUDGET

- What are the implications of this project for the current Operating Budget? **None**
- Who will be responsible for this project once it is completed? **Principals**
- Will this project result in an increase? or decrease? In personnel. **No**
- What maintenance will this project require when it is completed? an increase? or decrease over the present. **None**

### E. ALTERNATIVES

- How is the Town getting the function or functions of this project accomplished now?
- What are the problems with the current method of accomplishing those functions?
- How was the project proposal determined? **Part of Townwide initial study.**
- What alternatives have not yet been considered?

### F. FUNDING

- What source or sources of funding does the sponsor propose, and why?  
**Capital Budget Committee**
- Can this project be legally bonded? **Unknown**
  - If not the whole, what parts?
  - For what term?
- Are there revenue sources within this project? **No**
  - What are they?
  - How much might they yield on an annual basis?
  - What would be involved in implementing them?
- Are grants or reimbursements available for any part(s) of this project? **No**
  - What are they?
  - How much might be realized from them?
  - Who must consent or make the grant?
  - What is the time schedule imposed by the grant or reimbursement process? How does that time schedule fit with (what would otherwise be) the construction schedule?
  - What other requirements are imposed by the grant or reimbursement process?



## CAPITAL PROJECT TEMPLATE

### G. LOCATION

1. Has the proposed location for the project been chosen?  
**The schools are where they are.**
2. Is the proposed location currently available and in the control of the Town authority or committee who is proposing the project? **Most certainly.**
3. If not, from whom must the location be acquired or by whom must its use be authorized?
4. What is the process for making the location available? How recent is that estimate and how was it derived?
5. What issues, besides control and price, if any, does the proposed location present?

**NOTE:** **These questions (and others) may be more for the Committee and Town Officials than for the project sponsors.**

## CAPITAL PROJECT TEMPLATE

### A. THE BASIC PROJECT --- High School Athletic Fields Fence Replacement

1. What is the project?  
**To replace all of the existing fencing on the west side of the High School campus around the athletic fields from the ice rink to the softball field.**
2. Where would it be located? (see location G below) **Outside.**
3. What is the estimated cost?  
**\$40,000**
  - a. How recent is the currently available estimate?  
**Obtained this past summer.**
  - b. How was the currently available estimate derived?  
**From a local fence contractor who has worked with the School Department.**

### B. PERSONS INVOLVED

1. Who is the sponsor of the project? **School Department**
2. Who, specifically, would supervise the project? **Bob Martin, Supervisor of Buildings & Grounds**
3. Who would use the completed project? **Multiple athletic teams.**
  - a. By class or group.
  - b. Estimated numbers (how estimated.)
4. Who has to agree to authorize the project (see funding and location, dealt with a G and G below.) **School Committee**
5. Who, as a practical matter, has to cooperate to get the project completed?  
**Supervisor of Buildings & Grounds, Director of Athletics, and Director of Finance**

### C. TIMING, DELAY AND DENIAL

1. Is this project ready to be implemented now?  
**Summer of 2010**
2. If not, what remains to be done before the project is undertaken?  
**Bid specifications have to be developed and advertised.**
3. When does the sponsor propose that the project be undertaken, and why?
4. How long will it take to complete the project and what are the important milestones along the way?
5. What are the consequences of delay? Denial? (see alternatives below.)  
**The existing fence is deteriorating and is becoming a hazard both to the athletes and spectators. An example of this is that the bottom of some sections is curling up with rusty, sharp edges at the lower leg level of people.**
6. With what other project or projects should this project be coordinated? **None**
  - a. Why?
  - b. How; precede, simultaneous, succeed?
7. What is the life of the project? **Twenty years**
8. Can the project be phased or broken into subprojects? **Yes, but this would be less efficient and more costly.**

## CAPITAL PROJECT TEMPLATE

- a. How? (or why not?)
- b. What are the advantages and disadvantages of phasing?
- c. Each subproject or phase should be analyzed as if it were a project itself; in other words, what are the answers to each question in this template regarding each possible subproject?

### D. OPERATING BUDGET

1. What are the implications of this project for the current Operating Budget? **None**
2. Who will be responsible for this project once it is completed?  
**It should require minimal upkeep.**
3. Will this project result in an increase? or decrease? In personnel. **No**
4. What maintenance will this project require when it is completed? an increase? or decrease over the present. **Minimal.**

### E. ALTERNATIVES

1. How is the Town getting the function or functions of this project accomplished now? **It is fortuitous that no one has been hurt by the existing fence.**
2. What are the problems with the current method of accomplishing those functions?
3. How was the project proposal determined? **Direct observation.**
4. What alternatives have not yet been considered?

### F. FUNDING

1. What source or sources of funding does the sponsor propose, and why?  
**Capital Budget Committee**
2. Can this project be legally bonded? **Unknown**
  - a. If not the whole, what parts?
  - b. For what term?
3. Are there revenue sources within this project? **Probably not.**
  - a. What are they? **We could try to fence the old fencing.**
  - b. How much might they yield on an annual basis?
  - c. What would be involved in implementing them?
4. Are grants or reimbursements available for any part(s) of this project? **No**
  - a. What are they?
  - b. How much might be realized from them?
  - c. Who must consent or make the grant?
  - d. What is the time schedule imposed by the grant or reimbursement process? How does that time schedule fit with (what would otherwise be) the construction schedule?
  - e. What other requirements are imposed by the grant or reimbursement process?

## CAPITAL PROJECT TEMPLATE

### G. LOCATION

1. Has the proposed location for the project been chosen?  
**It is where it is.**
2. Is the proposed location currently available and in the control of the Town authority or committee who is proposing the project? **You betcha.**
3. If not, from whom must the location be acquired or by whom must its use be authorized?
4. What is the process for making the location available? How recent is that estimate and how was it derived?
5. What issues, besides control and price, if any, does the proposed location present?

**NOTE:** **These questions (and others) may be more for the Committee and Town Officials than for the project sponsors.**

## CAPITAL PROJECT TEMPLATE

### A. THE BASIC PROJECT --- High School Building Envelope

1. What is the project?  
**As a second phase of a multi-year project, the need is to continue the exterior wall cleaning and repointing of the High School exterior walls.**
2. Where would it be located? (see location G below)  
**Belmont High School**
3. What is the estimated cost?  
**\$250,000**
  - a. How recent is the currently available estimate?  
**October 2007**
  - b. How was the currently available estimate derived?  
**Building Envelope Condition Survey Report done by the engineering firm of Russo and Barr**

### B. PERSONS INVOLVED

1. Who is the sponsor of the project? **School Department**
2. Who, specifically, would supervise the project?  
**Bob Martin, Supervisor of Buildings & Grounds, with the assistance of the firm of Russo and Barr**
3. Who would use the completed project?
  - a. By class or group. **All students and staff of the High School.**
  - b. Estimated numbers (how estimated.) **1,152 students & 100 staff**
4. Who has to agree to authorize the project (see funding and location, dealt with a G and G below.) **School Committee**
5. Who, as a practical matter, has to cooperate to get the project completed?  
**Supervisor of Buildings & Grounds and Director of Finance**

### C. TIMING, DELAY AND DENIAL

1. Is this project ready to be implemented now? **No**
2. If not, what remains to be done before the project is undertaken?  
**An update needs to be done to the 2007 survey to prioritize the needs and how much of the building can be accomplished within whatever is approved for a budget. Bid specifications then need to be developed and advertised.**
3. When does the sponsor propose that the project be undertaken, and why?  
**Construction would likely occur in the summer of 2011.**
4. How long will it take to complete the project and what are the important milestones along the way?
5. What are the consequences of delay? Denial? (see alternatives below.)  
**Continued deterioration of the exterior walls of Belmont High School.**
6. With what other project or projects should this project be coordinated?  
**Belmont High School Master Plan, which we assume is at least five years away.**
  - a. Why?
  - b. How; precede, simultaneous, succeed?

## CAPITAL PROJECT TEMPLATE

7. What is the life of the project? **Fifty years.**
8. Can the project be phased or broken into subprojects? **It already is.**
  - a. How? (or why not?)
  - b. What are the advantages and disadvantages of phasing?
  - c. Each subproject or phase should be analyzed as if it were a project itself; in other words, what are the answers to each question in this template regarding each possible subproject?

### D. OPERATING BUDGET

1. What are the implications of this project for the current Operating Budget? **None**
2. Who will be responsible for this project once it is completed?  
**Supervisor of Buildings & Grounds**
3. Will this project result in an increase? or decrease? In personnel. **No**
4. What maintenance will this project require when it is completed? an increase? or decrease over the present. **Minimal**

### E. ALTERNATIVES

1. How is the Town getting the function or functions of this project accomplished now?
2. What are the problems with the current method of accomplishing those functions?
3. How was the project proposal determined? **Engineering survey done in 2007.**
4. What alternatives have not yet been considered?

### F. FUNDING

1. What source or sources of funding does the sponsor propose, and why?  
**Capital Budget Committee**
2. Can this project be legally bonded? **Probably**
  - a. If not the whole, what parts?
  - b. For what term?
3. Are there revenue sources within this project? **No**
  - a. What are they?
  - b. How much might they yield on an annual basis?
  - c. What would be involved in implementing them?
4. Are grants or reimbursements available for any part(s) of this project?  
**There is a possibility that funding might be available from the MSBA.**
  - a. What are they?
  - b. How much might be realized from them?
  - c. Who must consent or make the grant?
  - d. What is the time schedule imposed by the grant or reimbursement process? How does that time schedule fit with (what would otherwise be) the construction schedule?
  - e. What other requirements are imposed by the grant or reimbursement process?

## CAPITAL PROJECT TEMPLATE

### G. LOCATION

1. Has the proposed location for the project been chosen?  
**Belmont High School at 221 Concord Ave since 1971.**
2. Is the proposed location currently available and in the control of the Town authority or committee who is proposing the project? **You betcha.**
3. If not, from whom must the location be acquired or by whom must its use be authorized?
4. What is the process for making the location available? How recent is that estimate and how was it derived?
5. What issues, besides control and price, if any, does the proposed location present?

**NOTE: These questions (and others) may be more for the Committee and Town Officials than for the project sponsors.**

# CAPITAL PROJECT TEMPLATE

## A. THE BASIC PROJECT --- High School Univents

1. What is the project?  
**First phase of a multi-year project to replace the univents in all of the exterior classrooms at Belmont High School.**
2. Where would it be located? (see location G below) **Belmont High School**
3. What is the estimated cost?  
**Phase 1 cost of \$200,000 out of total estimate of \$1,400,000**
  - a. How recent is the currently available estimate?  
**Last year, but it is in the process of being updated and made more specific by departments within the High School.**
  - b. How was the currently available estimate derived?  
**Estimated by Bedford Mechanical, a vendor who has installed the High School rooftop HVAC units and is very familiar with the heating system throughout the building.**

## B. PERSONS INVOLVED

1. Who is the sponsor of the project? **School Department**
2. Who, specifically, would supervise the project?  
**Bob Martin, Supervisor of Buildings & Grounds, with a Mechanical Engineering firm**
3. Who would use the completed project?
  - a. By class or group. **All students and staff of the High School**
  - b. Estimated numbers (how estimated.) **1,152 students & 100 staff**
4. Who has to agree to authorize the project (see funding and location, dealt with a G and G below.) **Belmont School Committee**
5. Who, as a practical matter, has to cooperate to get the project completed?  
**Bob Martin and the Director of Finance**

## C. TIMING, DELAY AND DENIAL

1. Is this project ready to be implemented now?  
**The work would be done in the summer of 2010.**
2. If not, what remains to be done before the project is undertaken?  
**An engineering firm needs to be hired to develop the bid specifications.**
3. When does the sponsor propose that the project be undertaken, and why?  
**Engineering firm selected and hired in the spring of 2010 to develop the bid specifications, with a target date of awarding a construction contract as soon as possible after July 1, 2010.**
4. How long will it take to complete the project and what are the important milestones along the way?  
**Phase 1 could be done in one summer if started early in July.**
5. What are the consequences of delay? Denial? (see alternatives below.)  
**The existing univents are original to the building and are thus approaching forty years old. There is a high maintenance cost of repairs. Also, the comfort level of students and staff is inconsistent from room to room.**



## CAPITAL PROJECT TEMPLATE

6. With what other project or projects should this project be coordinated?  
**This was originally to be done as part of the Belmont High School Master Plan. However, the uncertainty of receiving State and local funding for that Master Plan (or even Phase 1 of that Plan) within the next five years seems improbable. Thus the need to perform this work as a stand-alone project is more critical every year. The units to be installed would still be consistent with the Master Plan and would not have to be replaced when the Master Plan is funded.**
  - a. Why?
  - b. How; precede, simultaneous, succeed?
7. What is the life of the project?  
**The equipment has a lifespan of 20 to 25 years.**
8. Can the project be phased or broken into subprojects?  
**Yes, that is what is being proposed.**
  - a. How? (or why not?)  
**The various departments each occupy a specific wing, or "pod", within the building. Each pod or two can be considered a distinct phase.**
  - b. What are the advantages and disadvantages of phasing?  
**The advantages are that the work is more manageable in phases, in addition to the annual cost being controllable. The disadvantages are: (1) the overall cost will be greater due to inflation for the later phases; (2) we will have to specify proprietary equipment to insure consistency in the later phases; and (3) students and staff will be inconvenienced that much longer.**
  - c. Each subproject or phase should be analyzed as if it were a project itself; in other words, what are the answers to each question in this template regarding each possible subproject?

### D. OPERATING BUDGET

1. What are the implications of this project for the current Operating Budget?  
**Maintenance costs should decrease.**
2. Who will be responsible for this project once it is completed?  
**Bob Martin, Supervisor of Buildings & Grounds**
3. Will this project result in an increase? or decrease? In personnel.  
**No change in personnel.**
4. What maintenance will this project require when it is completed? an increase? or decrease over the present. **Decrease.**

### E. ALTERNATIVES

1. How is the Town getting the function or functions of this project accomplished now? **Poorly.**
2. What are the problems with the current method of accomplishing those functions?  
**Inconsistent temperatures from room to room, plus high maintenance costs.**

## CAPITAL PROJECT TEMPLATE

3. How was the project proposal determined?  
**It was obvious to maintenance and administrative staff and reaffirmed by the Master Plan.**
4. What alternatives have not yet been considered? **Passing out sweaters.**

### F. FUNDING

1. What source or sources of funding does the sponsor propose, and why?  
**Capital Budget Committee.**
2. Can this project be legally bonded? **Yes.**
  - a. If not the whole, what parts?
  - b. For what term?
3. Are there revenue sources within this project? **No.**
  - a. What are they?
  - b. How much might they yield on an annual basis?
  - c. What would be involved in implementing them?
4. Are grants or reimbursements available for any part(s) of this project?  
**There is the possibility that funding might be available from the MSBA.**
  - a. What are they?
  - b. How much might be realized from them?
  - c. Who must consent or make the grant?
  - d. What is the time schedule imposed by the grant or reimbursement process? How does that time schedule fit with (what would otherwise be) the construction schedule?
  - e. What other requirements are imposed by the grant or reimbursement process?

### G. LOCATION

1. Has the proposed location for the project been chosen?  
**The univents are in the existing walls of Belmont High School.**
2. Is the proposed location currently available and in the control of the Town authority or committee who is proposing the project? **You betcha!**
3. If not, from whom must the location be acquired or by whom must its use be authorized?
4. What is the process for making the location available? How recent is that estimate and how was it derived?
5. What issues, besides control and price, if any, does the proposed location present?

**NOTE: These questions (and others) may be more for the Committee and Town Officials than for the project sponsors.**

## CAPITAL PROJECT TEMPLATE

### A. THE BASIC PROJECT --- White Field House Exterior Stairs

1. What is the project?  
**To replace the exterior stairs to the second floor of the White Field House.**
2. Where would it be located? (see location G below)  
**Connecting to the existing exterior second floor exit door, but extending down along the side of the White Field House.**
3. What is the estimated cost? **\$90,000**
  - a. How recent is the currently available estimate?  
**The estimate is approximately three years old, and needs to be updated.**
  - b. How was the currently available estimate derived?  
**Engineering firm of Russo & Barr.**

### B. PERSONS INVOLVED

1. Who is the sponsor of the project? **School Department**
2. Who, specifically, would supervise the project? **Bob Martin, Supervisor of Buildings & Grounds**
3. Who would use the completed project?
  - a. By class or group. **Athletic teams:**  
**Fall – freshman football, 40 athletes & 3 coaches**  
**Winter – V & JV Girls Hockey, 40 athletes & 3 coaches**  
**Spring – Girls Track, 70 athletes & 3 coaches**
  - b. Estimated numbers (how estimated.) **actuals as per above**
4. Who has to agree to authorize the project (see funding and location, dealt with a G and G below.) **School Committee**
5. Who, as a practical matter, has to cooperate to get the project completed?  
**Director of Athletics, Supervisor of Buildings and Director of Finance**

### C. TIMING, DELAY AND DENIAL

1. Is this project ready to be implemented now?  
**The work would be done in the summer of 2010.**
2. If not, what remains to be done before the project is undertaken?  
**Selection of an engineering firm to write the specifications.**
3. When does the sponsor propose that the project be undertaken, and why?  
**As soon as possible.**
4. How long will it take to complete the project and what are the important milestones along the way?  
**If the bid specifications are written in the spring of 2010 and the project is bid early enough for a contract to be awarded by July 2010, the project could be completed in the summer.**
5. What are the consequences of delay? Denial? (see alternatives below.)  
**What we have in place now is a temporary reinforcement of the existing staircase, which has a crumbling side rail and supporting wall. If the Town Office of Community Development determines that this “temporary”**

## CAPITAL PROJECT TEMPLATE

structure is no longer sufficient, then the second floor of the Field House would have to be closed.

6. With what other project or projects should this project be coordinated?  
**Development of any plans to build a new Town Library on the north side of Concord Avenue, which would result in the demolition of the White Field House. Any such plans would require School Committee approval, contingent upon replacement of equal facilities for our athletic teams as part of the plan.**
  - a. Why? **Because, just because.**
  - b. How; precede, simultaneous, succeed?
7. What is the life of the project?  
**Until a new field house is built to replace the White Field House, either as part of a new Town Library plan or on its own.**
8. Can the project be phased or broken into subprojects? **No.**
  - a. How? (or why not?)
  - b. What are the advantages and disadvantages of phasing?
  - c. Each subproject or phase should be analyzed as if it were a project itself; in other words, what are the answers to each question in this template regarding each possible subproject?

### D. OPERATING BUDGET

1. What are the implications of this project for the current Operating Budget? **None**
2. Who will be responsible for this project once it is completed?  
**It should require minimal upkeep.**
3. Will this project result in an increase? or decrease? In personnel. **No**
4. What maintenance will this project require when it is completed? an increase? or decrease over the present. **No effect.**

### E. ALTERNATIVES

1. How is the Town getting the function or functions of this project accomplished now? **Fear of injury and liability if the reinforcing structure collapses.**
2. What are the problems with the current method of accomplishing those functions?
3. How was the project proposal determined? **It was obvious to anyone who looked at the existing stairs, and the Director of Community Development threatened to close the second floor of the building.**
4. What alternatives have not yet been considered?

### F. FUNDING

1. What source or sources of funding does the sponsor propose, and why?  
**Capital Budget Committee**
2. Can this project be legally bonded? **Unknown**
  - a. If not the whole, what parts?
  - b. For what term?

## CAPITAL PROJECT TEMPLATE

3. Are there revenue sources within this project? **No**
  - a. What are they?
  - b. How much might they yield on an annual basis?
  - c. What would be involved in implementing them?
4. Are grants or reimbursements available for any part(s) of this project? **No**
  - a. What are they?
  - b. How much might be realized from them?
  - c. Who must consent or make the grant?
  - d. What is the time schedule imposed by the grant or reimbursement process? How does that time schedule fit with (what would otherwise be) the construction schedule?
  - e. What other requirements are imposed by the grant or reimbursement process?

### G. LOCATION

1. Has the proposed location for the project been chosen?  
**It is where the existing stairs are falling apart.**
2. Is the proposed location currently available and in the control of the Town authority or committee who is proposing the project? **You betcha!**
3. If not, from whom must the location be acquired or by whom must its use be authorized?
4. What is the process for making the location available? How recent is that estimate and how was it derived?
5. What issues, besides control and price, if any, does the proposed location present?

**NOTE: These questions (and others) may be more for the Committee and Town Officials than for the project sponsors.**

## CAPITAL PROJECT TEMPLATE

### A. THE BASIC PROJECTS --- Burbank & Winn Brook Carpet Replacement

1. What is the project?  
**As was done at the Butler School, the goal is to replace all of the carpeting in the Burbank and Winn Brook Schools. The reason to do it all at once in each building (not necessarily in the same year) is that budgeting small funds in the School operating budget to do a few rooms each year does not catch up to the problem. All of the existing carpeting is so old that it is deteriorating quicker than we can replace it.**
2. Where would it be located? (see location G below)  
**At the Burbank and Winn Brook Schools.**
3. What is the estimated cost?  
**Burbank \$115,000**  
**Winn Brook \$175,000**  
**The Burbank is more critical than the Winn Brook and would have a higher priority to be done first.**
  - a. How recent is the currently available estimate?  
**Two years old.**
  - b. How was the currently available estimate derived?  
**From the contractor who did the replacement at the Butler School.**

### B. PERSONS INVOLVED

1. Who is the sponsor of the project? **School Department**
2. Who, specifically, would supervise the project? **Bob Martin, Supervisor of Buildings & Grounds**
3. Who would use the completed project?  
**Burbank 342 students and 35 staff**  
**Winn Brook 531 students and 57 staff**
  - a. By class or group.
  - b. Estimated numbers (how estimated.)
4. Who has to agree to authorize the project (see funding and location, dealt with a G and G below.) **School Committee**
5. Who, as a practical matter, has to cooperate to get the project completed?  
**Supervisor of Buildings & Grounds, Elementary Principals, and Director of Finance**

### C. TIMING, DELAY AND DENIAL

1. Is this project ready to be implemented now?  
**The project would be done in the summer of 2010.**
2. If not, what remains to be done before the project is undertaken?  
**Receive proposals from contractors on the State bid list.**
3. When does the sponsor propose that the project be undertaken, and why?
4. How long will it take to complete the project and what are the important milestones along the way?

## CAPITAL PROJECT TEMPLATE

**If started in early July, the project should be able to be completed in one summer. Any unfinished rooms or spaces would have to be completed during school vacations during the school year.**

5. What are the consequences of delay? Denial? (see alternatives below.)  
**Worst case --- rips in the existing carpet produce a risk of students or staff tripping. Best case --- the existing carpets are fading and stained and are becoming quite unsightly.**
6. With what other project or projects should this project be coordinated? **None**
  - a. Why?
  - b. How; precede, simultaneous, succeed?
7. What is the life of the project? **Twenty years.**
8. Can the project be phased or broken into subprojects?  
**This had been the previous approach and was found to be inefficient and ineffective.**
  - a. How? (or why not?)
  - b. What are the advantages and disadvantages of phasing?
  - c. Each subproject or phase should be analyzed as if it were a project itself; in other words, what are the answers to each question in this template regarding each possible subproject?

### D. OPERATING BUDGET

1. What are the implications of this project for the current Operating Budget?  
**Savings on duct tape to cover the rips.**
2. Who will be responsible for this project once it is completed?  
**Custodial staff and Supervisor of Buildings & Grounds**
3. Will this project result in an increase? or decrease? In personnel. **No**
4. What maintenance will this project require when it is completed? an increase? or decrease over the present. **None, just normal cleaning.**

### E. ALTERNATIVES

1. How is the Town getting the function or functions of this project accomplished now? **Lots of duct tape.**
2. What are the problems with the current method of accomplishing those functions?  
**The duct tape eventually also pulls up.**
3. How was the project proposal determined? **We tripped over it.**
4. What alternatives have not yet been considered?  
**Some classrooms have been converted to tile.**

### F. FUNDING

1. What source or sources of funding does the sponsor propose, and why?  
**Capital Budget Committee.**
2. Can this project be legally bonded? **Unknown**
  - a. If not the whole, what parts?

## CAPITAL PROJECT TEMPLATE

- b. For what term?
3. Are there revenue sources within this project? **No**
  - a. What are they?
  - b. How much might they yield on an annual basis?
  - c. What would be involved in implementing them?
4. Are grants or reimbursements available for any part(s) of this project? **No**
  - a. What are they?
  - b. How much might be realized from them?
  - c. Who must consent or make the grant?
  - d. What is the time schedule imposed by the grant or reimbursement process? How does that time schedule fit with (what would otherwise be) the construction schedule?
  - e. What other requirements are imposed by the grant or reimbursement process?

### G. LOCATION

1. Has the proposed location for the project been chosen?  
**The existing carpets are in the existing buildings.**
2. Is the proposed location currently available and in the control of the Town authority or committee who is proposing the project? **I hope so.**
3. If not, from whom must the location be acquired or by whom must its use be authorized?
4. What is the process for making the location available? How recent is that estimate and how was it derived?
5. What issues, besides control and price, if any, does the proposed location present?

**NOTE: These questions (and others) may be more for the Committee and Town Officials than for the project sponsors.**