

Steadfast



State of the City Report 2010

January 31, 2010

**Presented by City Manager Jay Ash
to the Chelsea City Council
& the Residents of Chelsea**



CITY OF CHELSEA

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January, 2010

Dear Reader:

I am so pleased and proud to provide this annual "State of City Report" for 2010 because we are "steadfast" in our resolve to accomplish much while addressing the challenges that a tough economy presents. The "we" includes those of us elected and appointed here at City Hall, as well as many other "stakeholders" who contribute to or otherwise take great pride in the continuing achievement we are collectively enjoying.

Although we should all remain rightly concerned about local finances in the context of state and federal budgetary issues and a deep and far reaching recession, I am so proud that our community has weathered the proverbial storm in such a resilient fashion. Yes, the wear of that weathering is showing, and there are areas of our operation that need more attention than we can currently afford to give, but the very foundation that we have carefully developed and expanded here is providing us with great strength and even more optimism for the future.

"Survive to thrive" is a theme we regularly recite, as we seek to outlast the current difficulties so that we may enjoy even more success when things get better. I am confident on both accounts that we are meeting our own, lofty expectations and will therefore continue to produce the types of results that are chronicled or projected in the pages that follow.

The formatting of this State of the City Report is not by accident. Our "story" is told through the perspective of our adherence to our "Fundamentals," the guiding principles upon which the City bases every action. A strong "Financial" base is the foundation upon which all else is built. "Economic Development" supports the promise of a stronger financial footing while simultaneously accelerating the city's overall rejuvenation. Promoting "Public Safety" is a top priority. The three are critical in ensuring the "Neighborhood Enhancement" reaches its goal of making every neighborhood more livable and attractive, and that the City has the resources to help individuals achieve their own level of success through the "Community Development" fundamental. Lastly, and as important as all others, promoting a "Government" that is open and honest ensures residents and taxpayers that a single, "pro-Chelsea" agenda is at work for them. Augmenting that perspective is a closer focus on the issues that contribute to the success we have, a well deserved "spotlight" on those among us who are making a difference in the community, and informative pages for those who wish to get to know our city just a bit better.

I hope your time spent learning about our philosophies, goals and accomplishments helps to give you a complete picture of who we are, what we stand for and how we hope to reach greater heights in service to local residents and in contribution to a larger society. Firmly loyal to the above, our resolve can best be seen as "steadfast."

Regards,

Jay Ash
City Manager



THE FUNDAMENTALS THAT FOLLOW ARE THE CITY'S GUIDING PRINCIPLES

Financial Fundamental – *Steadily improving the City's financial condition through balancing budgets and advancing responsible reserve policies that strengthen government's flexibility to act on pressing needs while protecting against economic downturns that could threaten service delivery and the City's viability.*

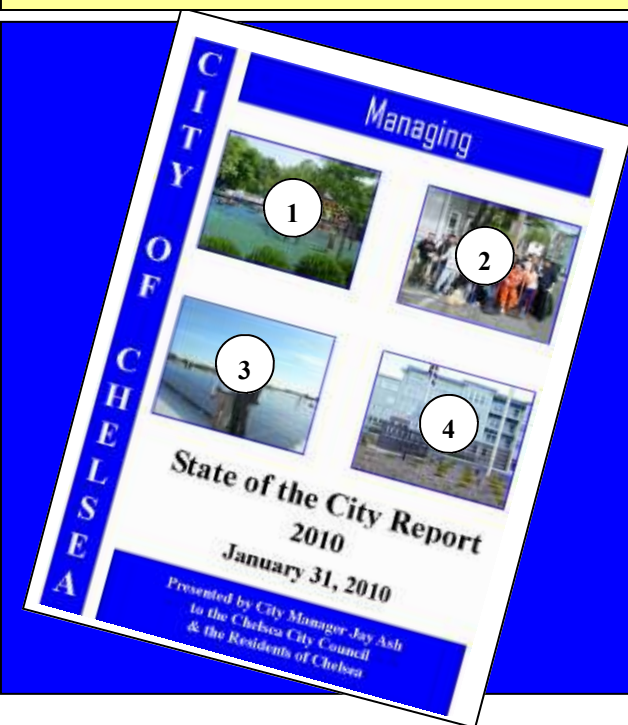
Economic Development Fundamental – *Further supporting the City through an aggressive agenda that seeks to attract new revenues in a variety of forms, including property tax, auto excise tax, hotel/motel tax and building fees, while also increasing employment opportunities for local residents and emphasizing the conversion of the City's older, heavy industrial base into higher and better uses that broaden the sectors of the economy doing business in the city and lead to an overall improvement of the image of the city, both internally and externally.*

Public Safety Fundamental – *Constantly improving upon the protection of the public and its property by initiating policy and providing the necessary resources, be it training, manning or equipment, to effectively carry-out the missions of the City's public safety agencies.*

Neighborhood Enhancement Fundamental – *Continually producing improvements in each and every neighborhood of the city by updating infrastructure through a functioning Capital Improvement Program, cleaning streets, rehabbing housing stock, enhancing open space, eliminating blight and tackling and resolving long-standing problems, including residential and industrial conflicts, that have persisted, in some cases, for decades.*

Community Development Fundamental – *Fully encouraging partnerships between the City and its stakeholders in the community's success, including other governmental entities, the business community, non-profit leaders, neighborhood groups and individual residents, in order to support a broad array of programs and initiatives that may or may not be municipally-run, but are all supportive of the City's desire to promote the advancement of its families and individual residents over a broad range of human needs.*

Government Fundamental – *Becoming a more open, responsive and responsible municipal government that not only hears the needs of its people, but develops and initiates efforts designed to address those needs in an honest, fair, equitable, accountable and cost-efficient manner, while never sacrificing good government for the benefit of those whose goals run counter to that of a "pro-Chelsea" agenda.*



1. Chelsea Commons Park is the newest and most exciting to be added to the city's inventory of parks. The park, which is connected to the expanded creekside walkway at Chelsea Commons, features water activity and a year round skating surface.

2. Chelsea High School Principal Joseph Mullaney and his students removed several dozen bags of litter and debris from the Addison-Orange Neighborhood during the City's annual "Keep America Beautiful" Day.

3. DK Burke Chairman Ed Burke and City Manager Jay Ash are pictured in front of the new solar panel system installed atop DK Burke's Eastern Avenue Headquarters. The panels are similar to those installed by the City on the Burke School Complex.

4. Jefferson at Admirals Hill is a new residential development located adjacent to the Admirals Hill Marina. A spectacular housing option, it has the benefit of connecting to an expanded waterfront walkway and a new park to be unveiled this spring.

FINANCIAL...

The world recession is placing a tremendous financial strain on the State, and the fallout is impacting local budgets. Here, instead of a projected \$300,000 surplus, the City's FY'10 budget was more than \$6 million in deficit, largely the result of historic cuts in State aid. Utilizing a combination of spending cuts, including reducing the budgets of half of the City's departments and eliminating more than 30 positions; revenue enhancements, but not as a result of a Prop. 2 ½ override, and financial reserves, the City has closed that deficit ahead of what could be another difficult year in FY'11.



(L to R) City Manager Jay Ash, '08 Council President Stanley Troisi and '09 Council President Brian Hatleberg celebrate another City bond increase; that to "A+."

Despite swirling fiscal chaos, the City remains relatively calm. Deft planning and effective implementation of those plans has allowed the City to anticipate and react to pressures, before they overwhelm the local budget, and possibilities, prior to them disappearing without realizing a benefit. "Plan the work and work the plan" is regularly recited by City officials, with five year financial forecasts, comprehensive audits, multi-year capital plans and detailed annual budgets carefully prepared and adopted to guide the City's financial stewardship.

Yes, fiscal times are tough; maybe the toughest since the Great Depression, yet the City is managing. Management and resources remain in place to give the City every expectation that even the worst of periods can be overcome. However, lingering problems do persist, from the severity of the State's budget instability to the near inescapable and spiraling costs of health insurance and pensions. To try to effectuate positive outcomes on those items and others, City leaders continue to actively lead statewide public policy debate.

Testament to the City's financial prowess comes from many quarters, even during horrific financial times. Locally, continued infrastructure investment shows a municipality that can appropriately finance much needed capital improvements. On a bigger stage, Wall

Street's recognition of the City's financial acumen with a bond rating increase to "A+" demonstrates that informed, neutral observers share a high regard for the City's ability to balance budgets in the face of difficult challenges that have consumed others.

Recognition and achievement aside, the City's financing will remain a primary concern for both the Administration and Council. Looking forward to FY'11 and beyond, it will be the calming of State budget difficulties that most impacts the City's relative health and influences decisions around local services. While waiting for and even contributing to the solutions that address State budget shortfalls, the City continues to search for, identify, review and seek to implement necessary actions to outlast the impacts of the recession and rebound through a period of recovery.

Fast Facts

- ◆ FY'09 Budget: \$17,174,045
- ◆ FY'09 Budget over FY'08: Down 1%
- ◆ Budget Reserves: \$7.7m, or 6.6% of the General Fund Budget
- ◆ Total Employees (FTE): City: 324 - Schools: 846

Accomplishments

- ⇒ Balanced budget, secured a "material weakness-free" audit and adjusted to poor economic times;
- ⇒ Increased revenues outside of Prop. 2 1/2;
- ⇒ Led local and statewide efforts on regionalism and reforms, and
- ⇒ Increased credit rating to "A+".

Goals

- ⇒ Survive worst municipal finance times since the Great Depression;
- ⇒ Advance major regionalism initiatives including a regional E911 operations and a cooperative service agreement with neighboring communities;
- ⇒ Seek health insurance benefits reforms, and
- ⇒ Avoid Prop. 2 1/2 override.

...A CLOSER LOOK

How City Government Raises and Spends Taxes Dollars

The City raises and spends approximately \$130 million annually in service to local residents and businesses. The largest source of spending is in education, which consumes 53% of the overall budget (Figure 1). That proportion of municipal spending on schools is not unusual. What is a bit different though is where the funds to support municipal spending are derived. 56% of all local revenues are received from the State in the form of local aid payments (Figure 2), with 88% of that coming to support education. Neither figure is unusual for cities in the commonwealth. Towns, however, typically see a much lower percentage of state aid for both its overall and school budgets.

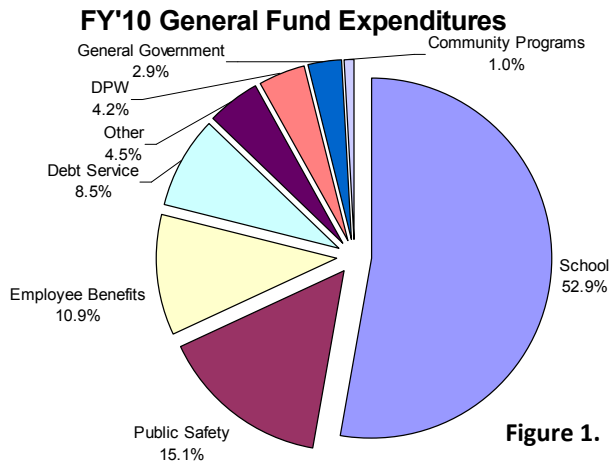


Figure 1.

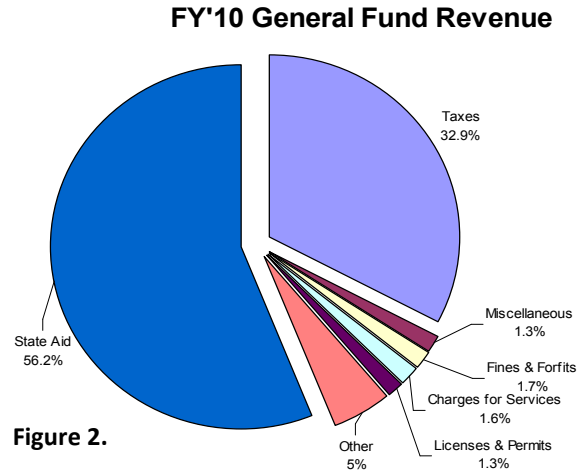


Figure 2.

When the State has good times, cities typically benefit. When the State experiences financial difficulties, though, cities will suffer. Thus has been the case most of this decade, when chronic State budget issues have had a disastrous impact on local finances. Since the City's historic high of \$10.6m in non-school local aid in FY'01, revenues in that critical account have plummeted, down

31% to \$7.3m for FY'10. With inflation, the non-school local aid number could have been \$6.5m higher, roughly equal to the deficit the City is projecting for FY'10. In order for the City to maintain programs and keep the budget in balance, a combination of raising local revenues, eliminating jobs, cutting programs and relying upon reserve funds to fill any leftover gaps has been necessary. In FY'10, half of the City's departments have seen budget reductions, more than 30 jobs were cut, and the City Council has appropriated \$3m from reserves to close the deficit.

One area in which the City does not anticipate visiting to overcome those shortfalls is local property taxes. Instead, the City will continue to attempt to increase revenues outside of attempting a Proposition 2 ½ override. While more than 60 communities sought overrides in 2008, none of them were named Chelsea. Instead, the City has prioritized economic development, entrepreneurial activities and modest increases in fees to supplement the 2 ½% growth in property tax revenues allowed by State law. As a result of that strategy the City's "tax burden" as measured by municipal charges on single family owner-occupants (Figure 3) remains the lowest in the region.

Municipal Costs Affordability Index				
The third annual "municipal tax burden" study confirmed the City's charges to local owner-occupants, on average, are the lowest in a eight city study area.				
City	Average Tax Bill	Combined Water & Sewer Bill	Combined Home-owner Costs	% Above Chelsea Cost
A	\$3,638	\$1,448	\$5,086	61%
B	\$3,318	\$1,290	\$4,608	46%
C	\$3,318	\$1,069	\$4,387	39%
D	\$3,109	\$1,257	\$4,366	38%
E	\$2,923	\$971	\$3,894	23%
F	\$2,762	\$1,019	\$3,781	20%
G	\$2,557	\$674	\$3,231	2%
Average	\$2,954	\$1,111	\$4,064	29%
Chelsea	\$2,003	\$1,156	\$3,159	

Figure 3. Communities around Chelsea are 2% to 61% more expensive to own and live in a single family home. City officials believe the lower cost, which is significantly influenced by the City Council's annual effort to provide homeowner property tax relief, demonstrates great value for excellent public services.

ECONOMIC DEVELOPMENT...

The City's economic development record has been hailed around the state for supporting revenue growth and promoting overall community rejuvenation. Just as planning and the implementation of those plans is critical for prudent financial management, so too is it making a difference on the City's economic development agenda. City officials have carefully analyzed market conditions and the local ability to act. The results are significant projects that are increasing the tax base, transforming old into new, promoting the State's "smart growth" agenda and laying the foundation for even further development opportunities.

Current economic times are certainly not the most favorable for development. Nonetheless, the City is working to address "issues" impacting already permitted projects and supporting planning to advance new projects when the economy becomes more supportive.

"Stalled" residential projects, including those in the Everett Avenue Urban Renewal District (EAURD), Webster Avenue and the Box District, are victims of global financial chaos and not of a fatal flaw in the local planning process. Thus, those otherwise sound projects have a likelihood of moving into development within 24-months. Projects in the "pre-planning" process, including the second phase of development at the Mystic Mall and in the EAURD along Vale Street, are projected as longer-term starts and are therefore less influenced by current economic conditions. The second hotel development in the urban renewal district continues to be on the City's development schedule for a FY'10 groundbreaking. The City is also cooperating with its largest development partner, ACS Development, on what could be a spectacular development on the Emerald Block to be announced in 2010. Overall, despite today's lackluster marketplace, the city's development future is still believed to be bright.

The newly transformed Chelsea Commons represents what is possible. Mystic Mall and the EAURD are continuing to show the same. Long-term, the city's waterfront may have unlimited potential. Those larger projects, in turn, encourage others to undertake more modest, but nonetheless contributing projects elsewhere in the community.

Combined, a "new" Chelsea is being fashioned out of the old, and that production is advancing multiple goals in the City's overall agenda for stability, sustainability and growth.

	Fast Facts			
	2006	2007	2008	2009
New Building Fees	\$128k	\$678k	\$1.044m	\$499k
New Growth	\$778k	\$914k	\$810k	\$962k

Accomplishments

- ⇒ Completed Chelsea Commons;
- ⇒ Finished Phase 1 of Mystic Mall;
- ⇒ Signed agreement for 2nd hotel, and
- ⇒ Secured completion and/or start-up of several important housing developments.

Goals

- ⇒ Break ground on new hotel in the spring and advance discussion about a 3rd hotel;
- ⇒ Enter pre-planning for Phase 2 of the Mystic Mall;
- ⇒ Secure project starts on stalled housing projects, and
- ⇒ Follow-up on waterfront planning.



The city's second major hotel is expected to break ground in the spring. That and work on a third possible hotel could create a "hotel cluster" that will further establish the city as a place for tourist and business stays.

The Chelsea Economic Development Agenda

Anchor Projects – emphasizing those areas which provide great promise for large-scale redevelopment, including the Urban Renewal District, Chelsea Commons (the former Parkway Plaza), Mystic Mall and the Waterfront.

Sector Strategy – targeting growth where the city has advantages, including Airport, Downtown Boston Supports, Back Office, Food and Health Care.

TIRE Program – providing state and local tax relief to spur projects consistent with development goals.

1,200-Unit Goal – growing the tax base by encouraging at least that many residential units to be developed by 2010, including a 15% affordability goal.

...A CLOSER LOOK

Market Basket: More than Just a Shopping Center

City development officials toiled for more than a decade to secure improvements to the underperforming Mystic Mall. One of four “Anchor Projects” areas in which the City has directed intensive redevelopment efforts, the first phase of development has far surpassed the expectations of those who initially met to discuss the 25-acre parcel’s future. With that success secured, even greater possibilities are being rethought for Phase II.

A Tale of What Could Have Been... Instead of the largest, food-only supermarket on the east coast, where jaw-dropping expressions by first-time visitors are almost as big as the deals they then get inside, a different type of development could have come to define the parcel and establish, or retard, its future possibilities. Back in the mid 90’s, the then owner of the Mall site approach the City about a redevelopment plan which would be anchored by a self-storage facility. “A self-storage facility!,” lamented City development officials. Fortunately, those officials had the foresight to say “NO!” to a development that would have created emptiness in the heart of what is now an even more vibrant Everett Avenue. Perhaps even more fortunate, that denial led to the change of ownership of the property. In turn, the new owners, the DeMoulas



While easy on the pocketbook, the former Market Basket was less pleasing to the eye.

family, have moved smartly in lock-step with the City to first envision and now develop a significant anchor to what could become a premier, regional, mixed-use location.



Today’s Market Basket is truly impressive, both inside and out.

Today... Market Basket is now twice the size of its original Chelsea store and, at 130,000 s.f., is big enough to welcome hundreds, if not thousands of shoppers, all of whom can move conveniently through 36 check-out lines. In addition to an abundant offering of fresh produce, meats, seafood and dry goods, Market Basket’s line of prepared foods has caused the 50-seat eating area to become one of the areas “hottest” cafe spots. From cooked meals to freshly prepared sushi, Market Basket caters to

every taste. Shoppers stopping for a quick cup of coffee, businessmen on lunch and area residents looking for a great dinner at an even better price mingle together in a “town-square” atmosphere there.

Tomorrow... The core of the Market Basket business has been solidified by a hands-on and visionary leader, Arthur DeMoulas, and his development team. Together with its partners at City Hall, the DeMoulas team has big plans for the Mall’s Phase II development. Those plans could include mixed-use buildings featuring first floor retail under office, R&D or residential developments. Work is already underway to redesign the surrounding infrastructure to create attractive boulevards with median planting strips and inviting sidewalk cafes. A parking garage and maybe even the relocation of the commuter rail stop could position the Mystic Mall to be the centerpiece of city activity that was originally envisioned for the center 35 years ago, but, until now, has never been truly achieved.

PUBLIC SAFETY...

Without heightened Public Safety, accomplishments in the City's other Fundamentals would be harder to achieve. Police, Fire, Emergency Dispatch and Inspectional Services protect people and their property. Combined, public safety officers also make it possible for economic development to take place, for neighborhoods to be more livable and for individuals and families in the community to enjoy a better life free from public safety concerns. Doing all of that effectively and efficiently promotes a better bottom line for the City's budget, and allows the City to build-off of all that is achieved to reach even greater heights.

The City has a long and proud tradition of public safety service. These days, in addition to serving effectively in the community, the City's public safety officials find themselves in the middle of regional and national efforts to increase homeland security while improving the local condition. Officials from each of the City's public safety agencies meet with and often lead others in initiatives ranging from community policing to regionalizing E911 services.

Those core responsibilities are critical and well performed. What the public may not readily see, though, is the contributions public safety officers make in areas not generally associated with their core responsibilities. For example, the Fire Department's Fire Prevention Division is a central player in facilitating economic development in the city, helping projects like the new Market Basket to get developed. The Police Department's work to undertake code enforcement in neighborhoods helps to ensure that residents in otherwise substandard buildings get better quality housing. The Inspectional Services Department is in the middle of finding places for displaced persons to live. E911 operators are often called upon to facilitate communications regarding community events between volunteers.

Maintaining Public Safety services, especially during budget stress, remains a top priority of the City. Together with education and public works services, public safety is the most important of the core responsibilities the City undertakes. As such, even as other departments and divisions are valued, the budgets and, therefore, the services offered by those who are protecting others will continue to be the City's top priority for preservation and expansion. Additionally, finding the resources to update public safety equipment and acquire new technology is critical and being done, although at a significant cost. Fortunately, Federal stimulus money has been made available for certain capital acquisitions, like the Engine 3 firehouse rehabilitation, and other money may be available to support staffing needs in both the Police and Fire Departments.



(L to R) Officers Sammy Mojica, Paul McCarthy and Jason Marcus are members of CPD's bike unit and are pictured in front of the new CPD substation in Bellingham Square.

Accomplishments

- ⇒ Increased the Police Department by 10% adding 9 officers;
- ⇒ Created the " Impact Shift " adding 4 more officers per night on the streets during the busiest times;
- ⇒ Established a canine unit with 3 dogs, and
- ⇒ Entered into public health and began the development of public works mutual aid pacts.

Goals

- ⇒ Address aging fire apparatus with purchase(s);
- ⇒ Maintain elevated police levels despite financial difficulties;
- ⇒ Utilize new " Newcomer Advocate " to enhance communication and safety for immigrants, and
- ⇒ Engage in planning and develop the plan for a regional E911.

Fast Facts

- ◆ 2009 calls for service: Police - 44,566 - Fire - 7,954
- ◆ FY'10 sworn officers: Police - 97 - Fire - 89
- ◆ Cost of a new Fire tower truck: \$1 million

...A CLOSER LOOK

Public Safety Enhancements

The City remains committed to expanding public safety. Despite tough financial times, for example, the outlay of \$1.5 million for the purchase of two pieces of fire apparatus demonstrates a commitment to provide the resources required to help the Fire Department “answer the bell.” In addition to that major expenditure, a \$1.8 million renovation of Engine 3, the fire station on Broadway, is in the planning phases.

In the Police Department, the City’s major financial investment is directed to support additional manpower. With the assistance of various state and federal grant programs, the City has increased police staffing by 10%, adding 9 additional officers. Together with an introduction of several new initiatives smartly designed by the command staff of the department and effectively implemented by the officers on the streets, the new manpower is having the desired impact on the City’s crime fighting activities.



(L to R) Officers Tom McClain, K9 Marco, Chief Brian Kyes, Ed Nofle, K9 Alex, Joe Capistran and K9 Ancho are part of the new K9 unit that was created this past year.

Most notably, the start-up of an “Impact Shift” is receiving rave reviews. In addition to three regular daily shifts, the Impact Shift overlaps two of those shifts, giving the department maximum coverage during its busiest period, 9:00p to 2:00a. From 5:00p to 3:30a, every day of the week, 4 additional officers are added to patrols. Combined, the available staffing is allowing calls for service to be answered more expediently. As important, the “extra” staffing allows officers to undertake pro-active policing, from visibility in “hot spots” to “zero-tolerance” operations on pressing public safety concerns. Officers on both the normal shifts and the Impact Shift are also empowered to become “problem solvers,” thereby taking “charge” of troublesome activities that otherwise could linger and perhaps grow into more serious issues.

The acquisition of three dual-purpose canines is enhancing the CPD’s efforts to be more effective and efficient. The three dogs and their trained police handlers address traditional K-9 patrol activities, like locating suspects, lost children or disoriented seniors; coming to the aid of their handlers; quelling disturbances and large crowds, as well as engaging and interacting with the business community and local school personnel. Additionally “Ancho” is trained in drug detection while “Alex” and “Marco” are both trained in explosive detection. The K-9 unit is deployed for optimum coverage and has proven to be extremely successful.

In addition to more manpower and trained dogs, CPD is utilizing technology to improve policing. From the expanded use of surveillance cameras to an anonymous “text a tip” line, innovation is augmenting good old fashion police work in a high tech/low expense way. Among CPD’s new technological assets is a mobile license plate reader that paid for itself in the first 11 days of use! Mounted to the rear of a cruiser, the unit enhances CPD’s ability to locate wanted motor vehicles by automatically checking an average of 5,500 cars each day against any available data base. In addition to allowing for the removal of scores of unregistered and uninsured vehicles, the license plate reader has led CPD to the recovery of three stolen vehicles and three arrests.



The newly acquired mobile license plate reader checks registrations of passing cars against databases for a variety of offenses, sounding an alarm for the officers to take notice of a wanted plate.

NEIGHBORHOOD ENHANCEMENT...

Success on the Financial, Economic Development, and Public Safety Fundamentals is meant to put the City in a position to advance Neighborhood Enhancement. That neighborhood focus directs improvements of the physical, like new streets and sidewalks, and promotes a better living environment by adding parks or resolving longstanding issues, ranging from odors to industrial encroachment. Managing finances well allows the City to then continue neighborhood investment through an extensive capital improvement plan. Managing finances also allows safety efforts to address issues that could otherwise hold neighborhoods back.

The CIP funds roadway improvements, replacement of underground pipes and updates for existing and creation of new parks. Regarding the latter, the City has added, has under construction and has on the planning board six new parks and hopes to add a second artificial turf field to substantially increase play in the existing inventory of parks. A waterfront walkway has been added at Chelsea Commons and the Admirals Hill boardwalk has been expanded. Continued tree plantings, nearly 100 a year, have solidified the city's status as a "Tree City USA."

Eliminating "residential/industrial" conflicts in certain neighborhoods that have had such tension since the Industrial Revolution is facilitated through economic development activities. In the Box District, once home to box and mattress manufacturers, the new neighborhood that is springing up is a testament to the City's efforts to improve neighborhood livability by selectively eliminating industrial uses. Similar initiatives are ongoing elsewhere, including on Spencer Avenue, where projects are converting old factories, workshops and the former National Guard Armory into housing developments that complement the surrounding residential neighborhood.



(L to R) Boys & Girls Club CEO Josh Kraft, City Manager Jay Ash, Kayem Foods Board Chair Ray Monkiewicz and CEO Ralph Smith, and Councillor Brian Hatleberg celebrate the opening of Kayem Park dedicated to the Monkiewicz family.

Fast Facts

- ◆ 10-year CIP investment: \$41.4 million
- ◆ 1 new park will open in 2010 and at least 2 new parks will be in the planning stages
- ◆ Trees planted FY'06 - '10: 315 - earning Chelsea recognition as a "Tree City USA" 5 years and counting

Accomplishments

- ⇒ Implemented existing and promoted new Capital Plan, despite financial pressures;
- ⇒ Opened and planned for new parks on 5th Street, Chelsea Commons and Island End River;
- ⇒ Devised and now implementing foreclosure prevention plan and 2nd odor study, and
- ⇒ Advanced plans to eliminate industrial uses in the Box District, on Spencer Avenue, in the Urban Renewal District and elsewhere.

Goals

- ⇒ Repave streets including Chester, Crescent, Jefferson, and plan for Washington Avenue;
- ⇒ Fund update of Highland Park and plan for green space in the Box District;
- ⇒ Implement foreclosed/distressed properties redevelopment program, and
- ⇒ Unveil new trash and parking initiatives.



(L to R) Rep. Eugene O'Flaherty and Gov. Deval Patrick deliver good news of State support for a new affordable housing project on Spencer Avenue to City and CND leaders.

...A CLOSER LOOK

Eliminating Residential and Industrial Conflicts

The City's focus on eliminating "residential/industrial conflicts" continues to produce spectacular results throughout the city. While Chelsea "matured" through the Industrial Revolution, the practice of locating housing around industry had been leading to the "slow death" of many neighborhoods. Today, the removal of several industrial/commercial encroachments has promoted the "rebirth" of their host neighborhoods.



Spencer Green is one of several major residential developments that have replaced industrial and institutional uses on Spencer Avenue. Spencer Green is a \$15m, 48-unit affordable rental development of Chelsea Neighborhood Developers.

Projects Resolving Residential/Industrial Conflicts

Eden's Edge - Box District - Spencer Green
Spencer Row - Forbes Lofts - Spencer Lofts
Divinci Lofts - Industrie Lofts - Chelsea Commons
Pearl Street Lofts - Everett Ave Urban Renewal District

Open Space Initiative

Although the local landscape was already built out more than a century ago, the City continues to prioritize the development of parks as a means to support neighborhoods and the residents residing within them. Over the past several years, renovations have routinely taken place at every existing park. New parks and waterfront paths have been added or are under development to enhance the city's overall livability and environment.



The \$2m Chelsea Commons Park was made possible through the generous donations of many, including the JM Corcoran Company, Smith Family Foundation and the State.

New Parks

Kayem Park - Bellingham Hill - Island End River
Eden's Edge - Chelsea Commons Park

Capital Improvement Program

The City spends approximately \$5 million a year on infrastructure projects through the Capital Improvement Program. The CIP is a coordinated plan for investment that supports neighborhood revitalization, as well as economic development, enhancing municipal service delivery and providing for public safety and health. That investment plan, for example, has supported City efforts to address residential/industrial conflicts and renovate and expand parks. It also finances physical improvements ranging from tree plantings to street and sidewalk repairs.



City and State officials mark the beginning of the Jefferson Avenue Reconstruction Project with a traditional groundbreaking ceremony. The \$1.5m project will result in new water and sewer lines, sidewalks and street paving and trees in the neighborhood.

Recent CIP-Related Projects

Crescent Avenue - Jefferson Avenue - Chester Avenue
Washington Avenue - Broadway - Spencer Avenue
Gerrish Avenue - Spruce Street

COMMUNITY DEVELOPMENT...

Community Development is about people. Ultimately, everything the City does under all the Fundamentals is meant to provide for the needs, desires and expectations of local residents. Under the Community Development Fundamental, special attention is paid to those programs and services that support individuals and families in their own growth and development.

To that end, the City prioritizes and is proud of the quality of the local public school system and the variety of after-school and weekend programming offered through outlets like the Community Schools program. Continued and expanded programming at the Chelsea Senior Center affords seniors excellent social and health needs. While those and other direct services offered by the City meet a variety of needs, the City's community development demands are substantially augmented and often led by numerous community-based organizations and their various missions on affordable housing, youth development, domestic violence prevention, immigration issues, alcohol and drug dependency and much more. In fact, the City is blessed with a network of CBOs that individually have received regional, national and international acclaim and collectively provide for the most extensive and effective advocacy on community development issues to be found anywhere.

Human needs are plentiful, especially during tough economic times. The City remains committed to working with CBOs to meet as many of those needs as possible. To do so, the City is open to new ideas and tries not to shy away from even the most difficult of challenges. While it is impossible to address every single need of every single resident, the City strives to be introspective, by continually examining what needs exist in the community and how the City can do a better job at meeting those needs, and inclusive, by not ignoring or prioritizing the needs of any one group over another. That approach is consistent with the City's previous recognition as an "All-America City."



(L to R) Danielle Cruz, Councillor Paula Barton and City Manager Jay Ash are in front of Market Basket helping to support the Chelsea Hunger Network's Chelsea Eat and Walk (CHEW).

Fast Facts

- ◆ Chelsea Senior Center: 500+ members - 15 programs
- ◆ Chelsea Public Library 2009 circulation: 68,786
- ◆ Chelsea Community Schools: 1,800+ participants – 150 courses – 80 CBO activities

Accomplishments

- ⇒ Successfully transitioned from the 20-year, BU/Chelsea Partnership;
- ⇒ Created and opened Chelsea REACH, a new after-school program for students grade 7-10;
- ⇒ Secured extended hours of the DCR Pool, and
- ⇒ Supported grant applications of ROCA, the Boys and Girls Club, Centro Latino, HarborCOV, CAPIC, Chelsea ASAP, the Collaborative, Chelsea Green Space, Chelsea Neighborhood Developers, and MGH.

Goals

- ⇒ Advocate for expanded DCR Pool hours;
- ⇒ Advance local efforts to combat hunger;
- ⇒ Examine potential of expanded job training for local residents, and
- ⇒ Assist local CBOs in addressing budget and programmatic issues relating to budget crises.



(L to R) Local Census 2010 Coordinator Carlos Alvarado, City Councillor Calvin Brown, Centro Latino President Juan Vega and Census Manager Cesar Monzon kick-off the City's efforts for Census 2010. An accurate count of all the city's residents is the basis for a variety of governmental and charitable funding programs that support the work of the City and its CBOs.

...A CLOSER LOOK

The 2008-09 school year marked the first in the last 21 years that did not result from the management of the local system by Boston University. In fact, by all accounts and measures, Chelsea Public Schools (CPS) enjoyed a complete and successful transition from the accomplished Chelsea/BU Partnership, which transformed the entire system over the previous two decades.

As part of the transition, Dr. Thomas Kingston, CPS Superintendent, and the Chelsea School Committee advanced a bold plan for the further resurgence of Chelsea's public education. Nine district-wide objectives (Figure 1) were aimed to focus and measure progress in achieving CPS's "vision" (Figure 2). CPS's "values" (Figure 3) underlie its vision and motivate its objectives.



The 2010-11 School Committee, seated (l to r) Lucia Colon, Morrie Seigal, and Melinda Alvarado-Vega; standing (l to r) Vice-Chairman Edward Ells, Ana Hernandez, Michael Caulfield, Rosemarie Carlisle, Chairwoman Lisa Lineweaver, Ramona Foster and Superintendent of Schools Dr. Tom Kingston.

Achievement on standardize scores reflects the steady and overall success of CPS and its students. Scores are up, especially in areas where CPS has placed additional focus. While CPS believes that all students are capable of learning and so directs its instruction, those who have been in the local system for grades K-12 are outperforming their counterparts, both in Chelsea and throughout the state. Full day pre-K, an engaging art program, relatively new facilities and exciting after-school options are helping a committed system envision even greater success for its students. Initiatives that are furthering that ultimate cause include the 9th grade academy, which divides the incoming freshmen into manageable groups for additional transitional and instructional attention, and the Foundation for an Open America's "FUEL Program," a partnership to encourage families to save for college and receive a one-for-one match on that savings when a student successfully completes CHS.

THE BRIDGE TO SUCCESS
 School officials have announced an ambitious agenda to fully prepare CHS student for college and career by having 21st Century Skills, High Aspirations, and Excellence in Teaching and Learning. By 2011, the Chelsea Public Schools will strive to achieve the following:

1. District-Wide Daily Student Attendance Rate will be 95%,
2. Chelsea High School Graduation Rate will be at 90%,
3. 75% of Chelsea High School Students will take the PSAT,
4. 50% of CHS Students in AP courses will attain a 3, 4, or 5,
5. 50% of Chelsea Students will take Algebra I in Grade 8,
6. 80% of Chelsea Students will be proficient in MCAS writing at Grade 7,
7. 50% of Chelsea Students will be proficient in MCAS Math at Grades 5 & 6
8. 50% of Chelsea Students will be proficient in Reading by the end of Grade 3, and
9. 95% of Chelsea students will enter Grade 1 Ready to read.

Fig. 1

THE MISSION OF THE CHELSEA PUBLIC SCHOOLS IS TO ENSURE THAT:

- All Chelsea students will have opportunities to acquire the knowledge, skills, dispositions, habits of mind, and habits of character that will allow them to be productive, successful citizens of the 21st century with potential for full lives and happiness;
- The Chelsea Public Schools and the City of Chelsea will encourage every student to aspire: to summon aspiration to learn, aspiration to succeed, aspiration to an ethical and meaningful quality of life, crafted by the skills and knowledge they acquire, and especially to aspire for education and training beyond high school, and
- The educators and community leaders of Chelsea will forge and embrace a common vision about excellence in teaching: its indicators, its context, and—above all—its measures for student success.

Fig. 2

VALUES OF THE CHELSEA PUBLIC SCHOOL SYSTEM:

- All children can learn.
- We take students from where they are to where they need to be.
- Socioeconomic conditions cannot be barriers to student success.
- The job of all the adults in the community is to help children imagine possibilities - and then help them act to fulfill them.
- All professionals working in the system are committed to continuous improvement.
- Results matter more than intentions.
- The life and mind of every student are precious.
- The diversity of our school community is a source of strength and a resource for the educations of all learners.

Fig. 3

GOVERNMENT...

The pledges contained within the City's Fundamentals would be worthless if those counting on the pledges could not trust those making the pledges. City government believes that the "people's business" must be conducted in an open, honest and accountable way. The City strives to ensure that even the most intense scrutiny finds no fault in the City's constant efforts to offer local stakeholders the City's best of intentions and meaningful ways to shape them.

Methods to assure and promote the latter include engaging more people in the workings of their City and their community. That engagement is believed to be best secured through a mutual respect that is offered out by City government and returned by a trusting public. Encouraging more



More than 100 community stakeholders attended this past fall's "Occasional Forum for Public Input," where they provided their opinions to the City for future trash and recycling initiatives.

people to be involved in more aspects of the community and activating the skills of those who are so encouraged can and is having a powerful impact on all which the City does or seeks to foster. Examples of encouraging that involvement and the products valued by the City as a result include a series of summer neighborhood meetings that generated 100 issues for City government to address and the fall's "Occasional Forum for Public Input" at which more than 100 people contributed to City policy decisions on trash pick-up and recycling enhancement.

- Accomplishments**
- ⇒ Established Youth Commission;
- ⇒ Increased use of Channel 15, the city website and R911 messaging;
- ⇒ Worked with the City Council to establish regular review meetings for individual departments, and
- ⇒ Secured Common Cause award for information sharing over the web;
- Goals**
- ⇒ Unveil new, multi-lingual website;
- ⇒ Create Commission on Diversity and Empowerment (CODE);
- ⇒ Undertake community visioning initiative to set future City priorities, and
- ⇒ Review status of the past and facilitate development of the next round of City Council priorities.



The City established a Youth Commission to give local youth an additional and "official" voice in municipal and community affairs. The Youth Commission is comprised of 15 members representing CBOs and CHS.

For more than a decade, the City has operated with the notion that a single, pro-Chelsea agenda that addresses the needs of the *entire* community is the only way in which the City will see extensive and long-lasting progress on the road to revitalization and rejuvenation. Emphasizing professionalism over politics, embracing diversity, empowering the public and committing to common goals while respecting the differences among people combine to make today's Chelsea such a special place.

Fast Facts

- ◆ City Website: www.chelseama.gov
- ◆ Volunteer Boards: 19 Members: 144
- ◆ To be a board volunteer or to contact the City Manager by email at jash@chelseama.gov

City Staff Serving in State and National Roles

Dozens of City staff are active in and providing leadership to state and national organizations, including:

- American Public Works Association
- American Public Health Association
- Metropolitan Area Planning Council
- National Assn. of Housing & Redevelopment Association
- International Association of Chiefs of Police
- American Planning Association
- International Association of Assessing Officers
- Government Finance Officers Association of North America
- MWRA Board & Advisory Board

...A CLOSER LOOK

The passage below, authored by City Manager Jay Ash for his monthly contribution to the Chelsea Chamber of Commerce newsletter, highlights the role of the Chelsea City Council in overseeing the success of the City.

City government continues to achieve here, even through the most difficult of financial times. Much of the credit for that goes to a capable and committed City Council that demonstrates the right balance of oversight and action - leading in some instances and being supportive in others. While the City Charter vests the day-to-day operations of City government in a strong-manager form of government, the City Council's exercise of its policy and oversight responsibilities is a significant contributor to all that is working right in the city.



The 2010-11 City Council, seated (l to r) Councillors Kathleen Bishop, Vice-President Paula Barton, President Leo Robinson, Marilyn Vega, and Roseann Bongiovanni; standing (l to r) City Manager Jay Ash, Council Clerk Paul Casino, Councillors Calvin Brown, Brian Hatleberg, Mike MeKonnen, Anthony Pellegrino, Richard Maronski, Council Assistant Nancy Pantano and Chief of Police Brian Kyes. Missing is Councillor Don Cortell, who was later seated to fill the vacancy that existed in District 8.

2008-09 City Council

Top Priorities

1. Promote a Cleaner Chelsea
2. Curb Drug Sales
3. Improve Air Quality
4. Develop a Waterfront Plan
5. Accelerate Roadway Improvements
6. Increase Trucking Enforcement
7. Eliminate Prostitution
8. Utilize "Zero Tolerance" Operations
9. Address Gun Issues
10. Promote Job Development
11. Expand Youth Activities

By offering a largely professional approach to situations that others might inject politics, the City Council is succeeding at fostering an environment where each and every municipal official can do the right thing, instead of feeling the pressure to do the politically right thing. The Council's efforts to hold the Administration accountable, to establish and adhere to a set of priorities for the betterment of the community, and, this past year, to conduct monthly oversight meetings with municipal departments are further reasons why the City Council continues to be regarded as one of the most effective in the state.

As one would imagine, eleven elected officials often see issues differently amongst themselves and the Administration. However, instead of those differences degrading the process of managing City government, they typically strengthen the final outcome. Individually, Councillors are ambassadors out in the community, listening to residents and seeing the city from their own perspectives. Collectively, they serve as an effective net-

work of advocates, both in their official capacities and in all else they do, from advocating for youth to understanding the local and regional real estate markets.

Chelsea wins numerous accolades, and I'm often privileged to be on the receiving end of many tributes. However, for those of you who know what a benefit it can be to have a working Board of Directors that propose, check upon and augment the work you would otherwise undertake on your own, you know that the managing of a \$130 million budget and more than 1,000 employees requires the artful skills of many. Here in Chelsea, we are fortunate to have accomplished people making a difference in their community by offering, as Councillors, the sacrifices of time, opportunity and ego to push the City's agenda ahead of all else.

"Good government" comes much easier when good governors are at the helm. I remain grateful to be able to partner with those whose efforts are as altruistic as they are effective. The results, I would respectfully suggest, are plentiful and unending!

To find out which City Councillor represents your district, contact the City Council Clerk at 617-466-4060.

DID YOU KNOW?

Hollywood in Chelsea

Movies filmed in Chelsea include:

1. Pink Panther II
2. Transformers
3. Ghosts of Girlfriends Past
4. The Departed
5. Mystic River
6. Edge of Darkness
7. 21
8. Stiffs
9. Next Stop Wonderland
10. The Company Men

A "Greener" Chelsea

The City is focused on a ten point plan to promote the environment including,

1. Increasing recycling;
2. Improving air quality;
3. Promoting sustainable development
4. Advocating for public policy initiatives
5. Planting more trees
6. Utilizing renewable energy sources
7. Reducing chemical use
8. Enhancing trash pick-up
9. Managing water issues
10. Emphasizing Public Education



The City's first solar panel installation took place this past year at the Burke School Complex on Eastern Avenue.

Boards and Commissions

More than 100 community residents volunteer to serve on 19 City boards and commissions, including:

- Affordable Housing Trust Fund
- Assessors
- Health
- Library Trustees
- Registrar of Voters
- Cable Television
- Community Schools
- Conservation
- Elder Affairs
- Cultural
- Economic Development
- Historical
- Housing Authority
- Licensing
- Planning
- Traffic and Parking
- Tree
- Youth
- Zoning

Those who may be interested in serving should fill out a voluntary form on the City's website.

Trivia

1. Chelsea was the site of the first naval engagement of the Revolutionary War. What was the name of the British vessel that was captured?
2. Injured in war, this future president was sent to the Chelsea Naval Hospital for recuperation. Who was he?
3. This rock-n-roll pioneer once order dozens of Chelsea Clocks for Christmas presents. Who was he?

1. Diana, 2. JFK, 3. Elvis

Famous Folks from Chelsea

1. Multi-Grammy Award Winner Chick Corea
2. Metro-Goldwyn-Mayer Icon Louis Mayer
3. Notre Dame Football Coach Brian Kelly
4. Sidekick to Milton Berle Arnold Stang
5. Heavyweight Champion John Ruiz
6. Broadway Composer/Producer George M. Cohan
7. Emmy and Golden Globe Winner Actress Barbara Stanwyck
8. TV Talk Show Pioneer David Susskind
9. Kansas Athletic Director Lew Perkins
10. Thomas Edison Collaborator, Inventor Lewis Latimer

City Budgeting

The City's municipal budget (non-school) this decade:

FY'00	\$51M	
FY'10	\$57M	up 1.8% per year

Non-school local aid is down \$2.4m (↓25%) this decade.

The City's school budget this decade:

FY'00	\$39M	
FY'10	\$61M	up 5.6% per year

State school aid is up \$15.3m (↑43%) this decade.

A Bigger City

Chelsea was once part of Boston and later had boundaries that included Chelsea, Revere, Winthrop and part of Saugus

SPOTLIGHT ON THE COMMUNITY

The community annually selects the **All-Chelsea Awards**. The 2009 awardees, described briefly below, are representative of many doing so much to advance the community cause and all those who live and work in it.

- Public Servant of the Year, **Police Chief Brian Kyes**, is an exceptional performer who leads by substantial example. His engaging style and depth of understanding and commitment provide local residents with the best policing possible.
- Businessman of the Year, **Robert Cashman**, leads Metro Credit Union, the state's fifth largest. His leadership on local and national business and charitable causes is impressive, with the results locally being impactful.
- Community Organization Person of the Year, **Barry Berman**, just may be the most effective nursing home administrator in the state. His care is legendary and his vision is producing the most impressive results, including the soon to be open, first urban "greenhouse" center for living.
- Youth of the Year, **Molly Bourque**, has a face that lights up a room, a voice that excites an auditorium and a story that makes an entire city so proud. Her contribution to community is as impressive as her achievement at CHS, where she was valedictorian in 2009.
- Adult of the Year, **John Kennard**, is a relatively new face that has become familiar because of his large presence in the community. He is active in environmental advocacy and the arts, the latter of which he help support by leading the first annual Chelsea Arts Walk in 2009.
- Senior of the Year, **Judith Dyer**, is everyone's favorite aunt. Her kindness to many is reflected in her involvement in many organizations and activities, from CND to the City's ConComm.
- Project of the Year, **Market Basket**, is a "jaw-dropping" experience, whose value in the community can be found in more than just low prices. The largest food-only supermarket on the east coast, Market Basket still has the feel of a family business, augmented by the "town center" feel it provides to its patrons and employees.
- Contributing Stakeholder of the year, **Bob Hildreth**, is a huge supporter of education and immigration issues. The successful businessman turned generous philanthropist is a pleasant reminder of all the good that exists in mankind.
- Lifetime Achievement awardee, **John Donovan**, was "the man" for decades in Chelsea and beyond. An accomplished "pol," whose influence was mighty both as an elected and then appointed official of the Mass. House, his storied career with the Red Sox was equally as impressive, rising from bat boy to be executive vice-president and general manager.
- Lifetime Achievement awardee, **Paul "Choc" Glazer**, was Chelsea. He was a star at CHS and the world to many as the Executive Director of the Jewish Community Center and activist on numerous boards and charitable organizations, including the School Committee and Board of Elder Affairs.



The 2009 All Chelsea Awards Recipients

2008 All-Chelsea Award Recipients

Public Servant: **Nancy Birmingham**

Businessperson: **Shelagh Mahoney and Joe McNamee**

Community Organization: **Chelsea Chamber of Commerce**

Youth Resident: **Emily Caulfield**

Adult Resident: **Christian Calvo**

Senior Resident: the late **Charlie MacFarlane**

Project: **Parkside Commons**

Contributing Stakeholder: **MGH Center for Community Health Improvement**

Lifetime Achievement: **Joe Henry**, the late principal and community activist, and **Marta Rosa**, community activist and former elected official

SPOTLIGHT ON COMMUNITY ORGANIZATIONS

The entire community is truly fortunate to be served by outstanding community based organizations that garner local, regional, statewide, national and, in some case, international acclaim. Some of those organizations include:

The **Chelsea Collaborative** (www.chelseacollab.org—617-889-6080) is the city's premier resource for civil rights, community building, human empowerment, and grassroots organizing. The Collaborative is a membership organization relying on community members working together to enhance the social, environmental and economic health of our community and its people. Whether it's developing new parks like Creekside Commons, helping youth find summer employment, addressing workers' and tenants' rights or improving the quality of the air local residents breathe, the Collaborative works with the community for positive change.

Chelsea Neighborhood Developers (www.chelseand.org—617-889-1375) is a long-standing non-profit community development corporation that is strengthening our community by developing affordable and mixed-income housing, creating desirable public spaces, building resident prosperity and leadership and promoting strong connections among neighbors. CND played a leadership role in creating Chelsea's newest neighborhood, the Box District; utilizing NeighborCircles is encouraging neighbors to take action on improving their neighborhoods and their lives, and offering financial literacy and savings programs

HarborCOV (www.harborcov.org—617-884-9799) provides free safety and support services, along with housing and economic opportunities that promote long-term stability for people affected by violence and abuse. HarborCOV works to create connections for those who face linguistic, cultural, gender, economic and legal barriers to the supports they need to rebuild their lives through a continuum of options, including a 24-hour hotline; individual and group support services for adults, children, teens and seniors; legal and economic advocacy; legal resources for immigrant survivors of abuse; emergency, transitional and permanent affordable housing with supportive services, and community awareness, education and organizing initiatives.

The mission of the **Jordan Boys & Girls Club**, one of nine clubs managed by Boys & Girls Clubs of Boston (www.bgcb.org—617-889-5190), is to help more than 1,000 young people, especially those most in need, build strong character and realize their full potential as responsible citizens and leaders. That is accomplished through a focus on six core initiatives: Arts; Education; Leadership; Life Skills; Sports, Fitness and Recreation, and Technology.

The **Chelsea Chamber of Commerce** (www.chelseachamber.org—617-884-4877) is the largest business oriented organization in the city. Its members come from a wide variety of professions, services and industries, proudly including civic and non-profit organizations. In addition to advocating for local business, the Chamber seeks to promote the civic, economic and social welfare of the people of Chelsea.

The **Chelsea Hunger Network** is comprised of numerous organizations that provide food for the hungry. Times and eligibility differ for each program. Among those who participate in the Hunger Network are CRW Elder Services, CAPIC, Roca, the Salvation Army, St. Luke's Church, SERVE New England and Chelsea Community Kitchen. Program supporters include Project Bread and the Greater Boston Food Bank.



Councillor Roseann Bongiovanni (left) and community activist Carolyn Vega greet Lt. Gov. Tim Murray at the city's annual domestic violence breakfast.

SPOTLIGHT ON COMMUNITY ORGANIZATIONS

For 90 years, the non-denominational **Chelsea Jewish Foundation** (www.cjnh.org—617-884-6766) has prided itself in providing compassionate care for low-income elderly and disabled individuals living in and around Chelsea. CJF operates a nursing home, two assisted living facilities, and community programs including a home care agency and a hospice. Its showcase project is the Leonard Florence Center for Living (opening in February 2010). There, revolutionary nursing home care will be provided for the elderly, disabled and specialty populations, such as those with multiple sclerosis and ALS (Lou Gehrig's disease), in a home environment.

Roca (www.rocainc.org—617-889-5210) is an outcomes-driven, high performing youth development organization serving high-risk young people and young parents ages 14–24. Roca's mission is to help those disengaged and disenfranchised young people move out of violence and poverty. This year Roca actively served 664 young adults in intensive case management through a High Risk Youth Intervention Model, operated transitional employment for 105 young people, provided less intensive services to 325 youth and outreach to another 23,500. Additionally, Roca started a partnership with the Hampden County Sheriff's Department in Springfield, MA, including implementation of transitional employment and transformational relationships.

Centro Latino de Chelsea, Inc (www.centrolatino.org—617-884-3238) is one of the largest and most successful Latino-directed human-service organizations in the state, and is well established as a bilingual, bi-cultural community education and support center. Centro's main objective has been to deliver culturally-competent services to immigrants and low-income families in Greater Boston in areas like sustainable employment, health, family support skills, citizenship and community involvement.

The city's most venerable human services organization, **CAPIC** (www.capicinc.org—617-884-6130), seeks to identify and address the needs, problems and concerns of those in poverty and to enable the individually poor to achieve and maintain self-sufficiency. CAPIC directs the local Head Start program, as well as other child development and after-school programs, fuel assistance and other energy programs, housing search help, family network supports and Social Security's Responsible Payee program.



City Manager Jay Ash and Market Basket's Kevin Feole join with Captain Dan Brunelle and other Salvation Army members to kick-off the annual kettle drive.

The local **Salvation Army** (www.use.salvationarmy.org—617-884-0260) provides critical services to the city's most vulnerable populations. In addition to regular worship, the Salvation Army offers a variety of emergency services and food assistance programs, including meals on wheels. Numerous youth programs, from daycare to open gym, are also offered at its Crescent Avenue facility.

Chelsea ASAP, part of Bay Cove Human Services, Inc. (baycove.org—617-884-6829), works with evidence-based empowerment models that address substance abuse and domestic violence through provision of direct services and community engagement.

A licensed full services substance abuse treatment clinic and Department of Public Health certified batterer intervention services provider for men and women, all Chelsea ASAP services are delivered in Spanish and English. ASAP is committed to a mission that engages community youth in a multi-pronged set of strategies that facilitate skill-building for meaningful civic engagement, community organizing and participation in public policy-making.

Community Interest

Calendar

January 2010

- Community Schools Spring Course Registration (1/11/10)
- Roca Martin Luther King Day Celebration (1/18/10)

February 2010

March 2010

- Street Sweeping Begins

April 2010

- Annual City-Wide Clean-Up
- Earth Day Observance
- ALS Walk (4/25/10)
- Community Schools Summer Course Registration (4/26/10)

May 2010

- Immigration Rally
- Annual Roca Fundraiser (5/11/10)
- Memorial Day Observance (5/31/10)

June 2010

- DCR Pool Opening
- Celebrate Chelsea Day (6/5/10)
- CHS Graduation (6/6/10)
- Chelsea Art Walk (6/12/10 - 6/13/10)
- Chelsea River Revel (6/19/10)

July 2010

- Annual Roca Health Fair
- Boys & Girls Club July 4th Event (7/4/10)

August 2010

- Back to School Event
- Annual Roca Talent Show
- National Nite Out (8/3/2010)

September 2010

- Taste of Chelsea
- Community Schools Fall/Winter Course Registration (9/13/10)

October 2010

- Mary O'Malley Park - Kite Festival
- Kiwanis Road Race Spaghetti Supper
- All-Chelsea Awards
- Chamber of Commerce Pot-of-Gold Dinner
- Community Schools Halloween Celebration
- Boys and Girls Club Trick or Trot Road Race

November 2010

- Election Day (11/2/10)
- Veterans Day Observance (11/11/10)

December 2010

- Breakfast with Santa
- Annual Roca Concert

Directory

All Emergencies.....	911
Chelsea City Hall.....	617-466-4000
City Manager.....	617-466-4100
City Clerk.....	617-466-4050
City Council.....	617-466-4060
School Dept.....	617-466-4477
Public Works.....	617-466-4200
Police Dept (Non-Emergency).....	617-466-4855
Crime Stoppers Tip Line.....	617-466-4880
Health and Human Services.....	617-466-4090
Fire Dept (Non-Emergency).....	617-466-4600
Senior Center.....	617-466-4370
Community Schools.....	617-466-4070
Library.....	617-466-4350
To report a streetlight out.....	800-544-4876
Representative Eugene O'Flaherty.....	617-722-2396
Representative Kathi-Anne Reinstein.....	617-722-2810
Congressman Michael Capuano.....	617-621-6208
Verizon.....	800-870-9999
Comcast.....	888-633-4266
NSTAR.....	800-592-2000
National Grid.....	800-322-3223
MBTA.....	617-222-3200
MGH Chelsea Healthcare Center.....	617-884-8300
MGH Boston.....	617-726-2000
Beth Israel Chelsea Medical Center.....	617-660-6000
Whidden Hospital.....	617-389-6270



Representative Kathi-Anne Reinstein and Judge Diana Maldonado, First Justice of the Chelsea District Court, are regular and loyal contributors to and attendees of a variety of community cause's and events.