



# Town of Marblehead



## FY2022 - FY2026 Capital Improvement Plan







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# Introduction

The Town of Marblehead's multi-million dollar five-year capital improvement plan (CIP) for FY2022-FY2026 will allow the town to address significant infrastructure, building and facility needs this upcoming fiscal year and develops strategies to make regular investments in the maintenance and improvement of the town's capital assets in future years.

In FY21, the Town has made significant investments in prominent cultural and historically significant town-owned assets such as the renovation of Abbot Hall, the Fort Sewall Restoration Project, and the new Marblehead Elementary School on the former Bell School site. These projects were able to come to fruition due in large part to citizen support through debt exclusion override votes as well as a combination of grant funds and generous private donations. While these prominent projects have received the most attention, and rightfully so, the Town has also made investments and executed smaller projects in FY21. For example, a historic shoe shed has been restored and will be converted into a small museum exhibit, pedestrian safety upgrades to key street crossings were constructed, the Council on Aging kitchen was renovated, several seawall improvements were completed, and digital message boards were purchased, to name a few. These projects were made possible through a combination of town, private, and grant funds.

The CIP includes a multi-year schedule to address capital needs allowing town departments to assess needs and plan for investments over multiple years. This way, the town is doing all that it can to avoid unanticipated emergencies and capital purchases. The challenge will always be finding the balance between addressing priority capital needs and the town's ability to pay for them.

In this plan, the FY22 capital plan proposal will be requested to be funded through the FY22 Capital/Building Article and approved at Annual Town Meeting. Future years, FY23 and FY24, provide a blueprint or plan for the future based on the best information available. It's important to remember that the CIP is a living and breathing document meaning that as years pass projects might move forward or to a later year and/or additional projects might be added to the plan that are currently unanticipated or unknown. Should finances be more constrained than currently anticipated, projects could be moved back in time or taken off the list. Further, other projects not yet conceived of can be added if they advance the Town's goals better than those included in the current version of the plan.

## Capital Budget

A capital budget is distinct from an operating budget in that the items included in a capital budget are typically large or infrequent expenses, such as construction of a new building or renovation of an existing facility, whereas an operating budget includes expenses that occur each year or are more modest in what expenses go toward capital, such as salaries or the replacement of a couple computers. A capital budget identifies the array of resources to be used to fund a series of capital projects. In many instances, municipalities establish minimum dollar thresholds for projects to be included in a CIP. In Marblehead, the main sources of funding for the CIP are funds through the tax levy/annual budget, debt exclusion overrides, state/federal grants, and private fundraising efforts and trusts.

## **Capital Project**

The Massachusetts Association of Town Finance Committees defines capital projects as “major, non-recurring expenditures, for one of the following purposes: acquisition of land for a public purpose; construction of a new facility or external expansion or major rehabilitation of an existing one. Examples of such town facilities include public buildings, roads and playing fields; purchase of vehicles or major equipment items; any planning, feasibility, engineering or design study related to a capital project or to a capital improvement program consisting of individual projects. Equipment for public improvements when they are first constructed such as furniture, office equipment, or playground equipment; major equipment which is expensive and has a relatively long life such as a fire apparatus, garbage trucks, and construction equipment.”

## **Capital Plan**

According to the Massachusetts Department of Revenue (DOR), a capital plan is a blueprint for planning a community’s capital expenditure and “one of most important responsibilities of local government officials.” Putting together multiple years of capital spending into a plan, instead of looking at each year in isolation, has multiple benefits including:

- impacts on the operating budget can be minimized through thoughtful debt management;
- high-cost repairs and emergency acquisitions can be reduced by implementing regular vehicle and equipment replacement schedules, and by undertaking major facilities improvements, such as replacing roofs, before a problem becomes chronic and damage occurs;
- large scale, ambitious public improvements can be phased over multiple years;
- critical parcels of land can be purchased before costs increase;
- costly mistakes created by lack of coordination - such as paving a street one year and then cutting into it the next year to install a sewer line – can be avoided; and,
- methodical progress can be made toward meeting community goals.





# Marblehead at a Glance

## BEACHES

**Devereux Beach:** Devereux Beach's 5.48 acres of waterfront offers a refreshing swim in the Atlantic Ocean, pavilions, benches, picnic tables, restroom facilities, a restaurant and parking. Devereux Beach is located off Ocean Avenue at the beginning of the Causeway to Marblehead Neck.

**Fort Beach and Lovis Cove:** Fort Beach, located at the entrance to Fort Sewall, offers a broad view of the end of Marblehead Neck and Chandler Hovey Park. Lovis Cove is located several yards from Fort Beach, opposite Selman Street.

**Gas House Beach:** This small community beach is located on Little Harbor in one of the oldest sections of the Marblehead waterfront. Gashouse Beach is located on Gashouse Lane, off Orne Street.

**Grace Oliver Beach:** Grace Oliver Beach, less than one acre in size, is a community beach located off Beacon Street.

**Riverhead Beach:** Riverhead Beach is on Marblehead Harbor, across the Causeway from Devereux Beach. Its 1.65 acres offers a beach area and a boat ramp.

**Stramski's Beach:** Stramski's Beach, on Salem Harbor, is located at Gerry Playground at the end of Stramski Way off West Shore Drive.

## PARKS

**Castle Rock Park:** Castle Rock is a 1.20 acre park, located off Ocean Avenue on Marblehead Neck.

**Chandler Hovey Park:** Chandler Hovey Park, also known as Lighthouse Point, is located at the end of Follett Street, off Ocean Avenue on Marblehead Neck. The 3.74 acre park overlooks the mouth of the harbor and the shorelines of Beverly and Manchester-By-The-Sea and offers pavilions, benches, picnic tables, restrooms, swimming and parking. It is also the location of the Marblehead Light Tower.

**Crocker Park:** Crocker Park is situated on 2.82 acres of land off Front Street. The park is home to a plaque commemorating Marblehead's contributions to the U.S. Navy. Crocker Park offers a pavilion and gazebo, benches, restrooms and a swimming float and hosts numerous weddings and summer-evening concerts.

**Fort Sewall:** Fort Sewall, formerly an armed fort owned by the United States and used to defend against British invaders, is now a peaceful park offering some of the best views of Marblehead Harbor. The "Fort", which was deeded to the town by the Federal Government in 1922, still contains bunkers and underground rooms once used to detain prisoners. It is located at the very end of Front Street and has restroom facilities.

**Fountain Park:** Fountain Park was the site of a fort during the Revolutionary War and later the War of 1812 when it was called Fort Washington. Fountain Park is located on Orne Street, opposite Old Burial Hill.

**Hammond Park:** Hammond Park is located at the end of Commercial Street next to the Municipal Light Department building, this small park provides benches overlooking Marblehead Harbor.

**Memorial Park:** Memorial Park is a .32 acre parcel bordering both Essex Street and Pleasant Street. Its benches allows visitors to relax while paying respect to Marblehead's Fallen Heroes. The park honors those who have died at war with memorials for all wars and conflicts.

**Seaside Park:** Seaside Park was laid out as a park in 1895. Its 33.7 acres consists of lighted tennis courts, a basketball court, baseball diamond, summer street hockey, winter sledding, exercise trails and a classic small-town grandstand. Seaside Park is located on Atlantic Avenue across from the Marblehead Police Station.

## **PLAYGROUNDS**

**Gatchell Playground:** Gatchell's 8.33 acres has a basketball court, Little League Baseball fields, a Youth Football field, playground equipment, bleachers, benches, restroom facilities and parking. It is located at the intersection of West Shore Drive and Lafayette Street.

**Gerry Playground:** Gerry Playground is home of Header's Haven Playground. Its 6.85 acres located on Stramski Way, off West Shore Drive, overlooks Salem Harbor on Marblehead's West Side. Gerry Playground offers picnic tables and cookout grills, a fenced-in children's playground, beach area, pram racks, pier and parking.

**Hobbs Playground:** This 1.14 acre playground, found on Clifton Avenue, offers playground equipment and a Little League field.

**Orne Playground:** The 5.22 acres that make up Orne Playground borders Shepard Street and offers a softball field and playground equipment.

**Reynolds Playground:** Located off Green Street, this 5.45 acre playground has picnic tables, playground equipment, softball fields, a pavilion, benches and restroom facilities.

## **MUNICIPAL BUILDINGS AND FACILITIES**

**Fire Department:** Central Fire Station, 248 Pleasant Street; Fire Station, 3 Franklin Street

**Police Department:** Police Station, 11 Gerry Street; Animal Control Building, 44 Village Street

**Department of Public Works:** Municipal Offices and Garage, R3 Tower Way; Salt Shed, 1 Tower Way





**Harbormaster:** Harbormaster Office Building, 9 Ferry Lane; Harbormaster Storage Condominium, 8 Ferry Way; Marblehead Yacht Club Building and Facilities, 4-6 Cliff Street; Restroom Building, State Street Clark Landing; Parkers Boat Yard, 3 Redstone Lane

**Recreation and Park:** Judy and Gene Jacobi Community Center, 10 Humphrey Street; Recreation and Park Building, 28 Vine Street; Stramski House, 334 West Shore Drive

**Building Department:** Abbot Hall, 188 Washington Street; Pickett House, 10 Franklin Street; Mary Alley Municipal Building, 7 Widger Road; Old Town House, 1 Market Square; Hobbs House, 66 Clifton Avenue; OKOS Building, 220 Washington Street; Powder House, 47 Green Street; Gun House; Medical Office Building, 1 Widger Road

**Library:** Abbot Public Library, 235 Pleasant Street

**Health Department:** Transfer Station, 5 Woodfin Terrace

**School Department:** Coffin School, 1 Turner Road; High School, 2 Humphrey Street; Village School, 93 Village Street; Eveleth School, 3 Brook Road; Veterans Middle School, 217 Pleasant Street; Glover School, 9 Maple Street

## **OTHER RECREATIONAL RESOURCES**

**Rail Road Right of Way:** The rail road right of way, long abandoned by the Boston & Maine Railroad and now used as a utility corridor and recreational trail, begins near the center of Marblehead, off Pleasant Street. The approximately four miles of trails are also used for hiking, bicycling, horseback riding and cross-country skiing. The right of way splits with one trail going into Salem and another trail heading towards Swampscott.

**Redd's Pond:** Located off Pond Street, Redd's Pond covers 1.81 acres and offers skating in the winter and model boat races in the summer.

## **CEMETERIES**

**Historic Cemeteries:** Green Street Cemetery at Green & Creesy Streets (formerly known as Elm Street Cemetery); Harris Street Cemetery on Harris Street; Hathaway Tomb on Highland Terrace; Hooper Tomb across from Harris Street Cemetery; Old Burial Hill Cemetery on Pond Street

**Active Cemeteries:** Waterside Cemetery which includes Cemetery Department Garage, Cemetery Offices and Cemetery and Harbor View Cemetery



# Possible Funding Sources for Capital Investments



## Local Resources

**Municipal Indebtedness:** The most commonly used method of financing large capital projects is general obligation bonds (aka, “GO Bonds”). They are issued for a period of time ranging from 5 to 30 years, during which time principal and interest payments are made. Making payments over time has the advantage of allowing the capital expenditures to be amortized over the life of the project. Funding sources used to pay back the debt can include:

**Bonds funded within the tax limits of Proposition 2 1/2:** Debt service for these bonds must be paid within the tax levy limitations of Proposition 2 1/2. Funds used for this debt must be carefully planned in order to not impact the annual operating budget. Traditionally, Marblehead does not utilize borrowing within the confines of Proposition 2 1/2 to fund capital improvements.

**Bonds funded outside the tax limits of Proposition 2 1/2 :** Debt service for these bonds is paid by increasing local property taxes in an amount needed to pay the annual debt service. Known as a Debt Exclusion or Exempt Debt, this type of funding requires approval by 2/3 vote of the local appropriating authority (e.g., town council or town meeting) and approval of the majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications. Marblehead regularly funds major capital investments through Debt Exclusion. Most recently, the Town has approved Debt Exclusions for projects including Abbot Hall, Fort Sewall, and the new Marblehead Elementary School.

**Capital Outlay / Pay As You Go:** Pay as You Go capital projects are funded with current revenues and the entire cost is paid off within one year so no borrowing takes place. Projects funded with current revenues are customarily lower in cost than those funded by general obligation bonds because there are no interest costs. However, funds to be used for this purpose must be carefully planned in order to not impact the annual operating budget. For this reason, Pay as You Go capital projects are typically lower in value than projects funded by borrowing. Marblehead uses the Pay As You Go method annually to address capital needs.

**Capital Outlay / Expenditure Exclusion:** Expenditure Exclusion projects are similar to Pay as You Go, above, except taxes are raised outside the limits of Proposition 2 1/2 and are added to the tax levy only during the year in which the project is being funded. As with a Debt Exclusion, Expenditure Exclusion funding requires approval by 2/3 vote of the local appropriating authority (e.g., town council or town meeting) and approval of the majority of voters participating in a ballot vote. Prior to the vote, the impact on the tax rate must be determined so voters can understand the financial implications. Capital outlay expenditures may be authorized for any municipal purpose for which the town would be authorized to borrow money. A debt exclusion is different from a property tax override in that a debt exclusion is only in place until the incurred debt has been paid off. An property tax override becomes a permanent part of the levy limit base.



**Capital Stabilization Fund:** Local officials can set aside money in a stabilization fund – outside of the general fund - to pay for all or a portion of future capital projects. A 2/3 vote is required to appropriate money into and out of this fund.

**Sale of Surplus Real Property:** Pursuant to Massachusetts General Laws, when real estate is sold, the proceeds must first be used to pay any debt incurred in the purchase of the property. If no debt is outstanding, the funds “may be used for any purpose or purposes for which the town or district is authorized to incur debt for a period of five years or more...except that the proceeds of a sale in excess of five hundred dollars of any park land by a town, town, or district shall be used only by said town, town, or district for acquisition of land for park purposes or for capital improvements to park land” (MGL Chapter 44, Sec. 63). The Town of Marblehead currently is in the process of finalizing the sale of the former Gerry School property. At present, the proposed redevelopment project is being considered by the Old and Historic District Commission. The project will also need to be approved by the Zoning Board of Appeals. If favorably reviewed by both bodies the sale will generate \$870,000.

**Enterprise Retained Earnings / Stabilization Fund:** Enterprise operations, such as Water, Sewer, Harbormaster in Marblehead, are able to maintain an operating surplus that can be utilized for future enterprise fund costs. These funds can be used to stabilize the user rates, apply to annual budget needs, and/or invest in capital replacement and expansion. Marblehead manages three such enterprise funds including the Water, Sewer, and Harbormaster. The Town through Town Meeting approved the creation of a Stabilization Fund in 2020.

**Free Cash:** Free Cash is the difference between annual revenues and expenditures and is certified by the Commonwealth each year. After certification, free cash is available for appropriation for any municipal purpose, including capital projects. Marblehead currently uses its Free Cash to fund its annual operating budget

**Special Purpose Funds:** Communities also have established numerous “Special Purpose Accounts” for which the use is restricted for a specific purpose, such as investment in department facilities and equipment. There are numerous state statutes that govern the establishment and use of these separate accounts. Examples in Marblehead include the Cemetery Department’s Sale of Lots and Street Opening Permit Revolving Fund.





## Federal, State, and Private Grants and Loans

**Federal Community Development Block Grant (CDBG):** The U.S. Department of Housing & Urban Development (HUD) “provides communities with resources to address a wide range of unique community development needs.” Funds are granted directly to “entitlement” communities which are cities with a population of at least 50,000 or counties with a population of at least 200,000. To secure entitle funds, each town must prepare a Consolidated Plan every five years outlining the town’s goals for use of the funds, and an annual plan must be prepared each year. Funding for smaller communities flow through State administered CDBG programs. As it relates to capital projects, HUD funds can be used for: acquisition of real property; relocation and demolition of housing; rehabilitation of residential and non-residential structures; construction of public facilities and improvements, such as water and sewer facilities, streets, neighborhood centers, and the conversion of school buildings for eligible purposes; activities relating to energy conservation and renewable energy resources. Since Marblehead is not an entitlement community under the requirements of the CDBG Program it does not received CDBG funds.

**Massachusetts Chapter 90 Roadway Funds:** Each year, the Massachusetts Department of Transportation (MassDOT) allocates funds to cities and towns for roadway construction, maintenance, or improvement. Funds may also be used for other work incidental to roadway work, such as the construction of a garage to house related vehicles, or the purchase of related vehicles, equipment, and tools. Chapter 90 is a 100% reimbursable program. Funding is accomplished through the issuance of transportation bonds and apportioned to municipalities based on three factors: 1) accepted road miles, 2) population, and 3) total employment within the municipal borders. Road miles is the most heavily weighted factor at 58.33%; the others are each weighted at 20.83%. The Town of Marblehead receives approximately \$450,000 annually in Chapter 90 monies from the Commonwealth of Massachusetts.

**Massachusetts School Building Authority (MSBA):** The MSBA provides funding for school repair and construction via a series of programs. In the School Building Program, projects must be accepted into the process in response to the submission of a Statement of Interest which identifies a facility problem to be solved. Subsequently, the community must appropriate funding for schematic design and later for construction before the MSBA will commit to its share of the project. If accepted, the MSBA determines the amount of reimbursement it will offer based upon community need. The percent of reimbursement can then be increased based upon three factors: community income factor, community property wealth factor, and community poverty factor. Through the Accelerated Repair Program, the MSBA will fund roof, window, and boiler projects with an expected 18-month completion date. Funding can be provided for multiple projects in a single district in a year. The Major Repair Program includes roofs, windows, and boilers, but can also include other significant building renovations. Districts are limited to one project per year under the Major Repair Program, but work can be more substantial than the Accelerated Repair Program. Marblehead has utilized the MSBA funding for school projects in the past and is currently partnering with the MSBA to fund the construction of the new Marblehead Elementary School.

Many state departments also offer annual grant opportunities that are available to municipalities typically through a competitive application process. Marblehead has been aggressive in seeking out state grant opportunities including but not limited to funds available through the Complete Streets Program, Massachusetts Historical Commission, MassTrails Program, and the newly created Shared Streets and Spaces Program.





# FY22-FY26 Capital Planning Process

## Overview of Process

Each year, all municipal departments are asked to submit capital priorities as part of the budget process. In FY22, departments were asked to submit no more than 10 capital needs under \$25,000 and no more than 10 capital needs in excess of \$25,000.

Department heads are tasked with prioritizing capital needs and asked to submit back-up information and price quotes for each individual project submitted for funding. Any engineering, design or architectural work needed to implement individual projects are incorporated in the overall funding requested.

Below you will find the memorandum sent to Department Heads related to FY22 Capital Expenditure Requests as well as the excel template used as the departments' capital expenditure request form

Once capital requests are received, the Town Administrator meets with individual departments to discuss and review requests and identify priority projects that are also able to be funded in the fiscal year. These decisions are made based on a variety of factors and funding availability.

To ensure decisions are made with both short- and long-term needs in mind departments are asked to submit immediate, short-, mid- and long-term capital needs. These needs are mapped out in the Town's Capital Improvement Plan over a 5-year timeframe. This Capital improvement Plan is a living and breathing document that is regularly reviewed and changed based on a variety of factors including changing priorities, availability of unanticipated funding sources, and unanticipated needs to name a few.



## MEMORANDUM

To: Department Heads

From: Jason Silva, Town Administrator

Re: FY22 Capital Expenditure Requests

Date: November 17, 2020

I'm writing to begin the process of our capital planning efforts for FY22. Please plan to attend a meeting next Monday, November 23, 2020 at 10am to discuss your priorities.

As in years past, attached to this memo you will find an Excel template to be used as your capital expenditure request form. At the top of the form, please input your department's name and the name of the individual completing the request. Include each building and infrastructure capital request for your department on a separate line on the form. In addition to the form, you must submit at least 2 quotes for each project, which will serve as back-up for the estimate submitted. If your project will require any design work (engineering, architectural, etc.) and the town will need to hire for that service, the cost of the project should include those soft costs as well. If any capital project submitted will have an impact on the operating budget by creating more efficient operations in your department, please be sure to highlight those impacts on your form.

We're requesting that you submit your department's:

- No more than 10 capital needs under \$25,000
- No more than 10 capital needs in excess of \$25,000

Please be sure to prioritize your projects in each category from 1 (most important) to 5 (least important). Please know that this process will also assist us in working with departments to create a capital improvement plan for future years' needs. Capital projects should:

- Accomplish substantial improvement or replacement of buildings or infrastructure
- Prolong the life span of a town asset in a significant way

A capital expenditure does not include routine maintenance or minor repairs. I know this is a short window but please do your best to be prepared to discuss your capital project requests at our meeting next Monday.

If you have any questions or concerns please don't hesitate to contact us. Thank you.



# Capital Expenditure Request Form



DEPT:

SUBMITTED BY:

ITEMS TO CONSIDER (PLACE "X" IN EACH BOX THAT APPLIES):

Number	Project Description	Estimated Cost	Anticipated Useful Life (in years)	Priority (1-5; pick from drop-down in cell)	# of Quotes Received (pick from drop-down in cell)	ITEMS TO CONSIDER (PLACE "X" IN EACH BOX THAT APPLIES):					Additional Information
						Emergency	Public Safety Issue	To Maintain Service	Dept has Matching Funds	Enhances Services	
1											
2											
3											
4											
5											
6											
7											
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# Capital Improvement Plan Overview

## CIP Overview

In the FY2022 - FY2026 Capital Improvement Plan, in FY22 the Town plans to undertake a total of 38 capital improvement projects and capital purchases totaling a projected \$16,442,189. Projects range in size from \$9.5 million to renovate the Abbot Public Library through a \$8.5 million debt exclusion override request to \$2,000 to make improvements to the Animal Shelter building on Village Street.

Funding for the entire CIP will be provided from an array of sources, including, but not limited to:

\$9.25 million in debt funded through proposed debt exclusion overrides in FY22;

Approximately \$850,000 in pay-as-you-go projects funded by the general fund; and,

the Town also anticipates receiving approximately \$3.565 million in other funds for capital projects in FY22. This includes the annual Chapter 90 roadway allocation, which is projected to total approximately \$450,000 and slightly over \$3 million in funding from various other Federal, State, and private sources or dedicated Town funds such as the Drain Construction Article and Harbor Enterprise Funds.

The Town will continue pursuing grant opportunities aggressively to help cover the expense of capital improvement as opportunities arise.

In addition, below is the cost of projected capital improvements scheduled in years FY23 - FY26 to the general fund. It should be noted that there is an additional project in FY23 that, if it moves forward, would be funded through a debt exclusion override in the amount of approximately \$4 million combined.

<b>\$4,225,270.88</b>	<b>\$2,670,841.00</b>	<b>\$4,025,000.00</b>	<b>\$2,190,155.50</b>
<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>



# FY22-FY26 Capital Improvement Plan

Town of Marblehead Capital Improvement Plan Fiscal Year 2021 - 2026						
DEPARTMENT FACILITIES AND INFRASTRUCTURE CAPITAL RECOMMENDATIONS						
CAPITAL REQUEST	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<b>ABBOT HALL</b>						
Snowblower						
Improvement to public bathrooms						
Replace sprinkler motor						
Abbot Hall exterior project	\$2,994,321.00	\$2,994,321.00				
Clock maintenance			\$13,500.00			
<b><i>SUBTOTAL Abbot Hall</i></b>	<b>\$2,994,321.00</b>	<b>\$2,994,321.00</b>	<b>\$13,500.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>PUBLIC WORKS</b>						
Pavement preservation	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00
Street Repaving (Ch. 90)	\$350,000.00	\$275,000.00	\$350,000.00	\$350,000.00	\$350,000.00	\$350,000.00
Street Repaving		\$100,000.00	\$150,000.00	\$200,000.00	\$200,000.00	\$200,000.00
Sidewalk Improvements			\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
Redd's Pond Walkway Improvements			\$75,000.00			
Village Street Bridge Assessment and Engineering Study		\$75,000.00				
Elm/Spring Drainage Improvements		\$100,000.00				
Traffic Signal Improvements at West Shore / Village Streets			\$250,000.00			
Electric Vehicle Charging Stations - Mary Alley and Roundhouse Road		\$90,000.00				
Button Activated Pedestrian Crossing Signs - Atlantic/Beach, Ocean Ave, Veterans	\$53,000.00					
Village, Vine, Pleasant Street Intersection Redesign and Renovation			\$840,000.00			
<b><i>SUBTOTAL Public Works</i></b>	<b>\$503,000.00</b>	<b>\$740,000.00</b>	<b>\$1,815,000.00</b>	<b>\$700,000.00</b>	<b>\$700,000.00</b>	<b>\$700,000.00</b>
<b>ANIMAL CONTROL BUILDING</b>						
Animal Shelter new roof and gutters			20,000.00			
Animal Shelter needs heat in office				10,000.00		
Animal Shelter need heat in bathroom			10,000.00			
Animal Shelter needs exhaust vent in bathroom						2,000.00
Animal Shelter needs sink and faucet repairs						1,000.00
Animal Shelter needs separate entrance into Isolation Room					4,000.00	
Animal Shelter needs open penetrations from basement blocked		2,000.00				
Animal Shelter needs alarm coverage					5,000.00	
<b><i>SUBTOTAL Animal Control Building</i></b>	<b>\$0.00</b>	<b>\$2,000.00</b>	<b>\$30,000.00</b>	<b>\$10,000.00</b>	<b>\$9,000.00</b>	<b>\$3,000.00</b>
<b>BUILDING DEPARTMENT</b>						
Hobbs House Garage Roof, Soffit/Fascia Repairs			\$30,000.00			
Paint Old Town House		\$20,000.00				
Paint and Minor Repairs to OKOS Building		\$20,000.00				
Permitting software						
Hobbs House Window Replacement (1/3 of windows)			\$15,000.00	\$15,000.00	\$15,000.00	
Hobbs House Boiler Replacement				\$40,000.00		
<b><i>SUBTOTAL Building Department</i></b>	<b>\$0.00</b>	<b>\$40,000.00</b>	<b>\$15,000.00</b>	<b>\$55,000.00</b>	<b>\$15,000.00</b>	<b>\$0.00</b>

Town of Marblehead  
Capital Improvement Plan  
Fiscal Year 2021 - 2026

**DEPARTMENT FACILITIES AND INFRASTRUCTURE CAPITAL RECOMMENDATIONS**

CAPITAL REQUEST	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<b>COUNCIL ON AGING</b>						
Renovate kitchen, including replacement of equipment	\$250,000.00					
Replace kitchen steel roll-up window			\$12,000.00			
Improvements to outside area in back of Community Center		\$30,000.00				
New exterior signage and landscape improvements		\$10,000.00				
Replace seasonal structure with year-round use structure			\$205,000.00			
<b><i>SUBTOTAL Council on Aging</i></b>	<b>\$250,000.00</b>	<b>\$40,000.00</b>	<b>\$217,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>FINANCE</b>						
Replace 100 town computers to upgrade from Windows 7 to Windows 10		\$25,000.00	\$25,000.00	\$25,000.00		
Upgrade to Finance/Accounting Software - MUNIS			\$250,000.00			
Upgrade IT Servers Townwide (grant match)		\$40,000.00				
Upgrade IT Servers Townwide		\$120,000.00				
<b><i>SUBTOTAL Finance</i></b>	<b>\$0.00</b>	<b>\$185,000.00</b>	<b>\$275,000.00</b>	<b>\$25,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>FIRE STATION - HEADQUARTERS</b>						
Zetron fire alerting system (incl Franklin St; need fiber to run to Franklin St)					\$80,000.00	
Engine One - New Frame			\$115,640.00			
Replace/upgrade tools and equipment for apparatus						
Resurface front apron and rear parking lot				\$45,000.00		
Replace 3 primary overhead doors					\$31,000.00	
Protective Turnout Gear		\$22,500.00				
Replace half of portable radios	\$24,546.28		\$30,000.00	\$30,000.00		
Carpet for admin offices and watch room	\$1,243.62					
Renovation of bathroom						\$130,000.00
New bed frames and mattresses and lockers (incl Franklin St)						\$40,155.50
Washer and dryer				\$1,800.00		
Nozzles and Firefighting Appliances				\$15,541.00		
Refrigerator and Dishwasher for Headquarters				\$5,500.00		
Attack hose and supply lines replacement		\$21,000.00				
New Pumper		\$750,000.00				
Card reader security at Franklin Street and security cameras at both stations	\$5,100.00					
Exercise equipment			\$5,880.88			
<b><i>SUBTOTAL Fire Station - Headquarters</i></b>	<b>\$30,889.90</b>	<b>\$793,500.00</b>	<b>\$151,520.88</b>	<b>\$97,841.00</b>	<b>\$111,000.00</b>	<b>\$170,155.50</b>
<b>FIRE STATION - FRANKLIN STREET</b>						
Window Replacement		\$30,000.00				
<b><i>SUBTOTAL Fire Station - Franklin Street</i></b>	<b>\$0.00</b>	<b>\$30,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>FORT SEWALL</b>						
Restoration project	\$1,100,000.00					
<b><i>SUBTOTAL Fort Sewall</i></b>	<b>\$1,100,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>RAIL TRAIL</b>						
Surface and Drainage Improvements, Invasive Vegetation Removal			\$1,000,000.00	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00
West Shore Drive/Mohawk/Pleasant/Smith Street Crossings		\$400,000.00				
Clifton/Rockaway/Seaview Street Crossings			\$345,000.00			
Maverick Street/Bessom Street Crossings				\$200,000.00		
Seaview Avenue Trail Extension		\$100,000.00				
Final Redesign Plans for crossing improvements		\$50,000.00				
<b><i>SUBTOTAL Rail Trail</i></b>		<b>\$550,000.00</b>	<b>\$1,345,000.00</b>	<b>\$1,200,000.00</b>	<b>\$1,000,000.00</b>	<b>\$1,000,000.00</b>

Town of Marblehead  
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**DEPARTMENT FACILITIES AND INFRASTRUCTURE CAPITAL RECOMMENDATIONS**

CAPITAL REQUEST	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<b>HARBORMASTER</b>						
Crane Replacement		\$40,000.00				
Pump Out Station		\$25,000.00				
Harbor Mooring Chain Replacement		\$10,000.00				
Hoist replacements		\$10,000.00				
Office Updates		\$10,000.00				
Little Harbor Boat Ramp Repairs		\$20,000.00				
Tools/Equipment		\$5,000.00				
Boat 1 replacement collar						
Boat electronics/radio upgrades						
Waterfront improvements - chain replacement						
New State Street South float						
New State Street South gangway and swival plate						
WIFI installation						
Parkers gangway and plate						
MYC Pier footings and deck repair						
Repair Ferry Lane Parking lot/Tucker's Wharf						
Technology upgrades						
Pattison Landing float						
Parkers boat yard repairs and updating						
Building and grounds maintenance						
State Street Bathrooms			\$100,000.00			
<b><i>SUBTOTAL Harbormaster</i></b>	<b>\$0.00</b>	<b>\$120,000.00</b>	<b>\$100,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>HEALTH</b>						
Security Cameras for Transfer Station			\$43,500.00			
Completion of Transfer Station Renovation Project						
<b><i>SUBTOTAL Health</i></b>		<b>\$0.00</b>	<b>\$43,500.00</b>			
<b>LIBRARY</b>						
Abbot Public Library Renovation		\$9,500,000.00				
<b><i>SUBTOTAL Library</i></b>	<b>\$0.00</b>	<b>\$9,500,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>MARY ALLEY</b>						
Replace flat roof near School Dept						
Air conditioning upgrades						
Install Aquastat kits in office heating units						
New carpets in hallways and basement entry				\$30,000.00		
Low temperature alarm (incl Abbot Hall and Old Town House)			\$13,000.00			
New Exterior Doors and Locks		\$30,000.00				
Window Replacements			\$50,000.00			
New Alarm System with Coverage		\$15,000.00				
Update Heating and Cooling Systems				\$150,000.00		
Repave Parking Lot				\$40,000.00		
Roof Drain Repair			\$15,000.00			
Remove Old Generator from Basement			\$5,000.00			
Block off Connector to Tunnel and Renovate Exit			\$25,000.00			
<b><i>SUBTOTAL - Mary Alley</i></b>	<b>\$0.00</b>	<b>\$45,000.00</b>	<b>\$108,000.00</b>	<b>\$220,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>



**Town of Marblehead  
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**DEPARTMENT FACILITIES AND INFRASTRUCTURE CAPITAL RECOMMENDATIONS**

CAPITAL REQUEST	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<b>RECREATION AND PARK</b>						
Replace Community Center gym floor						
Community Center Parking Lot Repaving	\$30,000.00					
Community Center Roof Replacement						
Seaside Park Tennis Courts (Resurface)		\$65,000.00				
Playground Renovations (Multiple Playgrounds)			\$100,000.00			
Community Center Game Room/ Corner Room Renovation						
Community Center Stage (Create Storage)						
Replace Pavilion Lighthouse (Facing Fort Sewall)			\$140,000.00			
Replace Pavilion Lighthouse (Facing Cat Island)						\$175,000.00
Seaside Basketball Court			\$11,000.00			
Gatchell's Basketball Court			\$11,000.00			
Ice Rink		\$2,000,000.00				
<b><i>SUBTOTAL - Park &amp; Recreation Community Center</i></b>	<b>\$30,000.00</b>	<b>\$2,065,000.00</b>	<b>\$262,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>POLICE STATION</b>						
Roof Replacement - Lobby and Detectives Offices		\$55,000.00				
Repair Exterior Trim and Paint Building		\$25,000.00				
10 Ballastic Helmets for cruisers			\$4,000.00			
Roof Replacement - lower roof						
Traffic-related speed monitors			\$7,000.00			
Rifle vests for each cruiser						
Replace all siren and light controllers in cruisers						
Electronic locks for Police doors (with annual cloud fees)	\$22,527.98					
Architectural assessment of entire Police Station for renovation			\$60,000.00			
3 Digital Message Boards	\$46,635.00					
New tasers, cartridges, holsters	\$22,738.50		\$12,750.00			
Install pedestrian crossing lights at 1 crossing				\$50,000.00	\$50,000.00	\$50,000.00
<b><i>SUBTOTAL - Police Station</i></b>	<b>\$91,901.48</b>	<b>\$80,000.00</b>	<b>\$83,750.00</b>	<b>\$50,000.00</b>	<b>\$50,000.00</b>	<b>\$50,000.00</b>
<b>TOWER WAY GARAGE</b>						
Salt Shed			\$250,000.00			
Assessment of Building Conditions			\$50,000.00			
Office and Facilities Upgrade				\$100,000.00		
Exhaust system for Mechanics Garage		\$75,000.00				
Lighting Upgrades				\$10,000.00		
Alarm repairs						
Roof Repairs						
Repair Highway Garage door						
Repair 2 garage doors						
External light upgrades						
Replace 5 heaters						
Repair Highway garage floor and drain						
Highway Dept interior office repair						
Replace 4 open air heaters	\$15,000.00					
Repair garage roofs						
Fuel Island Suppression System Upgrade Service						
<b><i>SUBTOTAL - Tower Way Garage</i></b>	<b>\$15,000.00</b>	<b>\$75,000.00</b>	<b>\$300,000.00</b>	<b>\$110,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

**Town of Marblehead  
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**DEPARTMENT FACILITIES AND INFRASTRUCTURE CAPITAL RECOMMENDATIONS**

CAPITAL REQUEST	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<b>SCHOOL DEPARTMENT</b>						
Gerry re-use study						
Replace high school hot water tanks						
Veterans Walk-in repairs						
Winterize Gerry School						
Asbestos abatement at Veterans School						
New elementary school	\$13,711,192.00	\$13,711,192.00	\$13,711,192.00	\$13,711,192.00	\$13,711,192.00	\$13,711,192.00
High School - Perform HVAC system balance						
Veterans - Upgrade HVAC control software to integrate into Compass System	\$48,200.00					
Village - Upgrade HVAC control software to integrate into Compass System	\$18,500.00					
High School - Replace front door hardware with mag lock system						
High School - Replace library carpet						
High School - Replace fogged windows above front entrance	\$4,300.00					
Coffin - Exterior painting for front windows and soffits	\$10,000.00					
High School - Engineering study of fire alarm system			\$28,000.00			
Veterans - Engineering study of fire alarm system			\$28,000.00			
High School - Sand, repaint, and refinish basketball court						
High School - Replace three gym divider curtains						
High School - Rooftop HVAC Units					\$2,000,000.00	
High School - Replace Main Fire Alarm Panel		\$25,000.00				
High School - Install Card Swipe System		\$30,000.00				
High School - Replace Main Entry Doors				\$80,000.00		
High School - Steam Generator				\$18,000.00		
High School - Install Panic Button System				\$50,000.00		
Veterans - Replace D Wing Rood				\$35,000.00		
Veterans - Update HVAC Computer Control System					\$50,000.00	
Veterans - Replace Fire Alarm System		\$105,000.00				
Veterans - Install Cameras throughout School					\$70,000.00	
Veterans - Install Card Swipe System		\$30,000.00				
Veterans - Redo Gym Floors						\$50,000.00
Veterans - Burglar Alarm						\$10,000.00
Veterans - Install Panic Button System						\$50,000.00
Village - Kitchen Equipment			\$200,000.00			
Village - HVAC Computer Control Upgrade						\$42,000.00
Village - Field House Renovation						\$45,000.00
Village - Install Panic Button System						\$50,000.00
Hardwired CO Detectors to alarm panel - 4 schools		\$34,145				
<b><i>SUBTOTAL - School Department</i></b>	<b>\$13,792,192.00</b>	<b>\$13,935,337.00</b>	<b>\$13,967,192.00</b>	<b>\$13,894,192.00</b>	<b>\$15,831,192.00</b>	<b>\$13,958,192.00</b>
<b>SEAWALLS</b>						
Front Street						
Grace Oliver's						
Fort Sewall						
Chandler Hovey Park						
State Street landing brick repair						
Gallison Ave Revetment						
Seawall Ongoing Maintenance and Repair		\$30,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00
Railing Replacement - Grace Oliver's			\$30,000.00			
<b><i>SUBTOTAL - Seawalls</i></b>	<b>\$0.00</b>	<b>\$30,000.00</b>	<b>\$50,000.00</b>	<b>\$20,000.00</b>	<b>\$20,000.00</b>	<b>\$20,000.00</b>

**Town of Marblehead  
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**DEPARTMENT FACILITIES AND INFRASTRUCTURE CAPITAL RECOMMENDATIONS**

CAPITAL REQUEST	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<b>TOWNWIDE</b>						
Shoe Shed Signal Communications Radio Box Alarm		\$7,544.00				
Archive Facility			\$4,000,000.00			
Radio upgrades						
Traffic light upgrades						
Tree inventory (MVP project)		\$20,000.00				
<b>SUBTOTAL - Townwide</b>	<b>\$0.00</b>	<b>\$27,544.00</b>	<b>\$4,000,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>SUBTOTAL - Annual Total</b>	<b>\$18,807,304.38</b>	<b>\$31,252,702.00</b>	<b>\$22,776,462.88</b>	<b>\$16,382,033.00</b>	<b>\$17,736,192.00</b>	<b>\$15,901,347.50</b>
<b>OTHER FUNDING SOURCES:</b>						
<i>Debt</i>	\$17,805,513.00	\$16,705,513.00	\$13,711,192.00	\$13,711,192.00	\$13,711,192.00	\$13,711,192.00
<i>Potential Future Debt Exclusion</i>		\$10,250,000.00	\$4,000,000.00			
<i>MSBA reimbursement</i>						
<i>Building Commissioner's budget</i>						
<i>Park &amp; Rec Revolving fund</i>						
<i>Cemetery Sale of Lots</i>						
<i>MIIA insurance claim</i>						
<i>Harbor Capital Outlays</i>		\$120,000.00				
<i>Water &amp; Sewer retained earnings</i>						
<i>Light Department</i>						
<i>Chapter 90</i>	\$450,000.00	\$450,000.00				
<i>Shattuck Fund</i>		\$30,000.00				
<i>Shared Streets and Spaces Grant</i>	\$53,000.00					
<i>Drainage Capital Article</i>		\$100,000.00				
<i>EVIP Grant Funding, Donations, MMLD</i>		\$90,000.00				
<i>Judy and Gene Jacobi Community Center Donation Fund</i>		\$10,000.00				
<i>Complete Streets Grant - Application Submitted</i>		\$400,000.00				
<i>MassTrails Grant - Application Submitted</i>		\$100,000.00				
<i>Upgrade IT Servers Townwide - Community Compact IT Grant</i>		\$120,000.00				
<i>Larz Anderson Trust Fund Donation</i>		\$2,000,000.00				
<i>MVP Grant - Application Submitted</i>		\$20,000.00				
<i>Coronavirus Emergency Supplemental Funding Grant</i>	\$46,635.00					
<i>JAG Grant</i>	\$22,738.50					
<i>EMPG Grant</i>	\$5,100.00					
<i>Combination of state budget funds, Shattuck Funds and Friends of the COA</i>	\$250,000.00					
<i>Village, Vine, Pleasant Street Intersection Redesign and Renovation - TIP</i>			\$840,000.00			
<b>SUBTOTAL - OTHER FUNDING SOURCES:</b>	<b>\$18,632,986.50</b>	<b>\$30,395,513.00</b>	<b>\$18,551,192.00</b>	<b>\$13,711,192.00</b>	<b>\$13,711,192.00</b>	<b>\$13,711,192.00</b>
<b>NET Annual Total - Gen Fund</b>	<b>\$174,317.88</b>	<b>\$857,189.00</b>	<b>\$4,225,270.88</b>	<b>\$2,670,841.00</b>	<b>\$4,025,000.00</b>	<b>\$2,190,155.50</b>
	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>







# Capital Project Narratives

## School Department

### High School

The **fire panel** is beyond its expected and useful life, specifically the circuit boards inside are no longer available for replacement.

### Veterans Middle School

The **fire alarm system** is problematic at times and at the end of its useful life. Throughout the day false alarms are routine and need to be consistently acknowledged throughout the day. The improvement will replace every component of the system and its expected life will be approximately 20 years.

Currently, there is no **card swipe system** at either the high school or the Veterans Middle School only keyed locks on the exterior doors of the building. Whenever someone needs to enter the building including employees they must be buzzed-in by the main office where all traffic flows. If ever someone fails to lock a door this becomes a security issue. A new card swipe system also has the ability to only allow access during certain periods of time during the day.

As part of the School Department capital requests all schools will have **hardwired Carbon Monoxide detector systems** to ensure reliability.

## Council on Aging

The \$30,000 received from the Shattuck Fund will be used to convert the rear area of the Judy and Gene Jacobi Community Center behind the Bocce court into a **recreational space for seniors**. This will include tree and brush removal, stumping and grubbing, excavation to rough grade, removal of unsuitable material, installation of 8" of gravel, fine grading, compacting and installation of 6" loam and seeding.

The project goal is to provide additional **outdoor multi-purpose space** for both the Bocce players and other participants of the Community Center. Socialization is key to keeping seniors healthy and there has never been a greater need for outdoor space. Since 2010, seniors have enjoyed playing Bocce at the Council on Aging thanks to the generosity of the Shattuck Fund. Despite COVID-19, 39 seniors participated in 330 Bocce games in 2020. Additional space will allow the use of picnic tables and for providing additional games such as Horse Shoes, Croquet, Corn hole, etc.

Additionally, the Town is in the planning stages for making exterior improvements to the Community Center which will include **new signage to reflect the newly named Judy and Gene Jacobi Community Center**.

## Harbormaster Department

**Crane replacement:** Located in Parkers Boatyard is an existing electric hoist with boom trolley system. This crane aids in the removal and deployment of equipment and debris from the harbor. It provides the only means for the Harbormaster Department and marine services to service the harbor. Following a recent inspection by New England Crane and Hoist, based on the findings it must be replaced.

**Hoist Replacements:** Two-ton hoists are used to lower and raise gangways at various public docks and there are now some of them approaching an age that parts to repair are no longer available. This is a planned and proactive capital expense for this reason.

**Little Harbor Boat Ramp:** Originally it was planned to completely replace the ramp at Little Harbor. After speaking with the Engineering Department and local contractors, repairs can be conducted to provide a safe ramp for public use.

**Pump-Out Station:** The location at Cliff Street Boat Yard on the Shipyard docks is a CVA-funded pump-out facility and has reached its age limit and useful life. The department is working directly with Marine Fisheries on grant reimbursement. Funds must be applied in advance in order to purchase equipment.

**Office Updates:** Various utility equipment requires investment and service including furnace, air conditioning unit, duct work and plumbing. Also, decking and weather equipment needs repair.

**Mooring Chain:** Approximately every three years the department plans a complete float chain replacement and repair. Chain is bought in surplus for unforeseen conditions.

**Tools and equipment:** Fortunately, the department is able to do most general repairs and projects in-house and because of this tools and equipment are used frequently. Due to this, general replacement of worn out equipment is needed.

## Police Department

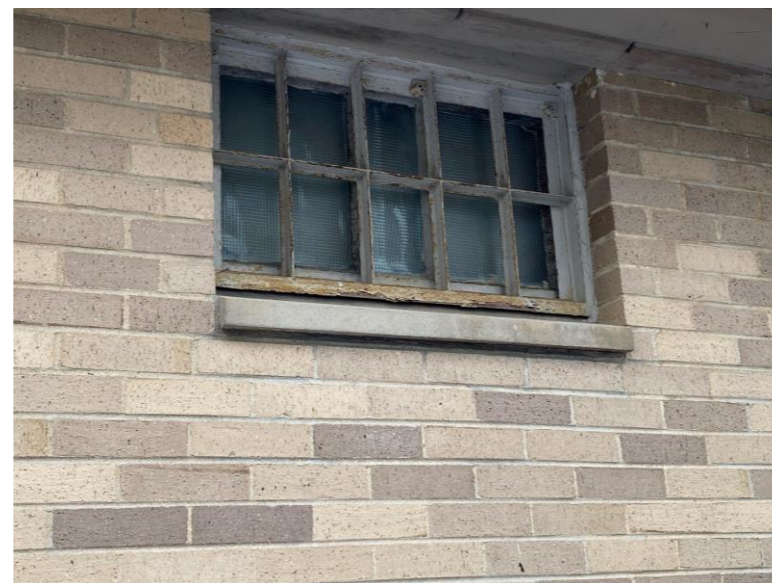
**Repair all exterior trim and paint exterior of Police Headquarters:** The exterior of the Police Headquarters building has become worn and in need of repair in several places. The bulk of the building is brick and cement, but the original windows (c.1961) are metal framed and rusting.

**Replace roof over Police Station lobby and offices:** The roof is approximately 25 years old. In the fall of 2020 a leak surfaced causing considerable damage to the detective's office. Insurance did in fact repair the interior of the building, and a temporary patch was made to the roof. This roof remains a potential weakness to the building and needs to be replaced.





**Police Department (pictures of the exterior of the building)**





## Finance Department

There are roughly 60 computers in service in the Town of Marblehead that are running Windows 7 operating system. Microsoft stopped offering technical assistance or software updates to the Windows 7 operating system in January 2020. While the devices continue to be operational, Microsoft will not provide security updates or fixes to the operating software, leaving devices running Windows 7 at a greater risk from viruses and malware as flaws are discovered and exploited.

The \$25,000 of capital funds will allow for the purchase of approximately **20 new computers** that will run windows 10 operating software. In addition to be the most recent, and as such fully supported, version of Windows which will significantly reduce the risk of malware exploitation, Windows 10 is also equipped with additional security features beyond what is available to Windows 7 even when it was fully supported.

The Town of Marblehead is currently operating on 13 servers that are an average of 10 years old. Most of this hardware is approaching the end of its useful life and will difficulties if not upgraded. The Town has received a \$120,000 Community Compact Information Technology Grant to execute a **server replacement project**.

The first part of the project is to upgrade the Town's Datto management backup solution. The new Datto device will provide infinite retention of backups, which is important for preserving the Town's records.

The second part of the project is to upgrade the Town's e-mail exchange server to Microsoft 365. The current exchange server is almost 9 years old and runs Microsoft 2007 and 2010. These versions of Microsoft will no longer be supported and therefore the Town must undergo an upgrade in order to protect its data from security breaches. Microsoft 365 also offers additional functionality and programming that the Town can utilize in order to work collaboratively and interact with both internal and external constituents.

The third part of the project is to upgrade the Town's remaining servers to a redundant Hyper-V cluster. The Town's other servers, several of which are 12 years old, house the accounting/payroll system, assessing and collections software, GIS system, Police/Fire IMC systems, town-wide printers, and all employee user profiles/documents. By implementing a redundant system with two standalone hosts, any potential downtime for the Town would be significantly reduced and all applications/information technology will continue to be well-protected.



## Recreation and Park Department (pictures of Seaside Park tennis courts)



The tennis courts at Seaside Park have significant cracks throughout the playing surface and are in need of repair. The surface is becoming a safety issue for users and, if left unaddressed, will become unplayable.



## Department of Public Works

Maintaining clean air in a work environment is important for the health and safety of the Town's auto mechanics. OSHA considers ventilation "one of the most important engineering controls available" for maintaining work environment air quality. The current system for managing exhaust of diesel engines, welding, and painting fumes in the garage is working with doors partially or fully open, including during cold or inclement weather. This solution is inefficient and inadequate. The proposed **garage exhaust extraction system** will establish a permanent solution, viable during all weather events, to ensure the health, safety, and welfare of our workers.

The Town has received a grant in the amount of \$50,000 to acquire **four electric vehicle charging stations** to be installed at Round House Road Parking Lot (two) and at the Mary Alley Municipal Office building (two).

Roads are assigned a road surface rating through the Town's Pavement Management Plan. As the Town executes its annual paving program the plan is updated. Historically, the Town has relied solely on Chapter 90 funds to make street improvements. This year, the Capital Improvement Plan includes a request of \$100,000 for **street paving projects** to supplement the approximately \$450,000 the Town receives annually from the state in Chapter 90 monies. It also includes another \$50,000 for **sidewalk improvements**.





## Planning Department

**Rail Trail:** The Town has submitted several grant applications for funding to support upgrades to crossings along the rail trail. While there's no guarantee the Town will receive all the funding it has requested all projects that were part of the Town's grant submittals are included in this narrative.

**Pleasant Street:** For the Pleasant Street crossing, large curb extensions are proposed to provide more queueing space for trail users, as well as additional space for amenities. A raised crosswalk is proposed to increase the visibility of trail users, better establish trail users within the roadway, and create an uninterrupted path of travel that amplifies the priority of trail users in the crossing. These improvements, coupled with an RRFB and vehicle speed feedback signs, will help to calm traffic, lower vehicle speeds, and improve motorist yielding to trail users. The Pleasant Street entrance is proposed as an amenity node due to its location on the trail network and on the bus network, as well as its proximity to the Devereux School, the Hotel Marblehead, and the Abbott Public Library. With the proposed curb extensions, there will be sufficient room for an information kiosk, trash bin, and decision wayfinding signs alerting trail users to those destination.

The Pleasant Street crossing is another prime location for restoration plantings, particularly on the north side, where flowering shrubs and perennials could beautify a busy corner.

**West Shore Drive:** Proposed improvements to the West Shore Drive crossing include the addition of curb extensions, a raised crosswalk, an RRFB, a streetlight, and vehicle speed feedback signs. These proposed countermeasures will make trail users more visible to drivers, while providing the additional benefit of traffic calming. The West Shore Drive entrance is proposed as an amenity node for its importance as the only street crossing on the Salem branch within the Marblehead town limits, as well as for its proximity to the Tower School. With the proposed curb extensions, there will be sufficient room for an information kiosk and trash bin. The placement of bike parking should be discussed with representatives from the Tower School if sufficient bike parking is not already available to the school community.

At present, the trail widens considerably at the roadway, but with a resurfaced trail and redesigned access gate, a significant portion of the right of way can be planted with native meadow species. This beautification and habitat restoration effort could be an opportunity for hands-on learning and community service for students from the Tower School.

**Smith Street:** For the Smith Street crossing, curb extensions are proposed to allow trail users to be more visible to drivers before they enter the crosswalk. The curb extensions stretch from the trail to Devereux Street to allow for better sight distance, discourage drivers from parking too close to the crosswalk, and create additional space for people walking, biking, and rolling. New curb ramps and crosswalks are proposed at Devereux Street to complement the curb extensions. This concept also includes granite curbing to provide better distinction and separation between the United States Postal Service's driveway and the trail.

Plantings at Smith Street can buffer the trail from the USPS driveway on the south side of the road. On the north side, revegetation along the trail can reduce mowing needs and restore wildlife habitat and natural beauty.





## Engineering Department

The **Village Street bridge** has fallen in disrepair and is in need of improvement. The Village Street bridge carries Village Street over the town's rail trail. The bridge consists of one simple span with nine concrete encased steel beams with a partial sidewalk span supported by columns and an additional abutment. The beams support a reinforced concrete deck with a bituminous concrete wearing surface. Due to falling concrete pieces, two years ago the town made short-term repairs to the bridge to secure the concrete and installed plywood shielding on the bottom flanges of the beams.

Throughout the bridge structure there is extensive spalling and exposed reinforcing rebar, heavy scaling and map cracking.

Given the condition of the bridge, funding is being budgeted to begin engineering work necessary to design the renovation or replacement of the Village Street bridge. Pictures of the condition of the bridge are on the next page.



## Fire Department

**Protective Equipment (Turnout Gear):** According to the National Fire Protection Association, firefighter protective equipment shall be replaced after ten years of service life. This includes jackets, pants, helmet, boots, and gloves.

Each Marblehead Firefighter is issued two sets of gear - a front line set and a back-up set. The backup gear is utilized in the event that the first set becomes contaminated or damaged at an incident. Currently, there are twenty firefighters whose second set of gear is twelve years old, two years past the gear's recommended life expectancy.

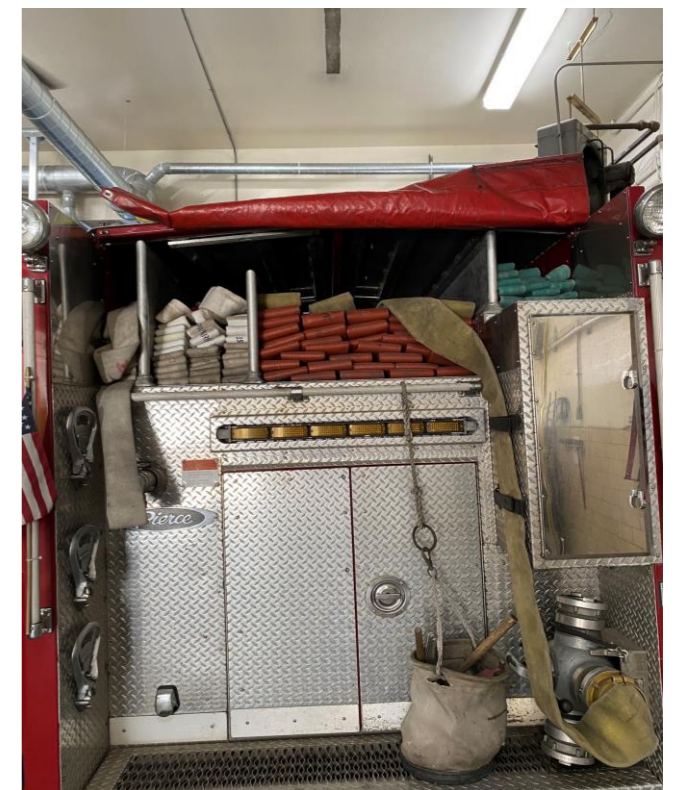




The Department's budget includes funding for protective equipment in the amount of \$25,000 per year. Considering the turnover of firefighters and the increased cost of turnout gear over the past six years, the Department has fallen behind on the protective gear replacement schedule. To help close the gap and ensure the safety of our firefighters the Capital Plan includes \$22,500 for this purpose. It should be noted that the Department has applied for and will hopefully receive a safety equipment grant that will cover the cost of an additional six to seven sets of protective equipment.

The pictures on the next page include new gear (black jacket) and gear over ten years old (yellow jacket) which are still being utilized until new gear is issued.

**Supply Lines and Attack Hose:** Each of the four apparatus is equipped with 800 feet of four inch supply line, 700 feet of 2 ½ supply/attack line, and 400 feet of 1 ¾ attack lines. According to the National Fire Protection Association, the Town is required to pressure test all hose every year and due to wear and tear, the Department has hose that fails to meet standards and must be removed from service. Also, similar to the turnout gear, fire hose has a service life expectancy of ten years. The Department needs to replace almost ten thousand feet of supply and attack line. The hose load in the first picture is 1 ¾ attack lines and are used to fight fires. The hose load in the second picture is a supply line and are used to hook up to hydrants to supply water to the fire pumpers in the event of large fires.



## **Building Department**

**Repainting of Old Town House and OKOS Building:** Both town-owned buildings and historic resources require repainting and the OKOS building further requires minor exterior repairs. These investments now will avoid the need for larger investments in the future. This work will also help to ensure the preservation of these valuable historic buildings.

**Mary Alley Municipal Building:** Mary Alley Building **interior and exterior entrance and exit doorways** currently offer little to no security or heating and cooling retention as they are comprised of several individual pieces of glass, wood-style doors, are not fitted with freely operating locking devices and do not latch to doorway frames in a manner consistent with proper safety and/or heating and cooling retention.

The doorways are also not currently outfitted with properly functioning sensors connected to enunciation devices (alarm system) producing reoccurring and proper nuisance alarms. Both Mary Alley's **alarm control system and sensor devices** are frequently subject to malfunction due to the age of the system.

**Animal Control Building:** The Animal Control Building on Village Street currently suffers from **open penetrations from the basement to the main floor** making it potentially subject to infiltration from safety hazards including but not limited to carbon monoxide, smoke, fire, and rodent infestation.

# Debt Exclusion Funded Proposed Projects

## New Fire Engine (Pumper)

### Introduction

The intention of the replacement schedule is to provide a review of the fire and rescue apparatus currently maintained by the Fire Department. In an effort to provide a true and accurate illustration, all apparatus were inventoried and comparisons were made based on national standards using the National Fire Protection Association data regarding apparatus maintenance and replacement schedules. The proposed replacement schedule is included herein. The schedule further addresses the benefit of continuing the practice of standardizing the department's fleet of fire apparatus, which has helped to reduce the cost of maintenance, parts and labor on an annual basis. It is understood that any decisions involving the funding of future apparatus acquisitions, as outlined in the replacement schedule, ultimately rests with the Selectmen and Town Meeting. This document serves as a tool to help improve public safety for the citizens of Marblehead.

### Apparatus Descriptions

To help familiarize the reader with the variations of apparatus within the fire department, a description of the types of fire apparatus has been provided. There are essentially two basic types of fire and rescue apparatus: Engines/Pumpers and Quint/ Ladder Trucks.

**Fire Engines, or Pumpers**, carry hose, hand tools, and pump water. The engine also carries ground ladders. The key components of a fire engine include: Water tank (500-750 gallons), pumps (approximately 1500 GPM), a complement of various types of hose (for both attack and supply) as well as other firefighting tools.

**Quint/ Ladder Trucks** serve the dual purpose of an engine and a ladder truck. The name "quint" is derived from the Latin quinque, meaning five, and refers to the five functions that a quint provides - pump, water tank, fire hose, aerial device, and ground ladders. Ladder trucks are responsible for forcible entry into locked buildings, search and rescue of trapped people and ventilation of smoke from a structure.

### Background & History

Prior to 1986, the Fire Department's average run volume was 916 incidents per year. In 1987 the Fire Department assumed an active role in providing emergency medical services to the towns citizens and the average yearly run volume increased exponentially, with medical calls representing more than half the Department's annual call volume. To put the growth of responses in perspective, in 2019 the Departments total run volume for the year was 2778, 1400 of which, were for medical calls.

Emergency Medical Response is an essential service provided by the Fire Department, but at the same time, the increase in call volume has added to the wear and tear on the Department's two primary engines. The engines are logging more miles and motor hours than their predecessors.

In 1987 the Fire Department purchased its first multifunction apparatus, a KME custom built Quint. Previous to which, the complement of apparatus consisted of two engines and a ladder truck running out of Headquarters, and an engine running out of the Franklin Street station. The rationale for eliminating the third engine and replacing the ladder truck with a Quint, was to reduce the number of apparatus, and allocate better deployment of personnel as a result of staff reduction of four firefighters. The Quint afforded the Department the versatility of operating as either an engine or ladder truck at a fire scene.



### **Benefits of Standardizing the Town's Fleet of Apparatus:**

Fire apparatus manufacturers are individually unique in their construction processes. At one point, the Department had KME, Seagrave, and Pierce fire apparatus in service at the same time. This required the Department to have a myriad of parts for each apparatus. Standardizing to a single apparatus manufacturer has greatly reduced the need to maintain a vast inventory of replacement parts on hand. Additionally, the close proximity of the Pierce service center, affords the Town accessibility to parts that we would need on short notice, in the event of an emergency.

The Town has acquired multiple Pierce fire apparatus since 2006 and Fire Department personnel have extensive experience related to training and operational knowledge of the apparatus, because all the apparatus have been standardized. Currently, 100% of the Department's apparatus were manufactured by Pierce.

The advantages of apparatus being standardized is that there is less training involved and increased safety of personnel going from one fire truck to the other. Firefighters have a working knowledge that the apparatus will all brake the same way, accelerate the same way, and the pumps are going to operate exactly the same. Standardization has afforded us the ability to place equipment in the same compartment locations on each of the apparatus. Hose configurations for our pre-connected hoses and supply lines are similar on each piece of apparatus.

### **Apparatus and Equipment Maintenance**

The Town's apparatus are integral to the department's daily functions. The fire apparatus serve a variety of purposes and, beyond the firefighters themselves, are essential to all successful emergency operations. Apparatus are an extremely expensive investment, as well as being highly technical pieces of equipment and, as such, require constant maintenance and upkeep to ensure that they can perform as expected by the Department and the members of the community. This is why the Department has implemented a regularly scheduled preventive maintenance program for our apparatus. The crucial factor about *preventive* maintenance is that it will greatly reduce or eliminate the need for expensive *corrective* maintenance in the future.

When we talk about preventive maintenance, we must first fully understand what that term means. According to the NFPA 1911: Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus, preventive maintenance is the "systematic inspection, detection, correction, and prevention of incipient failures, before they become actual or major failures."

The Department mechanics schedule and facilitate the preventative maintenance on the pumpers and the Quint/ladder truck at least twice per year. Pump tests are completed annually by W.D. Perkins and aerial testing is done every two years by National Engineering & Testing Services Inc.

The Department mechanics are **not** certified Emergency Apparatus Mechanics, and therefore, are responsible for only the most basic repairs of the Department's apparatus and utility vehicles. Mechanical issues involving warranty work, aerial hydraulics, steering, brakes, or pumps is performed by Minuteman Fire Apparatus, who is the Massachusetts dealer and service center for Pierce Fire Apparatus. If technical support is needed, Detroit Diesel is contacted for engine work, Allison Transmission is contacted for transmission work and W.D. Perkins for pump work.

## **In-Station Maintenance**

The on-duty firefighter crews provide the daily checks of the Department's apparatus and utility vehicles, at shift change under their respective company officers. When these checks and inspections reveal a matter needing attention beyond the fire company level, a Department "Request for Repair Form" is completed to appraise the Mechanics of the need for repair or maintenance.

## **Average Apparatus Service Life & Replacement Guidelines**

It is a generally accepted fact that fire apparatus, like all types of mechanical devices, have a finite life. The length of that life depends on many factors, including vehicle mileage and engine hours, quality of the preventative maintenance program, quality of the driver training program, whether the fire apparatus was used within the design parameters, whether the apparatus was manufactured on a custom or commercial chassis, quality of workmanship by the original manufacturer, quality of the components used, and availability of replacement parts, to name a few. Factors influencing apparatus replacement are age, mileage, cost per mile, overall condition of the vehicle, as well as other considerations. The greatest weight in this plan is placed on age, mileage and motor hours.

There are numerous resources available for reference to the average active and reserve life of emergency vehicles. The Fire Apparatus Manufacture's Association (FAMA) "Fire Apparatus Duty Cycle White Paper" (2004) reflects the following: Average Expected Years of Apparatus in Active and Reserve Service, and Apparatus Replacement Consideration Guidelines

### **Average Expected Years of Apparatus in Active Service**

	Urban	Suburban	Rural
Pumper	15	16	18
Quint	18	19	21

### **Average Expected Years of Apparatus in Reserve Service**

	Urban	Suburban	Rural
Pumper	10	11	14
Quint	9	10	13

## **Apparatus Replacement Consideration Guidelines**

### **Excellent Condition (E)**

- Less than five years old
- Fewer than 800 engine hours
- Fewer than 25,000 miles
- No know mechanical defects
- Very short downtime and very few operating expenses
- Excellent parts availability
- Very good resale value
- Meets all present NFPA 1901 and 1911 edition safety standards

### **Very Good Condition (VG)**

- More than five but less than ten years old
- More than 800 but fewer than 1600 engine hours
- More than 25,000 but fewer than 50,000 miles
- No known mechanical or suspension defects present
- Low downtime and above average operating costs
- Good parts availability • Good resale value
- Meets NFPA 1901 and 1911 safety standards

### **Good Condition (G)**

- More than ten but less than 15 years old
- Some rust or damage to the body or cab
- More than 1,600 but less than 2,400 engine hours
- Some existing mechanical or suspension repairs necessary
- Downtime and operational costs are beginning to increase
- Parts are still available but getting difficult to find
- Resale value decreasing
- Meets all NFPA 1901 and 1911 safety standards

### **Fair Condition (F)**

- More than 15 but less than 20 years old
- Rust, corrosion, or body damage apparent on body or cab
- More than 2,400 engine hours
- More than 75,000 but fewer than 100,000 miles
- Existing mechanical or suspension repairs necessary
- Downtime is increasing and operational costs are above historical average
- Parts become harder to find and/or obsolete
- Very little resale value
- Does not meet all NFPA 1901 and 1911 safety standards

### **Poor Condition (P)**

- More than 20 years old
- Rust, corrosion, or damage to the body of cab impacting use of the apparatus
- More than 2,400 engine hours or 100,000 miles
- Existing mechanical or suspension problems affecting operation of the apparatus
- Downtime is exceeding in-service availability
- Operational cost are exceeding the resale value
- Parts are obsolete
- Does not meet all NFPA 1901 and 1911 safety standard

### **Summary of Apparatus Replaced Since 2009**

In 2009, the complement of fire apparatus for the Town was a 2006 Pierce engine, 1998 Seagrave engine, 1997 KME ladder/quint, and a 1989 Mack reserve engine. Having four pieces of apparatus, built by four different manufactures, presented a challenge with regard to keeping parts on hand and servicing the trucks in the event of major mechanical problems or collision repairs. Drivers' training was also an issue; personnel were required to be proficient with the driving and operation of four very different pieces of apparatus.

At the 2012 Annual Town Meeting, the Town approved the purchase of a new 1.1 million dollar ladder/quint truck. In April of 2013 the new Pierce ladder/quint was delivered to the department. The 1997 KME quint was put into reserve status, and served in that capacity until March 2019, when after a preventive maintenance inspection and ariel ladder testing, it was discovered that the KME quint would need \$68,000.00 in front end work, hydraulic repairs, and a pump rebuild in order to keep it in service. The cost versus benefit did not justify making the repairs and it was sold to Milky Way Farms on October 2, 2019

At the 2016 Annual Town Meeting the Town approved the acquisition of a new fire engine (pumper) to replace Engine 2 at a cost of \$620,000, at Franklin Street. Engine 2 was a 1998 Seagrave pumper that was purchased on June 17, 1998 and would soon be turning 18 years old. The justification for the new engine was predicated on the fact that the Seagrave engine was having electrical and mechanical issues. In addition to the mechanical issues, Engine 2 also experienced three small electrical fires as a result faulty wiring. The new Pierce fire engine arrived on November 17, 2017.

In March of 2019 the Department was in dire need of a reserve engine, due to the 1997 KME ladder/quint being put out of service. It was by good fortune that a Marblehead citizen had purchased a 1996 Pierce engine from the Town of Hamilton at a public auction, and in turn, was generous enough to donate it to the Town. Before accepting the donated fire engine, it was inspected by Minuteman Fire Apparatus. The mechanics at Minuteman deemed the fire engine to be in good condition, with the exception of a broken leaf spring, and the need of a new exhaust system, and seatbelts. The cost for the repairs was approximately \$6,000.00. To date, the donated engine has been put into service on several occasions and has responded to 169 incidents or 5.6% of our total call volume from March 1, 2019 to January 31, 2020. This donated engine was diagnosed with a cracked frame in calendar year 2020 and has been replaced with a 1994 Spartan Engine and is essentially serving as a life boat until such time as the Town purchases a new engine.

The new engine, if approved at 2021 Town Meeting will replace Engine 1, a 2006 Pierce engine. Upon arrival of the new engine, Engine 1 would be moved into reserve status. The design specifications that the Town used to build Engine 2 will be used again for the proposed new engine. The projected cost for the new engine is \$706,000.00 and the Town has been guaranteed an excelled build, which means the Department would have the engine built in 4 to 6 months instead of 8 to 9 months.



# Renovation of Abbot Public Library

## Why We Need To Renovate Our Library Now

The Town of Marblehead faces critical infrastructure needs at the Library (last updated in 1989)

- Elevator • Electrical • Fire Alarm & Protection • HVAC complete with new COVID filters • ADA Access / Stairs • Surface Storm Run-off • Parking Lot

The Town of Marblehead deserves a first-class library that offers up-to-date services, in a facility which is comfortable and has diverse settings for patrons of all ages

- The current site is preferred by most community members because of its central location on the bus line and proximity to schools
- The current space is adequate for our needs, but must be redesigned & renovated to serve 21st Century demands
- We will be designing with social distancing in mind and other post-COVID concerns

## What We Propose To Do

Attend simultaneously to critical infrastructure replacement and to the redesign/renovation of the Library

- Entry Station • Fireplace Café • Information Zone • Quiet Nooks • Meeting Areas • Study Spaces  
Teen Center • Maker Space • Garden Access • Improved and Enhanced Technology Platforms

## How We Propose To Do It

Continue a long-standing Marblehead practice of funding the Library through a combination of private & public funds

<b>Campaign Goal</b>		<b>\$9.5 Million</b>	
Public Support	\$8.5 Mil	+	Private Funding \$1 Mil

The funds used to date to commission studies, architectural planning and renderings, and to update the Children's Room and the Meeting Room have been paid for entirely with private funds. This amounts to over \$500K from bequests and private donations. 36

## Overall Estimate of Probable Project Cost

Based on estimates provided by the architect / engineering team, the following is a summary of the costs:

• Building Renovations, Remodeling, & Reconstruction Cost:	\$1,586,084
• Infrastructure Replacement Cost (See Attached for Detailed Breakdown):	<u>\$3,908,658</u>
TOTAL CONSTRUCTION COST (2018 dollars)	\$5,494,742

Based on the current schedule, the actual commencement of the library's renovations would start in September 2022 and would take approximately 12 months to complete. Therefore, we need to apply an escalation factor to the 2018 costs to better reflect the anticipated construction costs. Therefore, we have assumed 44 months of escalation from August 2018 until April 2022 (scheduled bid phase) at an escalation rate of 4.0% per year that increases the total estimated construction cost to **\$6,300,639** (\$18,316 escalation cost per month). If the project is delayed, then the overall cost will increase.

In addition to the construction costs, there are other related costs that would be incurred during the life of the project. Based on the architect's extensive experience in Massachusetts library renovation & replacement projects, they have developed an estimate for other project-related costs as follows:

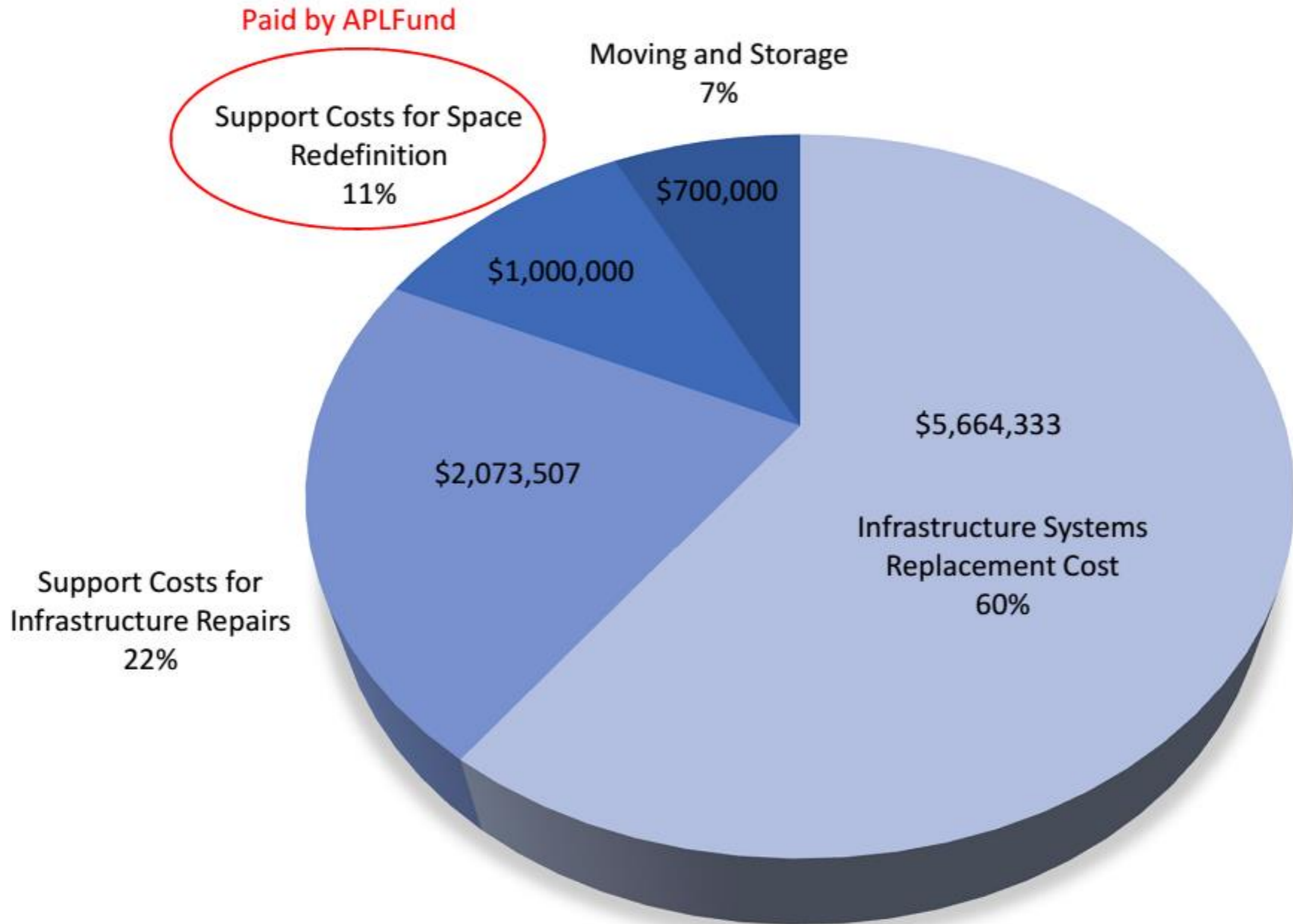
• Furnishing & Equipment:	\$595,000
• Fees (OPM, Architecture/Engineering, Furnishings, etc.):	\$871,583
• Project Expenses (Clerk-of-the-Works, survey, testing, etc.)	\$254,500
• Contingencies (10% Construction & 5% Project):	\$716,118
• Rental of private space for Temporary Library	\$300,000
• Rental of storage space for books and furniture	\$100,000
• Moving cost (two ways)	<u>\$300,000</u>
TOTAL OTHER COSTS	<b>\$ 3,137,201</b>

Therefore, the total estimated project cost is:

• Construction Cost ( <b>2022 dollars</b> )	\$ 6,300,639
• Other Project-Related Costs ( <b>2022 dollars</b> )	<u>\$ 3,137,201</u>
TOTAL ESTIMATED PROJECT COST	<b>\$ 9,437,840</b>

Note: The percentage of contingencies carried in the estimate was discussed within Trustees and Building Renovation Committee and felt to be reasonable based on the current level of schematic design as well as other unspecified project-related costs (e.g., hazardous material abatement, rehab cost for the temporary library space, etc.) not currently carried in the overall project cost estimate.

# Analysis of Estimated Project Cost of \$9,437,840





## Proposed Schedule

The following schedule has been developed for this project:

Receive approval for project's funding at Town Meeting	May/June 2021
Final Design Documents	June to December 2021
Prepare Construction Documents	January to April 2022
Bid Phase	May to June 2022
Execute contract with selected contractor	July 2022
Library moves out of current location	August 2022
<b>Construction begins</b>	<b>September 2022</b>
Construction is completed	September 2023
Library moves back into renovated space	October 2023
<b>Opening of renovated library</b>	<b>November 2023</b>

## Detailed Infrastructure Assessment and Estimated Replacement Costs

As part of our due diligence, we hired Johnson Roberts Associates, who specializes in library renovations in Massachusetts. And as part of their preliminary design work, we brought in the engineering firm of Garcia, Galuska and Desousa to perform a comprehensive assessment of the library's infrastructure. Based on input from the architect / engineering team, given the overall age & generally poor condition of the existing infrastructure systems, it does not make sense to continue to perform expensive repairs on these systems

Town residents often like to mention "lack of maintenance", but routine maintenance has been performed as needed on the various building systems, but the majority of these systems either are (or are very close to being) at the **end of their useful life span & are no longer providing reliable service**. In some cases – like with the air conditioning system – several emergency repairs have had to be performed.

The library has tried to "absorb" the costs of emergency repairs to these systems, but at times has approached the town asking for financial assistance. In some cases, the library has used some funds from grants / trusts to pay for the emergency repairs but cannot rely on this approach going forward. The cost & frequency of these emergency repairs is increasingly making it difficult for the library to follow its budget. This results in reliability (and safety) issues and making it more problematic for the library to maintain "normal" operations. Further, it was explained that it has become difficult to obtain parts for some of the systems because they are no longer made. The systems are also inherently inefficient compared with new equipment. A new system would operate more efficiently which would reduce overall energy costs.

Finally, there would be an inherent risk attempting to repair the existing systems because it is difficult to correctly assess the condition of every aspect of the existing system. It is likely that by reusing a portion of an existing system, there is an increase in future issues instead of having a completely new system. Based on these reasons, the Trustees are moving forward with the idea that all the existing building MEP systems identified need to be replaced.

The following is a summary of the architect / engineering team's findings as to the **need** for critical improvements to the existing library's infrastructure - at significantly higher costs than what the library can be expected to absorb through its current budget or existing grants.



## Elevator – Estimated Cost - \$230,000

There is extensive rusting of the floor of the elevator due to the high-water table in the area of the library that is impacting the elevator's ultimate structural integrity.

The excessive moisture in the elevator pit also makes it prone to untimely failures requiring additional maintenance.

Also, the current size of the elevator is too small & does not meet current building code as it cannot accommodate a stretcher

### **Risk Assessment:**

- Possibility of patron(s)/staff being trapped in stuck elevator.
- A person in a wheelchair not having enough space to maneuver within the elevator.
- Need to pass through elevator to get to Teen Room

## Electrical – Estimated Cost - \$1.275 mil

The electrical engineers noted that the existing lighting & power panels in building have reached their life expectation.

Ensuring that the library has a reliable power distribution system is a critical element.

### **Risk Assessment:**

- Due to the age of the equipment, could result in major system failure
- Need to upgrade the emergency lighting for safety throughout building.
- Increase in electrical usage & associated costs of using existing system - as compared to using new LED fixtures.
- Existing emergency generator that provides emergency power to the sump pumps located below the library basement to prevent flooding of the lower level has been determined to be obsolete and inactive.
- **Generator replacement is critical**

## **Fire Alarm & Fire Protection – Estimated Cost - \$360,000**

The engineers noted that the existing fire alarm system does not meet the current building codes (& presents current risks) because of the following conditions:

- The existing building is not fully sprinklered.
- Existing alarm is not ADA-compliant for manual stations & notifications.
- System is non-addressable meaning the Fire Department cannot quickly ID the alarm location
- Missing speaker/strobe appliances throughout building, especially in bathrooms

### **Risk Assessment:**

- A handicapped person is not able to pull the alarm alerting every one of a fire.
- A person who is blind or deaf in the bathrooms won't know of the fire alarm because of the lack of speaker/strobe appliances.

## **HVAC – Estimated Cost - \$ 1.766 mil**

Based on the 2018 evaluation, the engineers determined that, “The majority of the presently installed HVAC systems have reached their maximum serviceable life & are in need of replacement.”

There are three boilers that provide heat to the building. Numerous maintenance problems with boilers. Boilers are past the mid-point of their 20-year life span.

Majority of heating distribution system is in poor condition having been installed during the 1991 renovation project (system is almost 30 years old).

Air conditioning system is in poor condition having been installed during the 1991 renovation project (system is almost 30 years old). Reliability & maintenance issues keeping the system operational. Humidifier portion of system no longer works.

**Risk Assessment:**

- There have been actual occurrences of AC failure(s), risking patron & staff health issues.
- Concerns about the humidity levels within building during summer months damaging books & other materials.

**Plumbing – Estimated Cost \$155,000**

The majority of the plumbing systems are original to the building & its additions.

Current access code requires accessible fixtures whenever plumbing is required.

Also, when new fixtures are installed, current code requires that they be water conservation models.

Finally, the proposed library renovations identified the installation of new bathroom facilities on the lower level that would require the installation of new water/sewer services.

**Risk Assessment:**

- Due to the lack of accessibility to the existing main water service, it is recommended that during the building renovation, new domestic water piping should be installed.
- Install thermostatic mixing valves for the domestic hot water heaters for efficiency and to prevent scalding
- Replace the existing under slab sump pumps & pit to ensure they are capable to prevent flooding of the lower level of the library.

## **Parking Lot – Estimated Cost \$125,000**

Based on the 2016 *Water Penetration Study and 2017 Peer Review*, one of the major reasons identified for the past flooding of the lower level of the library is because of the slope of the access road and back parking lot towards the building. Thus, as water flows down Maverick Street & then down the library's access road, it is directed towards the library's back entrance.

### **Risk Assessment:**

- The study had called for the installation of an additional catch basin along Maverick Street to help collect some of the water before it enters the access road. Based on the Trustee's discussion with the Water & Sewer Department, they have agreed to install this new catch basin within the next few years.
- Another recommendation is for the parking lot to be regraded to re-direct the water away from the building. At least one additional catch basin would be installed in the new parking lot to help collect & direct the storm water away from the library. Finally, a series of perimeter drains are proposed to be installed around certain sections of the library to help collect the direct the flow of the water away from the building.

**Total Infrastructure Replacement Cost**

**\$3,908,658 (2018 dollars)**



# Departmental Capital Project and Purchase Requests

		SUBMITTED BY: TOWN ENGINEER									
						ITEMS TO CONSIDER (PLACE "X" IN EACH BOX THAT APPLIES):					
Number	Project Description	Estimated Cost	Anticipated Useful Life (in years)	Priority (1-5; pick from drop-down in cell)	# of Quotes Received (pick from drop-down in cell)	Emergency	Public Safety Issue	To Maintain Service	Dept has Matching Funds	Enhances Services	Additional Information
1	Village Street Bridge Study. Cost estimates for the removal of bridge, install tunnel with associated sitework versus replace bridge with a new bridge. Includes the Engineering costs to construct either the bridge or the tunnel, topographic survey and geotechnic investigation.	75,000.00	100.0	1	1		x	x		x	
2	LAND SURVEY ENCROACHMENTS	40,000.0	20	2	3			X			10 SURVEYS W PLANS AND BOUNDS

		DEPT: Health/Waste									
		SUBMITTED BY: Andrew Petty									
						ITEMS TO CONSIDER (PLACE "X" IN EACH BOX THAT APPLIES):					
Number	Project Description	Estimated Cost	Anticipated Useful Life (in years)	Priority (1-5; pick from drop-down in cell)	# of Quotes Received (pick from drop-down in cell)	Emergency	Public Safety Issue	To Maintain Service	Dept has Matching Funds	Enhances Services	Additional Information
1	Security Camers for Transfer Station	43,500.00	10.0	3	1		x				Illegal Dumping and after hour issue review
2	Completion of Trasnfer Station	4,011,678.00	25.0	1	1	x	x	x		x	

		DEPT: PUBLIC WORKS									
		SUBMITTED BY: ROBERT DEVER									
		12/9/2020				ITEMS TO CONSIDER (PLACE "X" IN EACH BOX THAT APPLIES):					
Number	Project Description	Estimated Cost	Anticip. Useful Life (years)	Priority (1-5)	# of Quotes Received (pick from drop-down in cell)	Emergency	Public Safety Issue	To Maintain Service	Dept has Matching Funds	Enhances Services	Additional Information
1	SALT SHED	250,000.00	50.0	1		X	X	X			MS4/EPA COMPLIANCE ISSUE/CODE
2	ENGINEERING STUDY ENVELOPE PROJECT (OUTSIDE REPAIRS)	150,000.00	50.0	2			X	X			AGE/WEAR & TEAR, ENERGY EFFICIENCY/CODE
3	TOWER WAY OFFICES AND FACILITIES UPGRADE	100,000.00	75.0	3			X	X			AGE/WEAR & TEAR, ENERGY EFFICIENCY/CODE
4	EXHAUST SYSTEM FOR MECHANICS GARAGE	75,000.00	75.0	4			X	X			OSHA COMPLIANCE/SAFETY
5	LIGHTING UPGRADES	10,000.00	50.0	5				X			EFFICIENCY

	DEPT:	School Department									
	SUBMITTED BY:	Michelle Cresta/Todd Bloodgood									
						ITEMS TO CONSIDER (PLACE "X" IN EACH BOX THAT APPLIES):					
Number	Project Description	Estimated Cost	Anticipated Useful Life (in years)	Priority (1-5; pick from drop-down in cell)	# of Quotes Received (pick from drop-down in cell)	Emergency	Public Safety Issue	To Maintain Service	Dept has Matching Funds	Enhance s Services	Additional Information
	Marblehead High School - 2 Humphrey Street										
1	Roof - Rooftop HVAC units	2,000,000.00									
2	Replace Main Fire Alarm Panel	25,000.00									
3	Install Card Swipe System throughout	30,000.00									
4	Replace Main Entry Doors	80,000.00									
5	Steam Generator	18,000.00									
6	Install Panic Button System	50,000.00									
	Veterans Middle School - 217 Pleasant Street										
1	Replace D Wing Roof	35,000.00									
2	Update Computer control System (HVAC)	50,000.00									
3	Replace Fire Alarm Sytem	105,000.00									
4	Install Cameras throughout school	70,000.00									
5	Install Card Swipe System	30,000.00									
6	Redo Gym Floors (both)	50,000.00									
7	Burglar Alarm	10,000.00									
8	Install Panic Button System	50,000.00									
	Eveleth Elementary - 3 Brook Road										
1	Roof	80,000.00									
2	Electrical Upgrade	50,000.00									
3	Boiler	100,000.00									
4	A/C	75,000.00									
5	Entry Door Handicapped Accessible	20,000.00									
6	Windows	35,000.00									
7	Fire Alarm	40,000.00									
8	Sprinklers	60,000.00									
9	Plumbing Upgrades	40,000.00									
10	Install Panic Button System	50,000.00									
	Village Elementary - 93 Village Street										
1	Kitchen Equipment	200,000.00									
2	Computer Control Upgrade	42,000.00									
3	Field House Renovation (NOT USED BY SCHOOL)	45,000.00									
4	Install Panic Button System	50,000.00									



	DEPT:	Building									
	SUBMITTED BY:	Robert Scott									
						ITEMS TO CONSIDER (PLACE "X" IN EACH BOX THAT APPLIES):					
Number	Project Description	Estimated Cost	Anticipated Useful Life (in years)	Priority (1-5; pick from drop-down in cell)	# of Quotes Received (pick from drop-down in cell)	Emergency	Public Safety Issue	To Maintain Service	Dept has Matching Funds	Enhance s Services	Additional Information
1	Okos Building and Old Town House paint	40,000.00	5.0	1	1			x			
2	Mary Alley new exterior doors and locks	30,000.00	20.0	1	1	x					
3	Mary Alley new windows	50,000.00	20.0	3	1			x			
4	Mary Alley new alarm system with coverage	15,000.00	20.0	2	1	x					
5	Mary Alley update heating and cooling systems	150,000.00	15.0	1	1			x			
6	Mary Alley add heating and cooling to superintendants office	15,000.00	15.0	1	1			x			
7	Mary Alley block off connector tunnel and renovate exit stairway	25,000.00	20.0	3	1	x					
8	Mary Alley repair roof drain	15,000.00	10.0	2	1	x					
9	Mary Alley remove old generator from basement	5,000.00		5	1			x			
10	Hobbs house garage roof and soffit/fascia repairs	35,000.00	20.0	2	1	x					

	DEPT:	Planning									
	SUBMITTED BY:	Rebecca Curran									
						ITEMS TO CONSIDER (PLACE "X" IN EACH BOX THAT APPLIES):					
Number	Project Description	Estimated Cost	Anticipated Useful Life (in years)	Priority (1-5; pick from drop-down in cell)	# of Quotes Received (pick from drop-down in cell)	Emergency	Public Safety Issue	To Maintain Service	Dept has Matching Funds	Enhance s Services	Additional Information
1	rrrow improvements surface /drainage & vegeation removal	4.5 million		4	1					x	grants possibility DCR /Complete streets
2	West Shore Drive /Mohawk/Plesant/Smith Crossings	700,000.00		1	1		x			x	Complete streets app 11/2
3	Clifton/Rockaway /Seaview Crossings	345,000.00		3	1		x			x	Winter shared st app 12/4
4	Maverick St -/ Bessom	200,000.00		3	1		x			x	grants possibility DCR /Complete streets
5	Seaview Ave - trail extension	20,000.00		5	1					x	Winter shared st app 12/4
6	Ice Skating Rink	tbd							x	x	2.2 million gift
8	Archives project	tbd							x	x	gift of 650,000 to town for purpose
9	Shoe shed Signal Communications radio box alarm	7,544.00			1						





	DEPT:	Fire Department									
	SUBMITTED BY:	Chief, Jason R. Gilliland									
						ITEMS TO CONSIDER (PLACE "X" IN EACH BOX THAT APPLIES):					
Number	Project Description	Estimated Cost	Anticipated Useful Life (in years)	Priority (1-5; pick from drop-down in cell)	# of Quotes Received (pick from drop-down in cell)	Emergency	Public Safety Issue	To Maintain Service	Dept has Matching Funds	Enhance s Services	Additional Information
1	Engine One will require a new frame within the next two years	115,640.00	10.0	1	1	X	X	X			Glavinized frames were not offered in 2006 when the pump was purchased
2	Zetron, station alerting system	79,457.35	27.0	1	1	X	X	X			The Zetron alerting system is 27 years old and failing. The new system will require an extension of fiber from Abbot Hall to Franklin Street
3	Mobile and Portable radios	88,284.89	44,180.0	1	1		X	X			The current mobile and portable radios were secure with a FEMA grant, we have submitted a grant for new radios in the FY21 FEMA grant period
4	Protective Turnout Gear	44,775.43	10.0	2	1		X	X			The expense budget has a line item of \$25,000.00, with the increase in cost and personnel turnover, we have not been able to stay up with the replacement program.
5	Window for the Franklin Street Sation	70,586.48	30.0	1	1			X			
6	Renovation of bathroom at Headquarters	130,535.00	30.0	1	1			X			
7	Paving front ramp and rear parking lot at Headquarters	38,000.00	30.0	2	1			X			Qouted by Highway Director per D&C paving prices
8	3 new overhead doors at Headquarters	30,960.00	30.0	2	1			X			Quote is Pending
9	Traffic Signal Improvements at West Shore / Village Streets.	250,000.00	30.0	1	1	X	X	X			
1	Firefighting attack hose and supply lines	20,850.00	15-20	1	1		X	X			This was funded last year, but the funds were used to help defray the cost of the equipment for the new monopole
2	Nozzles and Firefighting Appliances	15,541.00	20.0	1	1		X	X			We have been replacing nozzles and appilances, on an as need basis using the \$5500.00 expense line item, but the need for replacing the equipment is eceeding the budgeted funds.
3	Bed frames and matteress (quote for replacing half the beds and mattress)	9,137.08	8.0	2	1						A majority of the mattaress being used by firefighters are from the old Mary Alley Hospital or purchased by the firefighters themselves
4	Refrigerator & Dishwasher for Headquarters	5,390.63	10.0	1	1			X			The current appilance were purchased in 2009 and are due to be replaced

	DEPT:	Finance									
	SUBMITTED BY:										
						ITEMS TO CONSIDER (PLACE "X" IN EACH BOX THAT APPLIES):					
Number	Project Description	Estimated Cost	Anticipated Useful Life (in years)	Priority (1-5; pick from drop-down in cell)	# of Quotes Received (pick from drop-down in cell)	Emergency	Public Safety Issue	To Maintain Service	Dept has Matching Funds	Enhance s Services	Additional Information
1	Computer upgrade from Windows 7 to Windows 10	70,000.00	10.0	1	1			X			There are still 75 computers that need to be upgraded from Windows 7 to Windows 10.

	DEPT:	Police									
	SUBMITTED BY:	Chief Robert Picariello									
						ITEMS TO CONSIDER (PLACE "X" IN EACH BOX THAT APPLIES):					
Number	Project Description	Estimated Cost	Anticipated Useful Life (in years)	Priority (1-5; pick from drop-down in cell)	# of Quotes Received (pick from drop-down in cell)	Emergency	Public Safety Issue	To Maintain Service	Dept has Matching Funds	Enhance s Services	Additional Information
1	New Roof over Lobby and Detectives Offices	55,000.00	20.0	1	1			X			
2	Rapair all exterior trim and paint building		10.0	2	1			X			
3	Tasers	12,750.00	7.0	3	1		X			X	
4	10 Ballistic Helmets for cruisers	4,000.00	10.0	4	1		X				
5											
6											
7											
8											
9											
10											
1	Tourniquets w/cases	2,000.00	5.0	1			X			X	

	DEPT:	Council on Aging									
	SUBMITTED BY:	Lisa J. Hooper									
						ITEMS TO CONSIDER (PLACE "X" IN EACH BOX THAT APPLIES):					
Number	Project Description	Estimated Cost	Anticipated Useful Life (in years)	Priority (1-5; pick from drop-down in cell)	# of Quotes Received (pick from drop-down in cell)	Emergency	Public Safety Issue	To Maintain Service	Dept has Matching Funds	Enhance s Services	Additional Information
1	Expand outside recreation area at Community Center	30,000.00	20 or more	1	1			X	X	X	
2	Replace seasonal structure with year-round use structure	200,000.00	30.0	3	2			X	X	X	
3	Replace the Kitchen steel "roll up" window	12,000.00	30.0	2	1			X		X	
4	Replace COA steel "roll up" window	12,000.00	30.0	4	1			X		X	

	DEPT:	Harbormaster									
	SUBMITTED BY:	Mark Souza									
						ITEMS TO CONSIDER (PLACE "X" IN EACH BOX THAT APPLIES):					
Number	Project Description	Estimated Cost	Anticipated Useful Life (in years)	Priority (1-5; pick from drop-down in cell)	# of Quotes Received (pick from drop-down in cell)	Emergency	Public Safety Issue	To Maintain Service	Dept has Matching Funds	Enhances Services	Additional Information
1	Crane Replacement	40,000.00	30.0		1						
2	Hoist replacements	10,000.00	10.0								
3	Boat ramp Little H	20,000.00	20.0								
4	Pump out Station	25,000.00	15.0								CVA
5	Office updates	10,000.00	20.0								
1	Mooring Chain	10,000.00	5.0								
2	Tools Equip	5,000.00	5.0								
3											
4											
5	Total	120,000.00									

	DEPT:	Building Department									
	SUBMITTED BY:	Robert Scott									
						ITEMS TO CONSIDER (PLACE "X" IN EACH BOX THAT APPLIES):					
Number	Project Description	Estimated Cost	Anticipated Useful Life (in years)	Priority (1-5; pick from drop-down in cell)	# of Quotes Received (pick from drop-down in cell)	Emergency	Public Safety Issue	To Maintain Service	Dept has Matching Funds	Enhances Services	Additional Information
1	Animal Shelter new roof and gutters	20,000.00	30.0	2	1		x	x		x	Roof has reached end of life expectancy
2	Animal Shelter needs heat in office	10,000.00	20.0	2	1			x		x	
3	Animal Shelter need heat in bathroom	10,000.00	20.0	2	1			x		x	
4	Animal Shelter needs exhaust vent in bathroom	2,000.00	15.0	2	1		x	x		x	Bathrooms require exhaust vents
5	Animal Shelter needs sink and faucet repairs	1,000.00	5.0	1	1	x	x	x		x	Sink and faucet leaking
6	Animal Shelter needs separate entrance into Isolation Room	4,000.00	20.0	1	1	x	x	x		x	Iso room required to have separate entrance
7	Animal Shelter needs open penetrations from basement blocked	2,000.00	20.0	1	1	x	x	x		x	Allows exhaust from vehicles into shelter
8	Animal Shelter needs alarm coverage	5,000.00	20.0	2	1	x	x	x		x	Alarm coverage for emergencies



# Vehicle Replacement Schedule



		Total	Tax	Available	
Vehicle Description	Department	Request	Levy	Funds	
<b>Purchase of Equipment</b>					
<b>Ford Interceptor Hybrid</b>	Police	52,621.61	52,621.61		
<b>Ford Interceptor Hybrid</b>	Police	52,621.61	52,621.61		
<b>Ford Interceptor Hybrid</b>	Fire	34,127 .00	34,127 .00		
<b>Fire Rescue Boat Repair</b>	Fire	7,500.00	7,500.00		
<b>Ford F350 Pick-up</b>	Cemetery	45,559.20		45,559.20	Perpetual Care Funds
<b>Brush Cutter Head</b>	Tree	7,000.00	7,000.00		
<b>Ford 350 Pick-up</b>	Schools	40,000.00	40,000.00		
<b>Sub total</b>			<b>193,870.22</b>	<b>45,559.20</b>	<b>\$239,429.42</b>

# Vehicle Replacement Schedule

		Total	Tax	Available	Total	
Vehicle Description	Department	Request	Levy	Funds		
Lease to own Equipment						
Ford 550 Dump Truck	Park	23,000	23,000			1 <sup>st</sup> year of 3-year lease
Sidewalk Trackless	DPW	68,000	68,000			1 <sup>st</sup> year of 3-year lease
Existing Lease Payments			72,900	27,696		2 <sup>nd</sup> year payments
New Lease Payments			91,000			
Total			<b>163,900</b>	<b>\$27,696</b>	<b>\$191,596</b>	



# FY21 Capital Improvements

## Abbot Hall Renovation



## Fort Sewall Renovation





# FY21 Capital Improvements



## Seawall Repairs



## COA Kitchen Renovation



## Shoe Shed Renovation





# FY21 Capital Improvements



## Pedestrian Safety Improvements



## EV Charging Stations



## New Elementary School





# FY21 Capital Improvements



## Digital Message Boards



## Street Repaving



## Fire Station Building Upgrades



# Appendix 1



## Town Meeting Warrant Article Capital Improvements FY20-FY21

	FY21 ARTICLE	Tax Levy	Free Cash	Available Funds	Harbor Fund	Water Retained Earnings	Sewer Retained earnings		TOTAL
8	F350 Pickup				68,000				68,000
9	Police - 1 Ford Interceptor	17,215							100,596
9	Tree - Kodiak dump	31,685							
9	School - 1 Bus	24,000							
9	4 WD loader			27,696					
10	Abbot Hall - Geothermal	30,000							
10	Walls and Fences	25,000							
10	Sidewalks	50,000							
10	Cemetery			20,040					
12	Water Construction					800,549			800,549
13	Sewer Construction						937,726		937,726
15	Drain construction	314,000							314,000
	<b>TOTAL</b>	<b>491,900</b>	<b>- 0</b>	<b>47,736</b>	<b>68,000</b>	<b>800,549</b>	<b>937,726</b>		<b>2,345,911</b>

	FY20 ARTICLE	Tax Levy	Free Cash	Available Funds	Harbor Fund	Water Retained Earnings	Sewer Retained earnings		TOTAL
9	Tree Purchase	50,000							50,000
10	Equipment Purchase	188,449			34,216	60,000	190,000		472,665
11	Improvement to Public Buildings	379,024		7,218					386,242
12	Walls & Fences	7,500							7,500
13	Water Construction					773,398			773,398
14	Sewer Construction						896,029		896,029
16	Drain construction	314,000							314,000
	<b>TOTAL</b>	<b>938,973</b>	<b>- 0</b>	<b>7,218</b>	<b>34,216</b>	<b>833,398</b>	<b>1,086,029</b>		<b>2,899,834</b>



## Appendix 2

### Debt Service as a Percentage of the Tax Levy

Fiscal Year	Capital and Debt Exclusions	Debt Service as % of Tax Levy
2013	\$4,089,817	7.47%
2014	\$4,328,247	7.63%
2015	\$4,916,563	8.33%
2016	\$5,477,832	8.93%
2017	\$6,208,216	9.71%
2018	\$6,726,010	10.14%
2019	\$6,441,113	9.50%
2020	\$6,570,804	9.41%
2021	\$7,290,456	10.10%
2022 est.	\$9,210,949	12.10%
10 year average		9.33%

## Appendix 3

### Marblehead Tax Levy Limit History



<b>MARBLEHEAD</b>			
<b>TAX LEVY LIMIT</b>			
FY	<i>Tax Levy Limit</i>	Tax Levy	Unused Levy Capacity
2016	61,353,020	61,337,920	15,100
2017	63,988,023	63,948,938	39,085
2018	66,318,935	66,315,447	3,488
2019	67,841,293	67,829,212	12,081
2020	69,859,220	69,813,033	46,187
2021	72,412,972	72,377,500	35,472



# Appendix 4

## New Growth History

<b>Fiscal Year</b>	<b>Residential New Growth Applied to the Levy Limit</b>	<b>Commercial/Industrial /Personal Property New Growth Applied to Levy Limit</b>	<b>Total New Growth Applied to Levy Limit</b>
2011	482,463	157,247	639,710
2012	302,030	145,018	447,048
2013	516,948	60,578	577,526
2014	385,940	73,396	459,336
2015	258,739	71,752	330,491
2016	343,107	78,094	421,201
2017	384,625	123,114	507,739
2018	327,737	40,887	368,624
2019	241,285	76,146	317,431
2020	221,762	81,469	303,231
<b>10 YEAR AVERAGE</b>	<b>346,464</b>	<b>90,770</b>	<b>437,234</b>

# Appendix 5



## Free Cash Historical Trends

<b>Available for Fiscal Year</b>	<b>Free Cash Certification</b>	<b>Free Cash for Budget</b>	<b>Free Cash for Particular Purposes</b>	<b>Total Free Cash Appropriated</b>	<b>Balance after Town Meeting</b>
2016	10,521,579	5,460,000	- 0	5,460,000	5,061,579
2017	12,326,173	6,025,000	- 0	6,025,000	6,301,173
2018	13,087,811	7,100,000	- 0	7,100,000	5,987,811
2019	13,432,440	7,900,000	- 0	7,900,000	5,532,440
2020	12,675,462	8,575,000	592,783	9,167,783	3,507,679
2021	10,243,709	7,200,000	34,500	7,234,500	3,009,209



# Appendix 6

## DLS At A Glance Report for Marblehead

Socioeconomic		
County		ESSEX
School Structure		K-12
Form of Government		OPEN TOWN MEETING
2015 Population		20,517
2020 Labor Force		10,892
2020 Unemployment Rate		7.80
2017 DOR Income Per Capita		90,650
2009 Housing Units per Sq Mile		2013.21
2016 Road Miles		80.02
EQV Per Capita (2018 EQW/2015 Population)		301,343
Number of Registered Vehicles (2015)		18,061
2012 Number of Registered Voters		15,375

Bond Ratings	
Moody's Bond Ratings as of August 2020*	
Standard and Poor's Bond Ratings as of July 2020*	AAA

\*Blank indicates the community has not been rated by the bond agency

Fiscal Year 2020 Estimated Cherry Sheet Aid	
Education Aid	6,317,216
General Government	1,368,770
Total Receipts	7,685,986
Total Assessments	3,301,025
Net State Aid	4,384,961

Fiscal Year 2021 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	6,605,727,026	68,831,676	10.42
Open Space	0	0	0.00
Commercial	243,872,720	2,541,154	10.42
Industrial	16,553,500	173,529	10.42
Personal Property	79,764,010	831,141	10.42
<b>Total</b>	<b>6,946,017,256</b>	<b>72,377,500</b>	

Fiscal Year 2021 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	72,377,500	69.81
State Aid	7,911,300	7.63
Local Receipts	15,454,954	14.91
Other Available	7,938,125	7.66
<b>Total</b>	<b>103,681,879</b>	

Fiscal Year 2021 Proposition 2 1/2 Levy Capacity	
New Growth	303,142
Override	
Debt Exclusion	7,290,456
Levy Limit	72,412,972
Excess Capacity	35,472
Ceiling	173,650,431
Override Capacity	106,527,915

Other Available Funds		
FY2020 Free Cash		FY2021 Overlay Reserve
10,243,709		300,000





Fiscal Year 2021 Average Single Family Tax Bill**	
Number of Single Family Parcels	6,231
Assessed Value of Single Family	\$24,419
Average Single Family Tax Bill	9,424

State Average Family Tax Bill	
Fiscal Year 2018	5,786
Fiscal Year 2019	6,021
Fiscal Year 2020	6,244

Marblehead issues tax bills on a Quarterly basis

\*\*For the communities granting the Residential or Senior exemptions, DLS does not collect enough information to calculate an average single family tax bill. In FY2020, those communities are Barnstable, Boston, Brookline, Cambridge, Chelsea, Everett, Hopedont, Malden, Nantucket, Provincetown, Reading, Somerset, Somerville, Sudbury, Tisbury, Truro, Waltham, Warrington and Wellfleet. Therefore, the average single family tax bill information in this report will be blank.

Fiscal Year 2019 Schedule A - Actual Revenues and Expenditures						
	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	82,553,134	9,909,830	0	28,893,790	3,306,115	124,662,869
Expenditures	83,117,897	9,389,025			751,787	93,238,709
Police	4,285,038	0	0	0	0	4,285,038
Fire	3,888,886	0	0	0	0	3,888,886
Education	39,880,882	5,722,375				45,603,257
Public Works	5,084,798	787,602				5,872,400
Debt Service	6,734,427					6,734,427
Health Ins	10,451,202					10,451,202
Pension	3,100,539					3,100,539
All Other	9,732,125	2,859,048	0	0	751,787	13,342,960

Total Revenues and Expenditures per Capita						
	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	4,023.6	483.0	0.0	1,408.3	161.1	6,076.1
Expenditures	4,051.2	456.6	0.0	0.0	36.6	4,544.5

This data only represents the revenues and expenditures occurring in these funds and does not reflect and transfers to or from other funds. Therefore, this data should not be used to calculate an ending fund balance.

If you have questions regarding the data contained in this report, please contact the Municipal Databank/Local Aid Section at (617) 625-2384 or databank@dor.state.ma.us

# Appendix 7

## SELECTED GLOSSARY OF TERMS ----- CAPITAL IMPROVEMENT PROGRAM

**Available Funds** – Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other onetime costs. Examples of available funds include free cash, stabilization funds, overlay surplus, water surplus, and enterprise net assets unrestricted (formerly retained earnings).

**Betterments (Special Assessments)** – Whenever part of a community benefits from a public improvement, or betterment (e.g., water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

**Block Grant** – A Block Grant is a Federal grant of money awarded by formula under very general guidelines that allow grantees broad latitude in spending activities. Recipients are normally state or local governments.

**Bond** – A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year.

**Bond and Interest Schedule Record (Bond Register)** – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

**Bond Anticipation Note (BAN)** – Short-term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.

**Bond Authorization** – The action of town meeting or a city council authorizing the executive branch to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the mayor, or selectmen. (See Bond Issue)

**Bond Buyer** – A daily trade paper containing current and historical information of interest to the municipal bond business.

**Bond Counsel** – An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

**Bond Issue** – The actual sale of the entire, or a portion of, the bond amount authorized by a town meeting or city council.

**Bond Rating (Municipal)** – A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.



**Bonds Authorized and Unissued** – Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by town meeting or the city council to be removed from community's books.

**Capital Assets** – All tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Asset)

**Capital Budget** – An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Asset, Fixed Asset)

**Capital Improvements Program** – A blueprint for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

**Capital Outlay** – The exchange of one asset (cash) for another (capital asset), with no ultimate effect on net assets. Also known as "pay as you go," it is the appropriation and use of available cash to fund a capital improvement, as opposed to incurring debt to cover the cost.

**Capital Outlay Expenditure Exclusion** – A temporary increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require two-thirds vote of the selectmen or city council (sometimes with the mayor's approval) and a majority vote in a community-wide referendum. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling

**Chapter 90 Highway Funds** – State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provisions of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33 percent) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83 percent) derived the Department of Employment and Training (DET), and population estimates (20.83 percent) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursements to the limit of the grant.

**Contingent Appropriation** – An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under MGL Ch. 59 §21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual town meeting, voter approval of the contingent appropriation must occur by September 15. Otherwise, the referendum vote must occur within 90 days after the town meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void. If contingent appropriations are funded through property taxes, DOR cannot approve the tax rate until the related override or exclusion question is resolved or the deadline passes, whichever occurs first.

**Debt Authorization** – Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL Ch. 44 §§1, 2, 3, 4a, 6-15.

**Debt Burden** – The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

**Debt Exclusion** – An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½. By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling.

**Debt Limit** – The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL Ch. 44 §10, debt limits are set at 5 percent of EQV. By petition to the Municipal Finance Oversight Board, cities and towns can receive approval to increase their debt limit to 10 percent of EQV.

**Debt Policy** – Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. Debt policies should be submitted to elected officials for consideration and approval.

**Debt Service** – The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

**Enterprise Fund** – An enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. See DOR [IGR08-101](#)

**Free Cash (Also Budgetary Fund Balance)** – Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts.

**General Obligation Bonds** – Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

**Levy Limit** – A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or

exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion. (See Levy Ceiling)

**Massachusetts School Building Authority (MSBA)** – Administers the state program that reimburses cities, towns, and regional school districts varying percentages of their school construction costs depending on the wealth of the community or district and the category of reimbursement. Projects that received their first reimbursement payment prior to July 26, 2004 will continue to get annual state payments to offset the related annual debt service. Thereafter, cities, towns, and regional school districts will receive a lump sum amount representing the state's share of the eligible project costs.. (See DOR IGR 06-101)

**New Growth** – The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit. For example, new growth for FY07 is based on new construction, etc. that occurred between January and December 2005 (or July 2005 and June 2006 for accelerated new growth communities). In the fall of 2006, when new growth is being determined to set the FY07 levy limit, the FY06 tax rate is used in the calculation.

**Non-Recurring Revenue Source** – A one-time source of money available to a city or town. By its nature, a non-recurring revenue source cannot be relied upon in future years. Therefore, such funds should not be used for operating or other expenses that continue from year-to-year. (See Recurring Revenue Source)

**Principal** – The face amount of a bond, exclusive of accrued interest.

**Receipts Reserved for Appropriation** – Proceeds that are earmarked by law and placed in separate accounts for appropriation for particular purposes. For example, parking meter proceeds may be appropriated to offset certain expenses for parking meters and the regulation of parking and other traffic activities.

**Sale of Cemetery Lots Fund** – A fund established to account for proceeds of the sale of cemetery lots. The proceeds may only be appropriated to pay for the cost of the land, its care and improvement or the enlargement of the cemetery under provisions of MGL Ch. 114 §15.

**Sale of Real Estate Fund** – A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure. MGL Ch. 44 §63 states that such proceeds shall be applied first to the retirement of debt on the property sold. In the absence of such debt, funds may generally be used for purposes for which the city or town is authorized to borrow for a period of five years or more

**Short-Term Debt** – Outstanding balance, at any given time, on amounts borrowed with a maturity date of 12 months or less.

**Special Exclusion** – For a few limited capital purposes, a community may exceed its levy limit or levy ceiling without voter approval. Presently, there are two special expenditure exclusions: 1) water and sewer project debt service costs which reduce the water and sewer rates by the same amount; and 2) a program to assist homeowners to repair or replace faulty septic systems, remove underground fuel storage tanks, or remove dangerous levels of lead paint to meet public health and safety code requirements. In the second special exclusion, homeowners repay the municipality for the cost plus interest apportioned over a period of time, not to exceed 20 years

appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money into or from the stabilization fund.

**Special Revenue Fund** – Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, grants from governmental entities, and gifts from private individuals or organizations.

**Stabilization Fund** – A fund designed to accumulate amounts for capital and other future spending purposes, although it may be