

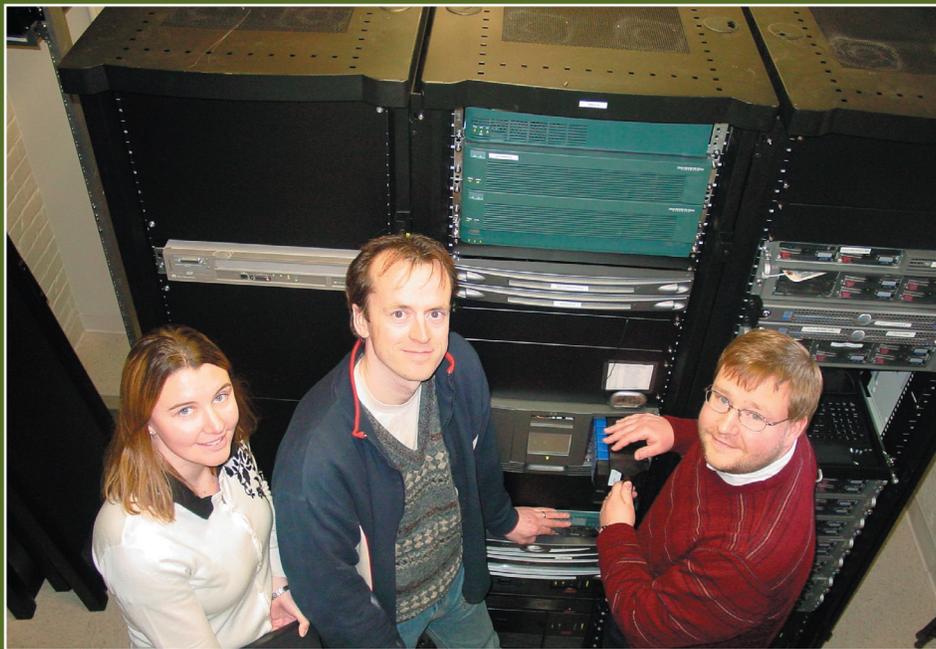


CITY OF CHELSEA

CAPITAL IMPROVEMENT PROGRAM

FY 2006-2010

“A Rejuvenating Community”



JAY ASH
CITY MANAGER

PRESENTED TO THE CHELSEA CITY COUNCIL

STANLEY TROISI, PRESIDENT | DORA SANTANIELLO, VICE PRESIDENT
ROY AVELLANEDA | PAULA BARTON | DAVID CLEVELAND
MIKE MCKONNEN | RON MORGESE | PAUL NOWICKI
LEO ROBINSON

Pictured on the cover is the City's Information Technology staff: Katie Jacques, John Hyland, and Matthew Killen, Director. The City recognizes the importance of a secure and stable technology infrastructure that meets the increasing demands of an information-based society. Significant investment has been made in the City's IT capabilities through the CIP (FY'04: \$310,000, FY'05: \$452,900, FY'06: \$215,000) and the operating budget, including the addition of a full-time GIS administrator to manage the City's growing, parcel-based GIS data system. As a result, the City is able to deliver services quickly and efficiently, and within a secure framework that allows for new services and strategic growth. An additional benefit is the access members of the general public now have to public records through the Internet.



City Of Chelsea
Executive Office
City Hall, 500 Broadway
Chelsea, Massachusetts 02150



Jay Ash
City Manager

Telephone (617)889-8301
Fax (617)889-8360

January 25, 2005

Honorable Chelsea City Council
Chelsea City Hall
Chelsea, MA 02150

Dear Members of the City Council:

Pursuant to the requirements of the City Charter and consistent with our collective goal to ensure that municipal equipment and infrastructure is maintained and upgraded, I am pleased to forward for your review and consideration the City's FY '06-'10 Capital Improvement Program (CIP). This document, like the previous nine CIP's that preceded it, culminates the work of elected and appointed officials to plan investments in the City's public properties, roadways, parks, and equipment. The total projected expenditures related to the CIP exceed \$14.8 million, with \$4.767 million slated for FY'06.

As you may recall, last year's CIP was undertaken in the midst of a severe municipal financial crisis, with reduced state aid and rising fixed costs contributing to local budget hardships. Despite the budget difficulties, the City was able to provide funds for capital projects, albeit in a scaled back fashion. This year, the City's commitment to capital projects remains firm, as we are steadfast in our desire to plan for necessary infrastructure maintenance and upgrades, while exercising prudent fiscal policies consistent with a rejuvenating community. In fact, our ability to plan for and fund capital improvements year in and year out, is due in large measure to our collective commitment to examine and re-examine our capital needs and budget realities, and make adjustments accordingly. Our willingness to engage in this process as a community, and the perseverance of the Council on this issue in particular, speaks volumes about our collective desire to ensure that our infrastructure never again falls into the state of disrepair it once was prior to the preparation of annual CIPs.

As part of our planning this year, the City has engaged in a multi-year review of projected needs and associated debt service costs. While we have increased annual CIP spending in FY'06, we have done so in the context of maintaining a consistent annual debt service cost. As you know, in prior years the City has opted to support our capital needs under a "pay as you go" philosophy that avoided bond financing, in favor of free cash appropriations. Last year, the City changed this financing model and opted to utilize modest bond financing, as a means to ensure the availability of free cash to support pressing operational needs in light of local aid cutbacks. For

FY'06, the City plans to continue with that philosophy by advancing 15% of our projected costs with general obligation bonds. This is a modest amount of bond financing and is well within the City's financing capabilities. Additionally, while the City scaled back the number of utility projects last year, we have increased funding in these areas in FY'06. Ever mindful of the cost such projects have on our water and sewer rates, we have attempted to balance the needs of our aging utility infrastructure with the ability of ratepayers to absorb such costs. Moreover, in a major boost to the efficiency of the overall system, the City is proposing a substantial upgrade in our water meter reading system. The meter replacement program will significantly enhance the collection of information pertaining to the quantity of water usage in the city. The program will promote fairness amongst ratepayers and will utilize available technology to make billing more proficient and less staff intensive for municipal personnel. This project, coupled with major utility upgrades to Crescent Avenue and Eastern Avenue, will help to address some longstanding system deficiencies.

As for public facilities, last year the City expended substantial sums to upgrade information technology at City Hall. This year, our purpose is two fold. We will be focusing on the "bricks and mortar" needs of this almost century old building, as evidenced by the roof and tile floor replacement projects. We also remain strident to our commitment to technology, as demonstrated by the proposed Voice over IP technology project. The latter project, like the water meter replacement project, is another example of an investment that will upgrade an outdated system and replace it with greater efficiencies and savings. IP Telephony, also called "Internet telephony," is the technology that makes it possible to have a telephone conversation over the Internet or a dedicated Internet Protocol (IP) network instead of dedicated voice transmission lines. The results are lower costs per call, reduced infrastructure costs and added features and functionality. We anticipate that the resulting savings from this investment will pay for the cost of project over the course of the next three years. On the "bricks and mortar" front, we have recognized that the "new" schools built in Chelsea in 1996 are now in need of capital maintenance. This year the City is proposing to spend \$150,000 on school related capital projects in the hope that investing smaller sums in preventative maintenance now will curtail a larger outlay later. This expenditure is yet another example of our commitment to capital planning and our desire not to slip back into the bad habits of the past with regard to school facility funding.

Although not the most glamorous work undertaken by the Council, your efforts to advance a thoughtful review and discussion of the infrastructure needs of our community are fundamental to the process of ensuring that we remain a rejuvenating community. We are ever mindful of the past in our planning for the future and once again your leadership on these issues is critical. Thank you for your continuing commitment to the CIP planning process and the accompanying financial support to undertake such work.

Very truly yours,



Jay Ash
City Manager



CITY OF CHELSEA
500 BROADWAY
CHELSEA, MASSACHUSETTS 02150

JAY ASH
CITY MANAGER

KIMBERLEY DRISCOLL
DEPUTY CITY MANAGER

FINANCE DEPARTMENT
Tom Durkin, Finance Director/Auditor
Anna Tenaglia, Treasurer Collector

INSPECTIONAL SERVICES DEPARTMENT
Joseph Cooney, Director

DEPARTMENT OF PLANNING AND DEVELOPMENT
Ned Keefe, Director

PUBLIC SAFETY DEPARTMENT
Chief Joseph Siewko, Fire Department
Chief Frank Garvin, Police Department

DEPARTMENT OF PUBLIC WORKS
Joseph Foti, Director
Andrew DeSantis, Assistant Director
Joan Lanzillo, Superintendent of Buildings and Grounds
Bert Taverna, Capital Projects Manager

SCHOOL DEPARTMENT
Tom Kingston, Superintendent
Gerald McCue, Assistant Superintendent

CITY OF CHELSEA
CAPITAL IMPROVEMENT PROGRAM
FY 2006 - 2010

"A REJUVENATING COMMUNITY"

JAY ASH
CITY MANAGER

FEBRUARY 2005

TABLE OF CONTENTS

MESSAGE FROM THE CITY MANAGER

CAPITAL PROGRAM OVERVIEW

Executive Summary	1
Introduction	3
Creating the Capital Program	5

CAPITAL PROGRAM IMPACTS AND SOURCES

Capital Program Fund Impacts	7
Capital Program Fund Sources	11

CAPITAL PROJECTS PROGRAM AREAS - FISCAL YEAR 2006

Utility Enhancements	15
Surface Enhancement	21
Public Buildings and Facilities	28
Parks and Open Space	35
Public Safety	39
Equipment Acquisition	44
Administration and Project Contingency	50

COMPLETED CAPITAL PROJECTS	54
----------------------------	-------	----

TENTATIVE FUTURE PROJECTS	67
---------------------------	-------	----

CAPITAL PROJECTS SUMMARY - FISCAL YEAR 2006 & 2007	76
--	-------	----

Figure 1: Capital Plan Expenditures - By Program Area	10
Figure 2: Capital Plan Revenue Source- Detail by Year	14

OVERVIEW

EXECUTIVE SUMMARY

Chelsea's five-year Capital Improvement Program (CIP), "*A Rejuvenating Community*", is the City's tenth consecutive capital planning document. Keeping with the City Charter, this FY 2006-2010 CIP adheres to the same planning framework as was employed in past documents. While the basic planning framework remains steadfast, the spirit of CIP planning will typically involve refinements from year to year in response to the economic climate. The benefits of the establishment of the CIP database developed in FY'02 continue to be realized; again, this year's Plan was developed with significantly greater efficiency than those in the past. In addition, a quarterly capital improvement project monitoring plan, utilizing new contract tracking capabilities, continues to be utilized. Management's increased attention to balancing project planning with fiscal planning will render deliverables of a higher quality within a fiscal plan that is uncompromising to future CIP fiscal planning initiatives. The CIP is not a static process. The creation of this CIP is based on the best available information at the time of development. However, circumstances during the budget year and out years do change, which may then require a change in the plan.

"*A Rejuvenating Community*" continues the focus on basic infrastructure activities, where the City's needs, while reduced through nine years of focused investment, are still significant. Where possible, it prioritizes investments that combine City initiatives to improve quality of life and economic development. In fact, the CIP is closely linked to land use and development plans.

The CIP is a multi-year, fiscal planning document that identifies long-term improvements to the City's infrastructure and facilities, and provides a program for prioritizing, scheduling and funding. It is comprised of two parts: a capital budget, which is the upcoming fiscal year's plan; and a capital program, which is the plan for capital expenditures for the four years beyond the capital budget. The CIP is prepared in conformance with the City's Charter and Administrative Code, under the City Manager/City Council form of government. It is divided into seven "Program Areas".

Utility Enhancement projects will total approximately \$3,562,000 in FY'06. Utility Enhancements planned for this fiscal year include the reconstruction of Crescent Avenue and the replacement of the meter reading equipment throughout the city.

Surface Enhancement projects will total approximately \$336,000 for FY'06. Sidewalk repairs throughout the city will be conducted. The current sidewalks will be replaced with cement concrete providing safe passageway and a reduction in maintenance costs. In addition, sidewalk replacement and roadway resurfacing is planned for portions of Vale Street, Stockton Street, and Clark Avenue.

OVERVIEW

EXECUTIVE SUMMARY

Public Buildings and Facilities will total approximately \$413,000 for FY'06 and \$2,068,000 over the five years of the CIP. Efforts continue in upgrading public buildings. In FY'06, the City will undertake maintenance projects at the Williams Middle School, improvements to the Mary C. Burke field as well as improvements to City Hall. The City has begun a 1.3 million dollar rehabilitation of the Central Fire Station, addressing health and safety code items.

Public Safety will total approximately \$88,000 for FY'06 and \$1,198,000 over the five years of the CIP. In FY'06, the Police Department will replace the prisoner transport van and the Fire Department will replace the command car.

Parks and Open Space This program area is a critical component in sustaining quality of life in the City. The goal is to perform major improvements to one park per year, as well as minor improvements to other parks on an as-need basis. Improvements through this CIP will upgrade the Mary C. Burke Field.

Equipment Acquisition will total approximately \$290,000 for FY'06 and \$690,000 over the five years of the CIP. Due to the current economic environment and the success of the CIP process to update the City's rolling stock, this CIP extends the rolling stock replacement cycle from 10-years to a 13-year schedule. In FY'06, Equipment Acquisition includes the purchase of a MadVac litter collector and medium duty truck with snow fighting capabilities, significant equipment upgrades to City Hall's telecommunication system and the addition of a Global Positioning System (GPS) unit for aerial updates to the Geographic Information System (GIS).

Administration and Contingency will total approximately \$78,000 for FY'06 and \$390,000 over the five years of the CIP. This program area continues to be responsible for the creation, management and oversight of the CIP. It also provides contingency funding for modest cost overruns associated with the execution of the capital projects presented.

OVERVIEW

INTRODUCTION

In a similar process as undertaken for the last nine years and as now required by the City Charter and Administrative Code, the City of Chelsea will compile a five-year Capital Improvement Program, the FY 2006-2010 (July 1, 2005 - June 30, 2010) CIP which includes the FY'06 Capital Budget (July 1, 2005 - June 30, 2006). A CIP is a fiscal planning tool that documents the City's capital asset needs, ranks the needs in order of project priority, and schedules projects for funding and implementation. The CIP is a dynamic process and one that is likely to change from year to year. The process provides the opportunity to plan for major expenditures in the future and to evaluate new proposals based on more current data.

The CIP lists each proposed project to be undertaken in the next two years, the project justification, the year it will begin, the amount expected to be expended each year, and the proposed method of financing. In addition, the CIP provides a tentative project listing by category and financing source for years three through five as a strategic planning and budgeting tool. Based on this information, summaries of planned capital activity, and their funding requirements, for each of the five years are prepared and presented. The CIP is a composite of the City's infrastructure needs, tempered by current and future financial planning and capacity.

What is a capital improvement?

A capital improvement is a major, non-routine expenditure for new construction, major equipment purchase, or improvement to existing buildings, facilities, land or infrastructure, with an estimated useful life of eight (8) years or more, and a cost of \$10,000 or more.

Among the items properly classified as capital improvements are:

- ◆ New public buildings, or additions to existing buildings, including land acquisition costs and equipment needed to furnish the new building or addition for the first time;
- ◆ Major alterations, renovations, or improvements to existing buildings which extend the useful life of the existing buildings by ten (10) years;
- ◆ Land acquisition and/or improvement, unrelated to a public building, but necessary for conservation or parks and recreation purposes;
- ◆ Major equipment acquisition, replacement or refurbishment, with a cost of at least \$10,000, and a useful life of at least thirteen (13) years, including data processing equipment;
- ◆ New construction or major improvements to the City's physical infrastructure, including streets, sidewalks, storm water drains, the water distribution system, and the sanitary sewer system, which extend the useful life of the infrastructure by at least ten (10) years, and
- ◆ A feasibility study or engineering design services which are related to a future capital improvement.

OVERVIEW

INTRODUCTION

What are the benefits of a capital improvement program?

- ◆ Facilitates coordination between capital needs and the operating budgets;
- ◆ Enhances the community's credit rating through improved fiscal planning and avoids sudden changes in its debt service requirements;
- ◆ Identifies the most economical means of financing capital projects;
- ◆ Increases opportunities for obtaining federal and state aid;
- ◆ Relates public facilities to the City's strategic plan or public and private development and redevelopment policies and plans;
- ◆ Focuses attention on community objectives and fiscal capacity;
- ◆ Keeps the public informed about future needs and projects, and
- ◆ Coordinates the activities of neighboring and overlapping units of local government to reduce duplication, and encourages careful project planning and design to avoid costly mistakes and to reach goals.

OVERVIEW

CREATING THE CAPITAL IMPROVEMENT PROGRAM

The City developed an administrative process that established policies and procedures for submitting and evaluating projects. This includes:

- ◆ Instructions for submitting projects;
- ◆ A schedule for the submission of projects, and
- ◆ A method of evaluating and ranking projects.

Process Overview

The following process guides the capital plan process:

- ◆ The capital program Steering Committee is appointed by the City Manager and adopts formal policies for preparation and prioritization. The CIP Steering Committee is comprised of:

Jay Ash, City Manager
Kim Driscoll, Deputy City Manager
Tom Durkin, Finance Director
Anna M. Tenaglia, Treasurer/Collector
Joseph Foti, Public Works Director

- ◆ A schedule is adopted for completing the CIP;
- ◆ City project staff conducts an assessment by program category. City project staffs assemble as the CIP Working Group to conduct the assessment including an inventory of existing facilities and assets. This assessment documents the need for renewal, replacement, expansion or retirement by reviewing what year the facility was built or asset was acquired, date of last improvement, condition, extent of use, and the scheduled date of rebuilding or expansion;
- ◆ The status of previously approved projects are determined;
- ◆ The City's ability to afford major expenditures, including review of recent and anticipated trends in revenue, expenditures, debt, and unfunded liabilities;
- ◆ Project requests are solicited, compiled and evaluated;
- ◆ Members of the Steering Committee meet with department representatives to individually discuss each request;
- ◆ A recommended method of financing is proposed for each project;
- ◆ The CIP Steering Committee evaluates the submitted projects and ranks them in priority order as objectively as possible and with reference to other projects;
- ◆ The Steering Committee informs departments as to the approved priority of projects;
- ◆ The City Manager submits the proposed CIP to the City Council and Planning Board;
- ◆ The City Council holds public hearing on the City Manager's recommendations;
- ◆ The Planning Board reviews and comments on CIP;
- ◆ The City Council adopts CIP by resolution, and
- ◆ City staff monitors CIP projects for implementation.

OVERVIEW

CREATING THE CAPITAL IMPROVEMENT PROGRAM

Capital Program Categories

The capital budget and program are prepared according to the following seven program areas:

1. **UTILITY ENHANCEMENTS** includes repair, replacement and installation of water, sewer and drainage lines; roadways, sidewalks and street furniture; hydrants, manholes and other related equipment;
2. **SURFACE ENHANCEMENTS** includes improvements to local streets, sidewalks, curb cuts, crosswalks and Americans with Disabilities Act (ADA) improvements, other than those included in Utility Enhancements;
3. **PUBLIC BUILDINGS AND FACILITIES** includes repair replacement and improvement of all of the physical structures, and their contents, owned by the City including municipal, service, public safety and maintenance facilities;
4. **PARKS AND OPEN SPACE** includes improvements to parks and open space generally in accordance with the Parks and Open Space Plan;
5. **PUBLIC SAFETY** covers the police, fire and emergency management vehicles and equipment;
6. **EQUIPMENT ACQUISITION** includes vehicles and equipment acquisition to maintain the operations of the Public Works and MIS Departments, and
7. **CAPITAL PLAN ADMINISTRATION AND PROJECT CONTINGENCY** encompasses administrative support for the plan and a contingency for all capital projects listed in the plan.

Capital Program Priorities

The City of Chelsea gives priority to capital investments that meet at least one of the following criteria:

- ◆ Addresses an urgent health or safety concern, legal mandate or code compliance;
- ◆ Supports neighborhood revitalization;
- ◆ Improves access to and the quality of municipal services for all citizens;
- ◆ Advances existing economic development and the attraction of new economic activity to the City;
- ◆ Compliments other projects, public or private, to gain economies of scale, and
- ◆ Enhances the continuing economic health of the downtown area.

CAPITAL PROGRAM IMPACTS

One of the most difficult challenges facing the City today is to continue the investment in its capital assets, which began in earnest with the FY'97 CIP, while successfully managing the financial impact on both the General and Enterprise Fund budgets. In light of the importance of continuing this planned program of infrastructure repair and replacement, the City is committed to maintaining an annual Capital Budget, which continues to reverse the effects of years of deferred maintenance.

Based on the inventory of capital assets, which is updated annually, the City has included projects in this CIP that are necessary and consistent with the priorities and goals set forth by the City. Through prudent fiscal management and conservative financial forecasting, the City has determined the appropriate levels of capital expenditures that can be incorporated into the General and Enterprise Fund budgets.

While these levels are subject to change given the nature of the CIP process, the FY 2006-2010 CIP includes General Obligation borrowings supported by the General Fund totals \$691,000 in FY'06 and \$3.5 million over the five years of the plan. General Obligation borrowing supported by the Enterprise Funds totals approximately \$2,179,000 in FY'06 and \$6.3 million over five years. The financial impact of the CIP on the General and Enterprise Funds is discussed below.

Debt Service Impact on the General Fund

Presently, the City has a moderate level of direct debt outstanding. The table below outlines the total approximate principal and interest costs that will be incurred over a six-year period, including the cost of the Schools Project net of State reimbursement and the cost of the debt incurred to finance the Urban Renewal Project. The incremental increase in the debt service is attributable to the borrowing required to finance projects in this and previous CIPs.

PROJECTED DEBT SERVICE – GENERAL FUND BUDGET					
Fiscal Year	Existing Debt Service (000)	Projected CIP Debt Service, Cumulative (000)	Other Projected Debt Service, Cumulative (000)	Projected Total Debt Service (000)	Debt Service as a % of General Fund
2005	\$ 2,172	\$ 0	\$ 640	\$ 2,812	3.1%
2006	\$ 2,012	\$ 170	\$ 166	\$ 2,348	2.5%
2007	\$ 1,794	\$ 501	\$ 0	\$ 2,295	2.3%
2008	\$ 1,621	\$ 546	\$ 0	\$ 2,168	2.1%
2009	\$ 1,580	\$ 647	\$ 0	\$ 2,227	2.1%
2010	\$ 1,504	\$ 790	\$ 0	\$ 2,294	2.1%

CAPITAL PROGRAM IMPACTS

It is the City's desire to effectively manage the financial impact that the debt financing of capital projects has on the General Fund. To that end, the City has committed to an aggressive debt retirement strategy to effectively manage the level of outstanding debt. The dollar value of Capital Improvement Program projects has been reduced to allow the City to more efficiently manage the program.

Debt Service Impact on the Enterprise Funds

A significant portion of the projects identified in the FY 2006-2010 CIP is Utility Enhancement (Water, Sewer, and Drainage) Program area improvements. The table below outlines the projected costs of Enterprise Fund Debt Service resulting from this CIP.

PROJECTED DEBT SERVICE – ENTERPRISE FUND				
Fiscal Year	Existing Debt Service (000)	Projected CIP Debt Service, Cumulative (000)	Projected Total Debt Service (000)	Debt Service as a % of Enterprise Fund
2005	\$ 1,162	\$ 0	\$ 1,162	10.7%
2006	\$ 1,107	\$ 271	\$ 1,378	11.9%
2007	\$ 959	\$ 762	\$ 1,721	14.5%
2008	\$ 808	\$ 859	\$ 1,667	13.7%
2009	\$ 744	\$ 979	\$ 1,723	13.8%
2010	\$ 688	\$ 1,182	\$ 1,870	14.4%

Based on the Enterprise Fund accounting methodology, all costs associated with the operation and maintenance of the water distribution and sewer collection systems, including debt service, must be supported by user charges. The Enterprise Fund budgets must also support projected future increases in wholesale water and sewer costs imposed by the MWRA. Responding to this imperative, the City is committed to controlling and/or reducing whenever possible Enterprise Fund expense levels so as to mitigate the increases that must be passed onto ratepayers. Keeping the debt-side of the rate formula process in check, therefore, helps to keep water and sewer bills lower.

CAPITAL PROGRAM IMPACTS

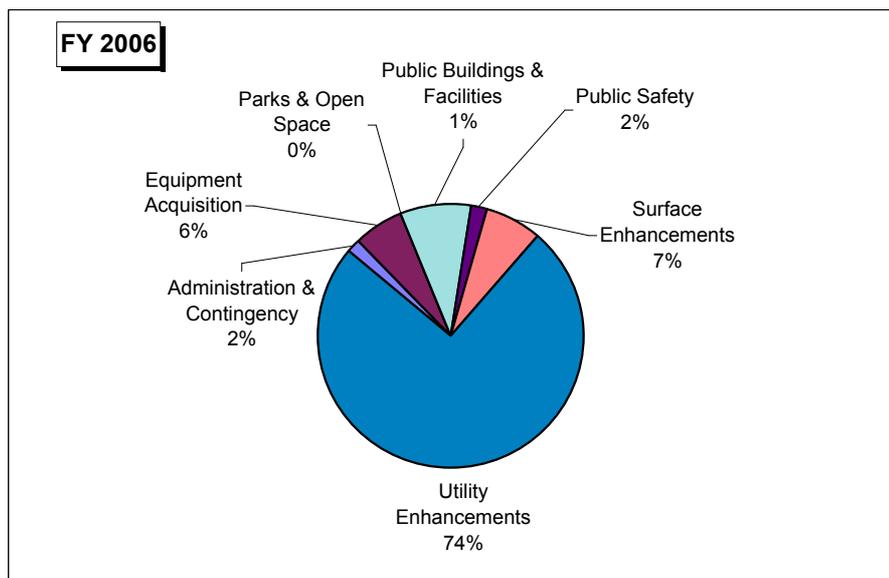
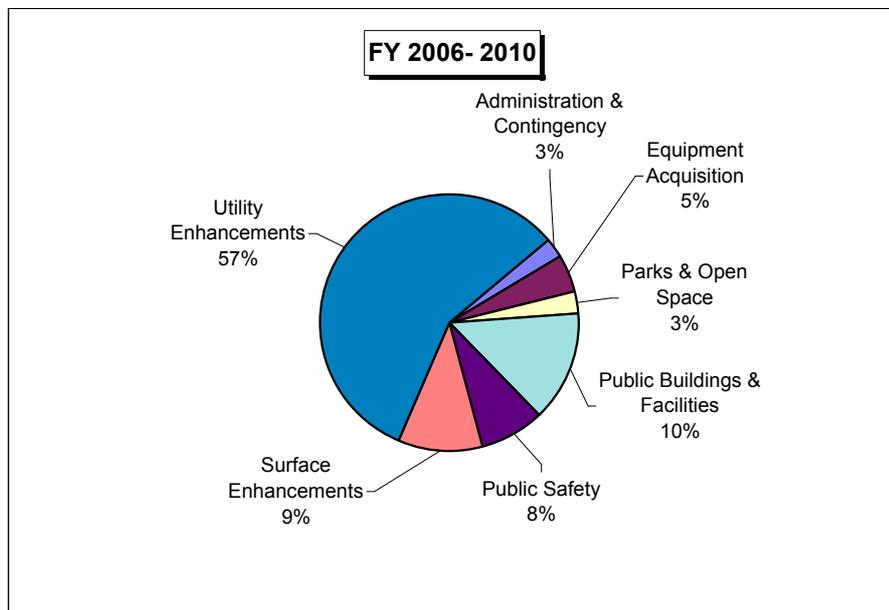
The effectiveness of this strategy was realized during the years between FY'99-FY'02 when the combined water/sewer rate remained level even in the face of wholesale rate increases by the MWRA, and increased debt service obligations. In order to continue to control debt-related impacts on water and sewer rates, the City began in FY'01 to limit cumulative projected debt service. It is important to note that the cumulative impact of the multi-years of updates also positions the City to reduce the overall commitment needed to upgrade and maintain a satisfactory and functional water and sewer system.

As the City moves forward with this CIP, it is committed to a strategy that will continue to invest in infrastructure improvements that enhance the delivery of service and increase the marketability of Chelsea as it relates to economic development and neighborhood revitalization. In addition, through proper financial planning and debt management, the goal of the City is to balance capital needs while effectively managing the financial impact resulting from the increased borrowing required to implement the projects outlined in this CIP.

FIGURE 1: CAPITAL PLAN EXPENDITURES BY PROGRAM AREA
FY 2006 - 2010

	TOTAL	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Administration & Contingency	390,000	78,000	78,000	78,000	78,000	78,000
Equipment Acquisition	690,000	290,000	100,000	100,000	100,000	100,000
Parks & Open Space	400,000	-	100,000	100,000	100,000	100,000
Public Buildings & Facilities ¹	2,068,000	413,000	455,000	400,000	400,000	400,000
Public Safety	1,198,000	88,000	168,000	314,000	314,000	314,000
Surface Enhancements	1,554,000	336,000	342,000	292,000	292,000	292,000
Utility Enhancements	8,529,000	3,562,000	850,000	1,039,000	1,659,000	1,419,000
TOTAL	14,829,000	4,767,000	2,093,000	2,323,000	2,943,000	2,703,000

¹For the purposes of this illustration, Budget dollars for Schools are included in Public Buildings and Facilities



CAPITAL PROGRAM SOURCES

Capital investment for the FY 2006-2010 CIP is derived from several sources: Water and Sewer Enterprise Funds, General Obligation Bonds, General Funds, and various state and federal grant programs. This section will describe the various sources listed above.

General Obligation Bonds

General Obligation (GO) bonds are general obligations of the City. The source of repayment is not limited to any particular fund or revenue stream. GO bond proceeds may be used for a wide range of capital activities, however, the term of the bond must be tied to the life of improvement. For example, a roadway may be financed with a twenty-year bond, and most vehicle purchases are financed with a five- to ten-year bond.

In recent years, the City has not issued large amounts of GO bonds. Prior to FY'97, the City had only \$2.2 million in GO bonds outstanding with an annual debt service payment equal to \$350,000. The City has conservatively estimated its General Fund supported bonding capacity at 2.75% in new debt per year, to finance projects included in the CIP. The actual amount of debt issued will depend on the ability of the operating budget to sustain annual principal and interest payments.

Water and Sewer Enterprise Bonds

The Water and Sewer Enterprise Fund is dedicated to tracking and reporting all activities associated with the operation and maintenance of the water and sewer systems. The principle of enterprise fund accounting is that all costs of providing services to the public, including depreciation, be financed or recovered through user charges. The City's cost recovery and financing system for the operations and maintenance of the water and sewer systems is based upon this principle. Water and sewer revenue may only pay for water and sewer expenses. Like the overall general fund budget of the City, the Water and Sewer Enterprise Fund may finance planned capital improvements from current "rate revenue" or from long-term bonds, which must be repaid over time using future rate revenue.

This CIP describes Water and Sewer Enterprise Fund expenses of \$2,179,000 or 49% of the total capital expenses for FY'06 and \$6,296,000 or 43% of the total over the five years of the CIP. The great majority of these expenses will be paid by proceeds from new bonds issued under the rules of the Enterprise Fund. The actual amount of debt issued will depend on the ability of the rate system to sustain annual principal and interest payments related to the bond debt as well as ongoing wholesale costs. The single largest expense of the Water and Sewer Enterprise Fund is the wholesale costs of water and sewer services provided by the MWRA. The ability of the City to issue Water and Sewer bonds to finance capital improvements is directly tied to the projected rate increases from the MWRA and the corresponding budget impact.

CAPITAL PROGRAM SOURCES

General Funds/Operating Budget/Free Cash

In an attempt to minimize the amount of GO bonds that need to be issued on an annual basis, the City has made a policy decision to use a "Pay-As-You-Go" funding concept. In positive economic times and when funds are available, the City can implement the pay-as-you-go funding policy with the use of undesignated fund balance, "Free Cash". Although this should not be an annual practice or policy, use of such funds, which are usually generated from one-time revenues, will positively impact on out-year budgets when the economic cycle may have turned.

In addition to Free Cash, this funding policy is also supplemented by the use of operating budget funds from the General Fund. The City anticipates using operating budget funds and/or Free Cash to finance relatively smaller capital expenses that have a shorter useful life expectancy.

To insure that this commitment continues during difficult economic times, the City Manager recommended and the City Council approved a Capital Contingency Reserve Fund. With the appropriation of \$200,000 made by the City Council in October 1999, the goal of \$600,000 was achieved in this account; this is the equivalent of three years worth of Pay-As-You-Go reserves. This fund was the first of its kind in the State.

It is also important to note that several City departments will also carry a "capital" line item in their operating budget each fiscal year. In general, these will be for expenditures of a shorter useful life or lower cost than those that would qualify as capital items by the policies of the CIP. For example, replacement of police cars, with a useful life of less than five-years, is carried in the Police Department's operating budget.

State and Federal Sources

The State and Federal governments continue to play a major role in funding infrastructure improvements, open space, and economic development, although this role has diminished considerably in the last two decades. Generally, the State or Federal government borrows money and then makes it available through application to municipalities.

Federal Highway Administration (FHWA) funds and Massachusetts Roadway funds, coordinated by the Boston Metropolitan Planning Organization (MPO), are critical for major roadway construction projects and related transportation projects in Chelsea. During 2003, the City secured a \$7M federal funds priority for the rehabilitation of Eastern Avenue from Broadway to Central Avenue. The Eastern Avenue rehabilitation project has been approved and is expected to commence in 2005, with a completion date of fall 2006. Chelsea has also been the recipient of funds from the Transportation Efficiency Act (TEA-21) program – one of many special programs in this family of FHWA funds - which provided \$1.2M for the 2003 rehabilitation of Fifth Street from Broadway to Arlington Street.

The City's conservative approach defers inclusion of a grant-based project until the confirmation of funding award. Due to increased competition in Massachusetts for federal roadway funds and new policies adopted with regard to the allocation of State funds, the City is constantly reevaluating its strategy with respect to securing funds from these programs in order to improve its competitive advantage.

CAPITAL PROGRAM SOURCES

The City is eligible to receive funds each year from the Massachusetts Small Cities Program (MSCP), a program administered by the Division of Housing and Community Development. MSCP derives its funding from the Federal Community Development Block Grant Program to support a wide range of community development activities that include infrastructure, park improvements and housing and human service activities, although not all projects within these categories may be eligible for funding through the process which stresses a benefit for low and moderate income residents. Chelsea is one of twelve “mini-entitlement communities” and is eligible for up to \$600,000 in MSCP funds. An application is pending that, if approved, will provide investment at Gerrish and Marlboro Street areas and \$125,000 to community school programs in FY’06.

Through a variety of programs, the City will compete for State funds to support parks and open space development. Again, the conservative approach used in the CIP includes only funds awarded from grant sources and not pending applications. During 2003, the City received \$368,000 in parks and open space funds administered by the Massachusetts Executive Office of Environmental Affairs for the reconstruction of Quigley Park and the development of the Mace Tot Lot. The Quigley Park renovation and the Mace Tot Lot renovation are complete. Chelsea has also received funding in the amount of \$305,900 to renovate Voke Park.

The City receives funding assistance for roadway improvements through several State funds administered by the Massachusetts Highway Department (MHD). This includes funding from the Chapter 90 Program that is distributed annually on a formula basis to all the cities and towns in Massachusetts. These funds have been used generally by the City to pave local streets, although they may also be used to pay for major roadway projects and for roadway maintenance equipment.

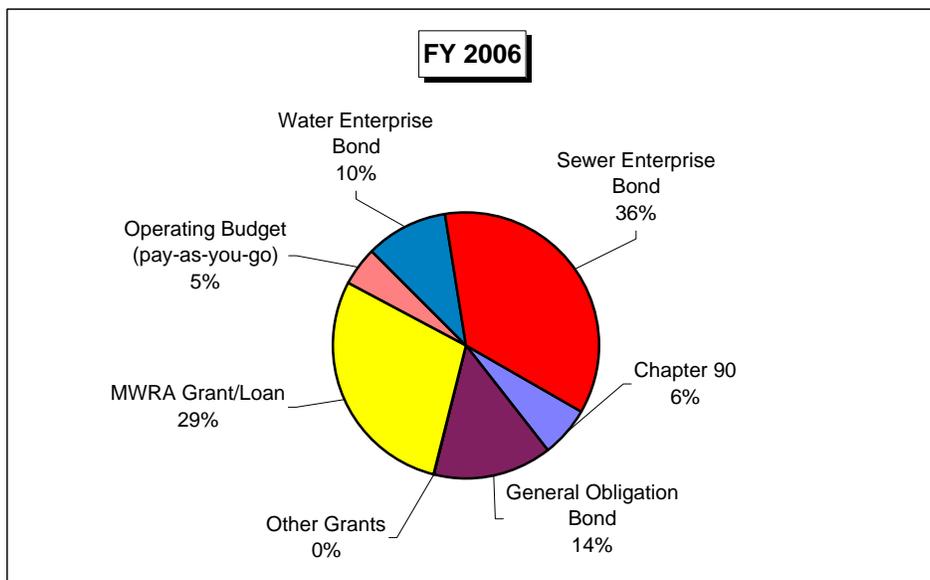
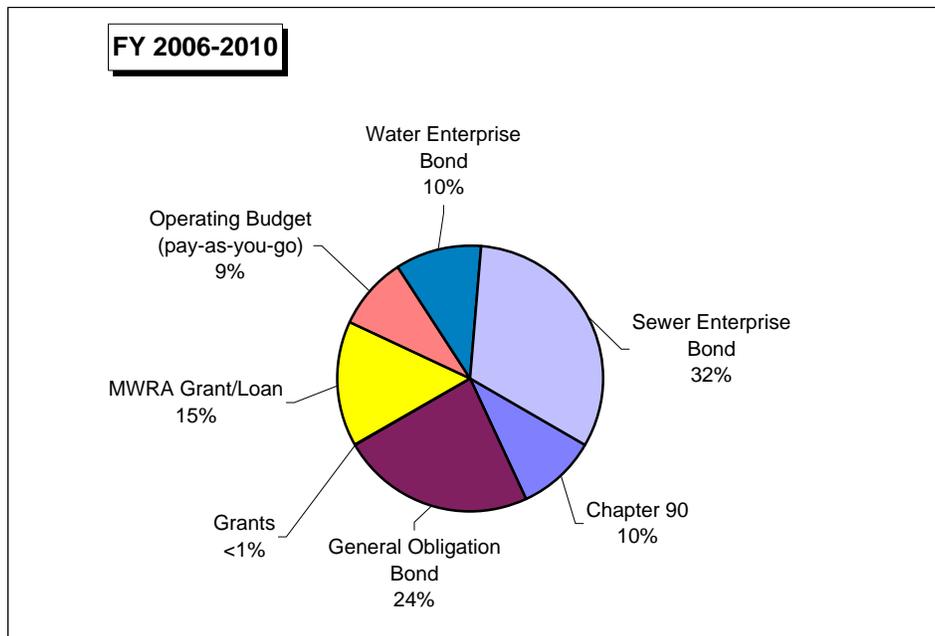
Sewer and Drainage improvement funds are available from the Massachusetts Water Resources Authority (MWRA) on a 45% grant, 55% interest-free loan basis for eligible project activities. The Local Pipeline Assistance Program and the Inflow and Infiltration Program provide supplemental capital funds to the City’s improvement program on a project-by-project basis. In FY’06, approximately \$879,836 in MWRA grant funding from the Inflow and Infiltration Program has been allocated for projects in this CIP. The City will continue to pursue MWRA Grants and others like it as funding supplements to future Utility Enhancement projects.

Water pipeline rehabilitation funds are available from the MWRA on a ten-year repayment, interest free loan basis. The Local Pipeline Assistance Program will make available to the City with more than \$500,000 annually for the next ten years for pipeline relining and replacement projects. This amount will significantly reduce the need for Water and Sewer bonds in future CIP’s.

Over the past few years, the School Building Assistance Program has been the most significant external source for funding City debt. This program supports funding for school construction and renovation and is funding 95% of the principal and interest costs of the new school facilities opened in 1996 and 1997 for Chelsea school children, including a new high school campus, new middle and elementary school campuses, and the renovated Shurtleff School for pre-kindergarten, kindergarten and first grade. Improvements to the old high school, now the Clark Avenue School, have been funded from City resources. In total, the City will receive a 90% reimbursement for the recently completed High School addition. It is expected that the City will receive 75% of that initial reimbursement in FY’05 and the remaining upon completion of the school audit.

**FIGURE 2: CAPITAL PLAN REVENUE SOURCE DETAIL BY YEAR
FY 2006 - 2010**

	TOTAL	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Chapter 90	1,454,000	286,000	292,000	292,000	292,000	292,000
General Obligation Bond	3,506,000	691,000	673,000	714,000	714,000	714,000
Free Cash	-	-	-	-	-	-
Other Grants	-	-	-	-	-	-
MWRA Grant/Loan	2,233,000	1,383,000	850,000	-	-	-
Operating Budget (pay-as-you-go)	1,340,000	228,000	278,000	278,000	278,000	278,000
Water Enterprise Bond	1,544,000	471,000	-	204,000	500,000	369,000
Sewer Enterprise Bond	4,752,000	1,708,000	-	835,000	1,159,000	1,050,000
TOTAL	14,829,000	4,767,000	2,093,000	2,323,000	2,943,000	2,703,000



UTILITY ENHANCEMENTS

Overview FY 2006-2010

Ten years of investing in the City of Chelsea's water, sewer and drain infrastructure has resolved many longstanding system deficiencies. However, much more remains to be done. Like most, if not all older cities, the City of Chelsea faces continuing challenges because of its aging, and previously poorly maintained infrastructure. The cost of repair, particularly for water, sewer and drain facilities, is usually substantial and the results unseen. Improvements to Chelsea's water distribution and sewer collection system continue to be made every year through the capital plan. In recent years, the City of Chelsea has made substantial progress in addressing a long list of known capital improvement needs and priorities. While funds for these efforts are limited, the City of Chelsea has been able to address its needs strategically and positioned to quickly move forward with projects as funding becomes available.

Water distribution system and sewer collection system improvements are driven primarily by extraordinary maintenance and repair costs for a given section, new State and Federal environmental rules, and accommodating growth in the City. Water system improvements are further driven by the mandate to provide the highest quality drinking water for the citizenry and the need to increase fire flows to certain sections. Sewer system improvements are also needed to enhance system flow performance.

Challenges FY 2006-2010

The primary obstacle to upgrading sewer and water infrastructure is funding. The level of direct, dedicated sewer funding support previously available from federal coffers through the Clean Water Act has been reduced to a trickle. Unfunded mandates from Federal and State programs have added to the burden. Some success has been achieved in getting the State and the MWRA to provide infrastructure improvement program funding. New programs have been created to support drinking water quality improvements.

The privatization of the operations of the water distribution and sewer collection system, and the programmed cleaning performed under that contract, has significantly decreased the frequency of sewer blockages.

Several sewer mains known to be in poor condition and in danger of completely collapsing have been reconstructed. A continuing program of access point installation, pipe cleaning and internal inspection in the sanitary combined and drain sewer systems improves current performance. It also alerts City personnel to potential trouble areas prior to a pipe collapse and provides a database for cost effective system improvements.

The City continues to reduce the number of storm sewers that are directly connected to the sanitary sewer system. These "clean water" flows contribute to the MWRA wholesale charges and add to sewer back-up problems.

Within these realities, the City must strategically plan improvements in conjunction with other roadway and drainage infrastructure improvements; use varied sources of funds, including grants; actively lobby for legislation funding Federal and State mandates, and structure water and sewer rates to reflect both usage and capital charges.

UTILITY ENHANCEMENTS

Goals FY 2006-2010

In addition to providing clean, safe, and reliable drinking water to residences, institutions and businesses within the City, water and sewer infrastructure work must be designed to reduce the amount of non-sanitary flows entering the wastewater collection system.

Specific goals for water and sewer projects include:

- ◆ Increasing hydrant flows to improve fire protection;
- ◆ Separating, where possible, combined sewers, and decreasing stormwater flows to sanitary interceptors, thereby reducing the overall level of flow transported for treatment, and, thus, reducing costs to the City for disposal;
- ◆ Decreasing drinking water quality complaints;
- ◆ Achieving compliance with USEPA lead maximum contaminant levels, and
- ◆ Reducing the amount of non-revenue-producing water and cutting infiltration and inflow into the sanitary system, thereby decreasing the long-term cost of the entire systems.

Programs FY 2006-2010

Guiding the programs for implementation in the area of water and sewer are plans to:

- ◆ Systematically address the long overdue rehabilitation and repair of the water distribution and sewer collection systems;
- ◆ Combine individual infrastructure projects in bundles, performing water, sewer, drain and roadway improvements as integrated projects;
- ◆ Plan infrastructure improvements to enhance projects undertaken by Massachusetts Highway Department and MWRA. For example: drainage and water improvements in conjunction with the reconstruction of Eastern Avenue and the Chelsea Branch Sewer Project;
- ◆ Complement MWRA Chelsea Trunk Relief Sewer and Chelsea Branch Sewer Projects, and
- ◆ Utilize as much grant funding as possible to reduce the cost burden on ratepayers.

Projects FY 2006-2010

The five-year investment plan in this program area will target the following areas:

- ◆ Water main replacements, cleaning and cement linings, as well as abandonment and transfer of water service at various locations throughout the City;
- ◆ Sewer line inspections, reconstruction and replacements, and repair and installation of manholes and catch basins at various locations throughout the City, and
- ◆ Drainage studies of the combined sewer tributary area to the combined sewer outfalls to reduce frequency of flooding.

UTILITY ENHANCEMENTS

FY'06 Projects

The Public Works Department and the City's engineering consultants collect information about the underground infrastructure from multiple sources including:

- ◆ CIP programmed sewer and water studies;
- ◆ Sewer and water main replacement contracts, and
- ◆ Reports and maps generated by the water and sewer operations management personnel employed by the private contractor providing water and sewer maintenance and operation.

This information is constantly being analyzed for a better understanding of how these systems function and what improvements are necessary to provide reliable uninterrupted service, water fire flows and collection of waste and stormwaters. With each successive piece of new information, managers and technical personnel responsible for planning and implementing improvements are able to build their institutional knowledge. The ongoing review of this information establishes the projects submitted for the capital planning process.

Many critical needs have been addressed by projects completed, under construction or in design. Stand-alone water main and sewer main projects have corrected most of the worst known deficiencies. Several projects originally thought to be limited in scope have been expanded. This is due to new information about how subsystems of the water distribution and sewer collection systems work - alone and in conjunction with each other. The originally scheduled projects become more cost effective to implement when they are chronologically planned within the scheme of larger subsystem-wide improvement projects.

This approach when utilized for sewer and drain projects not only enables the City to correct ongoing problems such as flooding but also provides the added benefit of sanitary and storms sewer separation. Additional economies of scale are also realized when water main replacements occur simultaneously with the sewer and drain projects. The below-ground infrastructure projects are then followed by full roadway and sidewalk replacement.

FY'06 projects are based upon several sources of information. The 1996 Water Distribution Evaluation Study is the most comprehensive. It set out a two-phased program of water improvements, with the goal that the deficiencies in the system should be addressed within 20 years in order to provide the desired quantity and quality of water service. Phase A identified projects to eliminate or reduce deficiencies including: fire flow, transmission mains, unlined parallel mains, water quality fluctuations and dead-end mains. Phase B recommendations call for the replacement of all remaining unlined cast-iron pipe with cement lined ductile iron water mains primarily in the neighborhoods. The City of Chelsea will be utilizing interest free loans from the Massachusetts Water Resources Authority's Local Pipeline Assistance Program to fund water improvements in FY'06.

In FY'06, the City will continue with its multi-year program to replace existing lead water services with copper. This work is performed in conjunction with water, sewer drain and roadway work.

The City's information collection on the sewer system will proceed in a multi-year phased program of investigation, funded in part by the MWRA Inflow and Infiltration 45% grant, 55% loan program. This program focuses on the portion of the sewer system that is wholly or partially separated from the stormwater drainage system and seeks to minimize non-sanitary flows into the dedicated sanitary sewer lines (Sewer Inflow and Infiltration Project).

UTILITY ENHANCEMENTS

The City has made a multi-year commitment to removing the sources of inflow and infiltration into the City sanitary collection system in the tributary area of Chelsea Combined Sewer Overflow CHE-008 on Chelsea Creek. The City's goal is to minimize storm water flows through the sanitary sewer to reduce overflows into the Creek and Harbor and sewerage costs to residents.

The City has compiled preliminary data on the construction of the stormwater and sanitary sewer system (separated and combined). This assessment has formed the City's actions in correcting known failures in the sewer pipe system and predicting where new failures are more likely to occur. Failures most commonly occur in the parts of the sewer system line constructed from brick or un-reinforced cement concrete.

Improvements to the drainage system will result in two distinct benefits. First, the separation of stormwater drainage from the sanitary sewer system will reduce flows in the sanitation sewer system, and also reduce or eliminate associated backflow and flooding during high water run-off periods. Second, the improvements to the drainage system will reduce the frequency and depth of flooding in low-lying areas.

Several stormwater drainage management projects are ongoing and will eventually mitigate against flooding and washout during high run-off periods.

The Utility Enhancement Capital Project Listings for FY'06 are contained on the following pages.

Capital Project Listing

Program Area: Utility Enhancements

Project: Crescent Avenue Infrastructure Reconstruction

Contact: DeSantis

Description: The request is for additional monies to fund the reconstruction of Crescent Avenue including replacement of the 16" water main, separation of combined sewer into separate storm and sanitary sewer conduits and full depth roadway and sidewalk reconstruction from Gary Avenue to Eastern Avenue.

Justification: Funded at a \$700K level in FY'05 as a start on a multi-stage project 75% complete design has yielded a definitive estimate for the construction of these improvements. The replacement of the 16" water main from Parker Street to Eastern Avenue has now been included in this project due to recent pressure breaks in this line. This work continues work previously performed on Crescent Avenue in anticipation of roadway reconstruction including installation of new 12" water main from Parker Street to Cary Avenue and new sanitary sewer main from Eleanor Street to Eastern Avenue. This work will support continued economic development in this area.

Impact: Reconstruction project will directly reduce operating expenses for roadway and water main repair and is a major component of separating the combined sewer area tributary to CSO-CHE-008 which will ultimately result in lowered sewer transportation and treatment costs to all water and sewer ratepayers in the City of Chelsea.

Start Date: 7/1/05

End Date: 6/30/06

Project Cost:

FY2006

General Obligation Bond	Water/Sewer Enterprise Bond	Operating Budget	Grant	Free Cash	Total
\$ 0	\$ 979,000	\$ 0	\$ 1,383,000	\$ 0	\$ 2,362,000

Grant Source (if applicable) :
MWRA Inflow & Infiltration

Capital Project Listing

Program Area: Utility Enhancements

Project: Water Meter Replacement/Upgrade

Contact: DeSantis

Description: Replacement of approximately 5,000 water revenue meters at homes and businesses throughout Chelsea with new radio frequency (RF) accessed water meters.

Justification: The current water meters were installed in 1993; the project useful life of a water meter before it starts to under register water consumption is 15 years. Accessing water meters for reading purposes through RF will give the ability to remotely read and monitor water meters without going to the Customer's premises.

Impact: Completion of this initiative will allow the Department to decrease the number of water meter readers from three to one meter reader/repairman and increase the number of City Yard operating personnel working full time on other activities without additional hiring of full-time employees. The RF system of reading will allow for quicker response to Customer inquiries regarding high bills and provide a mechanism for increased frequency of on-premises leak detection with less labor involvement.

Start Date: 7/1/05

End Date: 6/30/06

Project Cost:

FY2006

General Obligation Bond	Water/Sewer Enterprise Bond	Operating Budget	Grant	Free Cash	Total
\$ 0	\$ 1,200,000	\$ 0	\$ 0	\$ 0	\$ 1,200,000

Grant Source (if applicable) :

SURFACE ENHANCEMENTS

Overview FY 2006 - 2010

The City of Chelsea's roadways are subject to high levels of vehicular traffic due to its close proximity to the City of Boston and regional transportation facilities for the movement of people and materials. A significant portion of the vehicular traffic which the City of Chelsea experiences is due to traffic originating outside of the City. Yet, except for a small amount of funding provided by the state, the City of Chelsea assumes the burden for maintaining these streets, which experience more vehicle trips per day than many streets do in less populated areas.

Challenges FY 2006 - 2010

It is desirable to rebuild all the streets in the City through full depth reconstruction. However, funds of the magnitude that would be needed to accomplish this in the short-term clearly are not available. In the face of the substantially deteriorated conditions and high costs, two kinds of roadway improvements must be relied upon. The first is to continue commonly accepted methods of roadway rehabilitation to as many roadways as possible with priorities based upon the ranking of individual street conditions as measured by field surveys conducted by the staff of DPW. The second is to undertake full-depth reconstruction in conjunction with water, sewer, drainage and other public projects.

Among the most difficult aspects of roadway improvements is scheduling and prioritizing work. In determining targets for work, the City considers existing roadway conditions as well as plans for other

Adding to the maintenance burden is the area's climate. Multiple freeze-thaw cycles in the winter adversely impact the longevity of paved surfaces in the city. The measure of the need for citywide roadway resurfacing and reconstruction is the poor ride quality of the deteriorated roadway pavements on many streets. While much has been accomplished in the last few years, much more needs to be done.

infrastructure projects. The intent is to target surface improvements for roadways that have ride quality ratings of "deficient" or "intolerable" (provided no infrastructure work is planned over the next five years), and to minimize disturbance of the pavement after resurfacing by coordinating with water, sewer, drain and other public works improvements.

The City of Chelsea has recently begun implementation of a pavement management system. The pavement management system combines condition assessments, asset valuation, analysis of maintenance strategies, multi-year budgeting, queries and reporting in one application.

Additionally, the City must expeditiously meet full compliance with Americans with Disabilities Act (ADA).

SURFACE ENHANCEMENTS

Goals FY 2006 - 2010

Continuing the reversal of decades of neglect of the City's roadway and sidewalk network by:

- ◆ Resurfacing or reconstructing all streets with pavement ride quality conditions of "deficient" or "intolerable" as soon as practically possible;
- ◆ Improving the image of the City and the services it renders to citizens and visitors alike by providing roadway surfaces without potholes, dips, ripples or other defects;
- ◆ Reducing costs associated with roadway maintenance in the operating budget, thereby providing more funding to address other service needs;
- ◆ Replacing, repairing or installing sidewalks where needed;
- ◆ Significantly reducing the financial impact of property damage losses from claims against the City resulting from deficient roads and sidewalks;
- ◆ Increasing property values and the desirability of the City's neighborhoods and business districts, and
- ◆ Fulfilling compliance with ADA.

Programs FY 2006 - 2010

Identifying and coordinating work with the water, sewer, and drainage categories as well as with other City and public agencies will allow for the:

- ◆ Combining of individual infrastructure projects in whole street and area bundles, so that water, sewer, drain and roadway improvements can be performed as one project in combination with work on adjacent streets, and
- ◆ Continued push towards ADA compliance.

Projects FY 2006 - 2010

In various locations, targeted work will include:

- ◆ Hot-in-place recycling and micropaving of roadway wearing surface;
- ◆ Surface milling and overlaying paving of roadway wearing surface;
- ◆ Pulverization of existing roadway bituminous pavement cross-section into base material and laying of new binder and wearing courses;
- ◆ Full depth reconstruction and repaving of roadway and sidewalk pavements;
- ◆ Removal of deteriorated brick sidewalks and repaving with bituminous concrete, and,
- ◆ Installation of sidewalk handicapped access ramps.

SURFACE ENHANCEMENTS

FY'06 Projects

Capital improvements to the City's roadway, sidewalk and streetscape system are primarily related to an integrated approach to all surface and subsurface infrastructure improvements. Roadway improvements programmed into this CIP are, in part, tied to the underlying water and sewer construction improvements. Similarly, street and sidewalk improvements are tied, in part, to support related development and to undertake general neighborhood improvements.

FY'06 funding will focus on surface enhancements after completion of water, sewer and/or drain work on Crescent Avenue, complementing work previously performed on adjacent streets and work to be undertaken by the Commonwealth of Massachusetts this coming year reconstructing Eastern Avenue. Typically, work will include ADA compliant wheelchair ramps, new sidewalks and roadway resurfacing:

Details for each of the FY'06 funded projects mentioned above appear on the following pages.

Capital Project Listing

Program Area: Surface Enhancements

Project: Spot Sidewalk Repair

Contact: Taverna

Description: Replacement of Cement Concrete sidewalks citywide and various streets requested by residents and City Councilors.

Justification: Provide a safe and code complaint product for heavily traveled pedestrian routes.

Impact: Direct reduction in operation and maintenance costs as well decrease liability for litigation.

Start Date: 7/1/05

End Date: 6/30/06

Project Cost:

FY2006

General Obligation Bond	Water/Sewer Enterprise Bond	Operating Budget	Grant	Free Cash	Total
\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000

Grant Source (if applicable) :

Capital Project Listing

Program Area: Surface Enhancements

Project: Stockton Street

Contact: Taverna

Description: Replacement of cement concrete sidewalks and of roadway wearing surface from Broadway to Spencer Avenue.

Justification: Project planned in conjunction with planned development in the area.

Impact: Direct reduction in operation and maintenance costs.

Start Date: 9/1/05

End Date: 9/30/06

Project Cost:

FY2006

General Obligation Bond	Water/Sewer Enterprise Bond	Operating Budget	Grant	Free Cash	Total
\$ 0	\$ 0	\$ 0	\$ 57,000	\$ 0	\$ 57,000

Grant Source (if applicable) :
Chapter 90

Capital Project Listing

Program Area: Surface Enhancements

Project: Clark Avenue

Contact: Taverna

Description: Replacement of cement concrete sidewalks where needed and resurface roadway from Webster Street to Cabot Street.

Justification: Project planned in conjunction with planned development in the area.

Impact: Direct reduction in operation and maintenance costs.

Start Date: 8/1/05

End Date: 10/31/06

Project Cost:

FY2006

General Obligation Bond	Water/Sewer Enterprise Bond	Operating Budget	Grant	Free Cash	Total
\$ 0	\$ 0	\$ 0	\$ 80,000	\$ 0	\$ 80,000

Grant Source (if applicable) :
Chapter 90

Capital Project Listing

Program Area: Surface Enhancements

Project: Vale Street

Contact: Taverna

Description: Replacement of cement concrete sidewalks and roadway wearing surface replacement from Everett Avenue to short of the Carter Street intersection.

Justification: Project planned in conjunction with utility enhancement project from previous CIP.

Impact: Direct reduction in operation and maintenance costs.

Start Date: 8/1/05

End Date: 11/30/05

Project Cost:

FY2006

General Obligation Bond	Water/Sewer Enterprise Bond	Operating Budget	Grant	Free Cash	Total
\$ 0	\$ 0	\$ 0	\$ 149,000	\$ 0	\$ 149,000

Grant Source (if applicable) :

Chapter 90

PUBLIC BUILDINGS AND FACILITIES

Overview FY 2006-2010

The City's public buildings and facilities not only aid in the advancement of municipal service delivery but also act as physical symbols of the Community at large. After years of neglect prompted by unfunded federal mandates to meet health and safety requirements in public buildings, the City has performed some critical improvements over the past several years.

The CIP process has begun to address deferred maintenance on many of the oldest municipal buildings. In fact, the City's municipal service buildings, public safety buildings, and maintenance facilities are in a state of transition, with continued capital improvements to improve and facilitate future service delivery and, perhaps as important, bring a new sense of pride to the city. A substantial investment was made to improve the physical plant of our schools ten years ago. Adequately funding ongoing maintenance projects in our schools will protect this investment for future generations.

Challenges FY 2006 - 2010

Establishing a planned schedule of maintenance and repair is critical so that the existing and new and/or renovated buildings coming on-line receive the required investments. In those buildings that will not be replaced, critical renovations and regular updating must take place

without disrupting the services being provided in the facilities. Whether new or renovated, the City's buildings must add to the integrity of the areas in which they are located, and must be equipped to provide the most advanced services and access.

PUBLIC BUILDINGS AND FACILITIES

Goals FY 2006-2010

Restore and preserve the value and reliability of City buildings while enhancing each facility's contribution to municipal service delivery by:

- ◆ Investing in capital improvements;
- ◆ Promoting efficiencies in operation;
- ◆ Increasing building longevity;
- ◆ Eliminating building barriers;
- ◆ Updating facilities with new technology;
- ◆ Improving the quality of service areas, and
- ◆ Creating safe working environments.

Programs FY 2006-2010

The following programs will guide the capital initiatives:

- ◆ Assess municipal service demand to prioritize restoration of existing facilities and expansion to new facilities, where necessary;
- ◆ Conduct ongoing investigations into the City's computer, telecommunication and building management support systems to enhance operations and interactivity;
- ◆ Manage a program of major improvements to promote energy conservation, and
- ◆ Complete removals of access barriers from municipal buildings.

Projects FY 2006-2010

The five-year investment plan will target the following areas:

- ◆ Updating existing municipal service and administrative buildings based on the facility improvement plan;
- ◆ Repairing and renovating public safety buildings;
- ◆ Improving maintenance facilities, and
- ◆ Continuing ADA renovations to ensure compliance and access to public buildings.

PUBLIC BUILDINGS AND FACILITIES

FY'06 Projects

On-going Public Buildings and Facilities improvements will continue during FY'06. The City's experience over the past five years has contributed to a reevaluation of the planning approach for building improvements, particularly in light of complex and expensive repairs required for City Hall, the Library, Fire Buildings and the Police Station. These repairs and renovations encompass the full spectrum of design and technology, from historic preservation to sophisticated building systems.

1. Renovations at Central Fire Station have begun. Scheduled for March completion, the building will be a first class energy efficient facility with all health, safety and quality of life issues satisfied. Building renovation plans for Engine #3 will be re-addressed this fiscal year encompassing future relocation plans for Engine #2.
2. The City continues its commitment to improve and restore City Hall, architecturally and aesthetically. Several floors and landings will be replaced this fiscal year. Significant masonry and terra cotta replacement will commence in FY'06 as outlined in a detailed multi-phase project developed by an historic preservation and renovation architectural firm.
3. Maintenance Projects at the Williams School: a) replace roof top chiller. The chiller is necessary to cool the building. A fully functioning HVAC system serves to maximize the availability of the building for use by the Community Schools program during the summer months; b.) clean and reseal exterior brick. This will protect and extend the life of the exterior brickwork and facilitate graffiti removal, and c.) inspect and repair roof. Inspections will ensure proper operation of the roof. Any repairs, which are necessary, will extend the life of the roof.
4. Mary C. Burke Improvements: Improvements will be undertaken to maximize the use of the field and make it more accessible for families to attend games. Improvements include lighting for night games, bleachers, concession stands and bathroom facilities.

Capital Project Listing

Program Area: Public Buildings & Facilities

Project: Burke School Field Improvements

Contact: McCue

Description: Funding for field improvements including upgrading the field, adding lights, improving fencing, adding a concession stand/restroom facility, improving surveillance equipment, adding a spectator stand and other amenities that may include a scoreboard, batting cages, etc.

Justification: In order to expand use of the field and improve the safety and comfort of the players and spectators. \$150,000 has already been provided from other sources. \$50,000 is needed to complete funding for this project.

Impact:

Start Date: 7/1/05

End Date: 6/30/06

Project Cost:

FY2006

General Obligation Bond	Water/Sewer Enterprise Bond	Operating Budget	Grant	Free Cash	Total
\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000

Grant Source (if applicable) :

Capital Project Listing

Program Area: Public Buildings & Facilities

Project: City Hall Roof Line Terra Cotta - Phase I

Contact: Lanzillo

Description: Restoration of roof line dentil band at the roof line of the main building.

Justification: Much of the dentil work is deteriorated with sections missing. This allows moisture to infiltrate behind the masonry band causing further damage when freezing occurs and causing the masonry and terra cotta to pop off. This is the second phase of a multi-phase restoration project for City Hall.

Impact: Eliminates the need to respond to costly emergency repairs and prevents potential danger of masonry units falling onto the pathways and walkways around City Hall.

Start Date: 7/1/05

End Date: 8/31/05

Project Cost:

FY2006

General Obligation Bond	Water/Sewer Enterprise Bond	Operating Budget	Grant	Free Cash	Total
\$ 195,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 195,000

Grant Source (if applicable) :

Capital Project Listing

Program Area: Public Buildings & Facilities

Project: Extraordinary Maintenance Projects - Williams Middle School

Contact: McCue

Description: Projects include the replacement of the rooftop HVAC equipment, cleaning and resealing exterior brick, and inspection and repair of the roof.

Justification: The School Department's Life Cycle Facility Maintenance and Repair Forecast recommends this work as part of a planned operations, maintenance and replacement schedule for the entire physical plant of the school system.

Impact: Completion of the project will ensure continuous operation of the facilities and will avoid more costly emergency repairs if deferred.

Start Date: 7/1/05

End Date: 6/30/06

Project Cost:

FY2006

General Obligation Bond	Water/Sewer Enterprise Bond	Operating Budget	Grant	Free Cash	Total
\$ 0	\$ 0	\$ 150,000	\$ 0	\$ 0	\$ 150,000

Grant Source (if applicable) :

Capital Project Listing

Program Area: Public Buildings & Facilities

Project: City Hall Tile Floor Replacement

Contact: Lanzillo

Description: Remove existing vinyl tiles from several hallways and landings in City Hall and install new flooring.

Justification: Many of the coasting tiles are broken causing tripping hazards in with the potential result of injury to employees and/or the public. We have been notified by the City's insurance company that we need to replace the tiles. Due to their composition, the tiles must be removed in an abatement scenario under strict DEP guidelines and controls.

Impact: Eliminate costly spot repairs, eliminate hazard and prevent potential injuries, and will allow far simplified routine cleaning and overall maintenance, thus cutting down on labor costs to perform these duties.

Start Date: 7/1/05

End Date: 10/31/05

Project Cost:

FY2006

General	Water/Sewer	Operating	Grant	Free Cash	Total
Obligation Bond	Enterprise Bond	Budget			
\$ 18,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 18,000

Grant Source (if applicable) :

PARKS AND OPEN SPACE

Overview FY 2006-2010

The City continues its partnership with non-profits, open space advocates, and private recreation leagues to serve the City's residents by expanding and enhancing recreation and education opportunities. The on-going program of restoration and expansion of its parks and open spaces continues to provide local residents with improved and modern facilities designed to accommodate a mix of age groups, uses, and levels of ability.

The City has four citywide parks with recreational facilities, two of which were completely reconstructed as part of the school building projects. The school building project also greatly expanded the number of recreational opportunities now existing locally. Eleven neighborhood parks, playgrounds, and play lots of various sizes, including a historic cemetery and several historic public squares add to the City's inventory of parks and open space. An envisioned Chelsea waterfront open space system, parts of which already exist, is planned for future implementation through incremental design and development. Some of these parks and facilities need improvements to be brought to current safety and accessibility standards.

Historically, park funding has been derived almost exclusively from grants, which limited the City's ability to make planned improvements. In the recent past, an annual fund commitment in the CIP, supplemented by state funds, provided a guaranteed minimum funding base and greatly accelerated improvements to the overall park system. Initiatives by the

Challenges FY 2006-2010

FY2006 Parks and Open Space initiatives will build upon the priorities set forth in the 2003 Open Space Plan Update. The project will focus on maintenance and rehabilitation of existing open space facilities and the management of these facilities to maximize recreation opportunities. The projects will also improve the appearance of neighborhood open spaces and provide connections between neighborhoods. The chief priority is to integrate open space into the fabric of the City so that all new planning and development initiatives acknowledge its inclusion as a component of the activity.

Massachusetts Historic Commission and the Department of Environmental Management for the preservation of historic landscapes also offered opportunities to accomplish improvements to our historic spaces.

Recognizing the constraints in the existing park system, the City advanced initiatives that resulted in the construction of an artificial turf field at the Chelsea Memorial Stadium, the construction of a new tot lot on a former brownfield, and the renovation of two Chelsea Housing Authority tot lots. In addition to providing better quality "play" at the CHA tot lots and new play opportunities at the new tot lot, the new artificial field expanded the stadium's use by 17-times, from an estimated 250 hours per year to 4,400 hours per year.

To support additional planning and programming support, the City is updated its five-year Open Space Plan. The new plan identifies and prioritizes action items for implementation, and makes the City eligible to apply for grants through the year 2008.

In addition to parks, the importance of open space and pleasant streetscapes to enhance the livability of local neighborhoods continues to be seen as a way of improving a neighborhood's appearance and connecting parks and open spaces to each other. The city's look and feel can be enlivened dramatically by attention to streetscapes and street trees. As indicated in the City's Open Space Plan Update, providing sidewalk and street tree amenities to roadway projects will continue to be a priority, as will a stand-alone program for street trees.

Given the constraints on the City's open space/recreational resources and the limitations that the City faces in developing new parkland, the City must continue to work to manage existing facilities in order to optimize their use. To further this goal, the City includes opportunities for various age groups in all its

PARKS AND OPEN SPACE

Challenges FY 2006-2010 (continued)

park design. In addition, the City has hired a full-time community schools director. The director has developed programs to make the community school programs more accessible to a greater number of City residents.

The Chelsea Boys and Girls Club continue to provide quality recreation and guidance to Chelsea's youth.

The update to the City's Open Space Plan provides a framework for promoting use of the City's recreation facilities and a plan for management of the city's parks. Implementation of the plan, which has already begun, is a priority.

The City's efforts at building lines of communication to anticipate the recreational needs of our residents through more interactive planning processes has resulted in the establishment of constituencies to care for our parks and has improved the City's ability to

compete for grants. The City must continue to foster this communication and to build upon it in order to involve more Chelsea residents and businesses in the process. Building bridges between recreational programs in our public park system, and those offered through local non-profits and the Chelsea after-school program will continue to bring age appropriate activities to everyone in the community.

The City's Park and Open Space system must continue to be an essential part of a vibrant and healthy community, and the City will continue to refine open space priorities, and set new goals to realize the vision for a quality open space system in Chelsea.

PARKS AND OPEN SPACE

Goals FY 2006-2010

Chelsea's open space must be maximized to:

- ◆ Provide active and passive recreational opportunities suited to Chelsea's urban population;
- ◆ Resolve conflicts among those competing to use open space that is available;
- ◆ Take advantage of Chelsea's environmental, historic, and scenic resources, and
- ◆ Integrate the open space system into the City fabric to help link neighborhoods, provide buffers against incompatible uses, and add value to surrounding properties.

The City's recreation facilities need to be assessed and updated:

- To monitor the condition of existing facilities;
- To meet code requirements, and
- To address changes in recreation demand.

Programs FY 2006-2010

The programs included in the Open Space Program area allow the City to better maintain its existing open space while also providing the resources to increase recreational opportunity to other parcels in the City. The programs also provide for the enhancement of the City's streetscape features through landscaping. Specific programs include:

- ◆ Continue to implement the Five Year Action Plan contained in the City's Open Space and Recreation Plan (FY 2003 – 2008) to guide development of the park system;
- ◆ Initiate a Comprehensive Maintenance Program for all City open space and recreation facilities, coordinated with the school playground and playfield facilities;
- ◆ Renovation of community parks and open space to improve recreation opportunities and enhance the quality of life for the City's residents, and
- ◆ Installation of street trees and other features to enhance the City's streetscape and to provide amenities for pedestrians.

Projects FY 2006-2010

The Open Space Program area will focus on making the following types of enhancements over the next five years:

- ◆ Renovations to playing fields, basketball and tennis courts, and playground areas at existing parks to address the most pressing safety concerns and community needs in the park system;
- ◆ Assessment of ongoing open space needs as they pertain to recreation and resource (passive) opportunities;
- ◆ Purchase and installation of street trees to improve neighborhood streets and City parks;
- ◆ Enhancement of existing open spaces to improve recreational opportunities, and
- ◆ Update the Open Space and Recreation Plan, as needed, to maintain the City's eligibility for open space and recreation funding.

PARKS AND OPEN SPACE

FY'06 Projects

Facilitated by the CIP with guidance from the City's Open Space Plan, the Chelsea's Park system has undergone an expansive development program. This program has resulted in the:

- ◆ Renovation of Quigley Park, Polonia Park, Highland Park, Bossom Park, and portions of Voke Park;
- ◆ Expansion of the park system with new parks at Bellingham Hill Park, Eden Park, and the Mace Tot Lot;
- ◆ Renovation of Winnisimmet Square and the historic fountain;
- ◆ Completion of the first phase of the Garden Cemetery Preservation Plan detailing the placement and names of the burial markers;
- ◆ Establishment of two Adopt-An-Island sites with three season plantings at Bellingham Square and Everett Avenue/Chestnut Street Traffic Island;
- ◆ Completion of the Open Space Plan 2003 Update;
- ◆ Pedestrian improvements to the Highland Street slope;
- ◆ Reconstruction of the tot lots at the Chelsea Housing Authority's Innes and Fitzpatrick Developments;
- ◆ Construction of an artificial turf field at Chelsea Stadium, in cooperation and through funding support of Metro Lacrosse and the National Football League;
- ◆ Completion of an historic building and site inventory, which includes residential and industrial/commercial structures;
- ◆ New streetscape improvements and new street trees, and
- ◆ This upcoming year, the City's major parks project is the improvement of the Mary C. Burke Field, which is included in the Public Buildings and Facilities program area.

Projects to be funded through previous CIP appropriations will include reconstruction of a portion of Voke Park. Work outside of the CIP will include the development of brochures and alternative means of disseminating information about the City's recreation and open space resources.

PUBLIC SAFETY

Overview FY 2006-2010

Perceptions about safety are as important as actual crime statistics. Local residents and visitors often judge their sense of personal safety by factors that have little to do with victimization rates or arrest statistics. The City must confront the challenges of perceptions and realities of public safety and deal with the myriad of factors that can affect personal safety and quality of life.

Over the past few years, infrastructure supporting the Police and Fire Departments has helped led to even better local service to the public. The addition of new officers, commitment to neighborhood-based problem-solving partnerships, the rehabilitation of the Park Street Police Station and the acquisition of new technologies have dramatically changed the Chelsea Police Department. The Fire Department has seen a

substantial upgrade of its infrastructure, both of buildings and equipment. The implementation of Emergency 911 is another visible sign of positive change.

The introduction of a full-time Emergency Management Director and the establishment of an Emergency Operations Center and Mobile Command Unit have similarly led to substantial gains in that service area.

Continued public safety improvements are an essential element of the local revitalization strategy. In order to retain current and attract new homeowners, business owners, and others, the City must continue to enhance Police, Fire and Emergency Management services.

Challenges FY 2006-2010

Public safety serves the City 24 hours a day, seven days a week. Police, fire and emergency management personnel provide the most essential services of the City; protecting the lives and property of the City's residential and business communities.

While protection is the primary goal, public safety agencies are also being asked to act as agents of change to improve the quality of life in each of the City's

neighborhoods. As such, public safety officials must have the resources to develop and implement new procedures while maintaining their traditional roles. To accomplish all that is asked, the City must provide public safety officials with access and training to the newest of technologies in the most up-to-date facilities in order to maximize their resources strengthen their capabilities and enhance their effectiveness.

PUBLIC SAFETY

Goals FY 2006-2010

The maintenance of a safe and secure climate within the City is vital to Chelsea's revitalization. Capital improvements will help to ensure the safety and well being of Chelsea residents, visitors and workers through efforts designed to reduce fear, increase safety levels and respond to any public safety emergency. To accomplish this, the City must:

- ◆ Invest in the acquisition of technological improvements that increase the City's ability to provide reliable and capable police and fire services;
- ◆ Enhance public safety communications facilities to assure accurate and dependable information transmission;
- ◆ Upgrade the physical plants of all public safety agencies, and
- ◆ Provide thorough training so that personnel are equipped to meet ever-increasing challenges.

Programs FY 2006-2010

The City seeks to provide local public safety officials with the necessary resources to successfully carry out their duties. These projects will in part be guided by the following:

- ◆ Complete and implement a master plan for the replacement of fire fighting rolling stock;
- ◆ Conduct a fire buildings study to assess their suitability for continued service to meet the changing needs of the fire and public safety, and
- ◆ Conduct a technology assessment to maximize efficient computer and telecommunications operations and ensure that complementary equipment and systems exist between the Police, Fire, Emergency Departments and City Hall.

Projects FY 2006-2010

Investment in the Public Safety Program area will focus on the following areas over the next five-year period:

- ◆ Upgrade the Fire Stations and Public Safety building systems to modernize the facilities and improve operations, and
- ◆ Undertake technological improvements to link the City's public safety and administrative functions.

PUBLIC SAFETY

FY'06 Projects

The Public Safety Program area is designed to expand the responsiveness and effectiveness of the City's Public Safety Departments.

In FY'06, Public Safety will:

- ◆ Acquire a new command car vehicle,
- ◆ Acquire a new prisoner transport van.

Capital Project Listing

Program Area: Public Safety

Project: Command Car

Contact: Siewko

Description: Replacement of existing 1999 vehicle.

Justification: The Department CIP plan calls for replacement of emergency vehicles other than fire apparatus every five (5) years such as the Chief's Car, Command Car, three (3) Fire Prevention vehicles, Mechanics Truck, K-2 and H-1 cars. The Command Car is on duty 24 hours a day - 365 days a year. The Command Car must be available to respond to emergency incidents with dependability in any kind of weather. The Command Car will be six years old in Fiscal Year 2005. The 1999 Command Car will become the reserve Command Car which is used by covering incident commander during multiple emergency incidents. The reserve Command Car is also used when the front line Command Car is out of service for regular maintenance and repairs.

Impact: The vehicles are currently maintained on a regular scheduled maintenance program. However, the cost of maintenance due to age, use and emergency service response have a history of escalating increased maintenance and repair cost after five (5) years. New vehicles are delivered with warranties which is cost effective.

Start Date: 7/1/05

End Date: 12/31/05

Project Cost:

FY2006

General	Water/Sewer	Operating	Grant	Free Cash	Total
Obligation Bond	Enterprise Bond	Budget			
\$ 55,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 55,000

Grant Source (if applicable) :

Capital Project Listing

Program Area: Public Safety

Project: Prisoner Transport Van

Contact: Monzione

Description:

Justification: Priority #1 - The current van is a 1995 model.

Impact:

Start Date: 7/1/05

End Date: 9/1/05

Project Cost:

FY2006

General Obligation Bond	Water/Sewer Enterprise Bond	Operating Budget	Grant	Free Cash	Total
\$ 33,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 33,000

Grant Source (if applicable) :

EQUIPMENT ACQUISITION

Overview FY 2006-2010

The Public Works Department has in its inventory of rolling stock and equipment, thirty-six in-service pieces consisting primarily of light and medium duty trucks that have an average age of six years. The current value of this inventory is over \$1,300,000, with approximately 65% of this value reflecting purchases over the last five years. The new replacement value of the vehicles and over-the-road equipment is more than \$1,500,000. In 1992, approximately 78% of our fleet was over 10 years in age, with many in poor operational condition creating a negative effect on our operating budget. Now over 60% of the DPW fleet is five years old or newer.

To more effectively present the purchase of all City equipment, this program area now also contains

upgrades and improvements to the City's computerized information systems. These purchases were previously found in the Public Buildings and Facilities program area.

During the past five years the Capital Plans annual investment in technology has enabled the City to provide an increasing level of service to the residents of Chelsea. In FY'06 this trend will continue with the focus on upgrading the City's computer network and associated hardware and software.

Challenges FY 2006-2010

The continuing challenge is to keep the existing rolling stock and equipment in good running condition without extraordinary repair of major components prior to vehicle or equipment replacement. Annually, we review our fleet to predict which vehicles or equipment would be ready for replacement in the immediately following fiscal year or budget cycle.

We use age and mileage as rating factors and also as the initial trigger points. But just because a vehicle reaches a prescribed age that does not necessarily mean the unit will be replaced the following year. Other factors include condition of the vehicle or equipment.

Both the physical condition and the appearance are examined as well as the operating condition. If it is a borderline vehicle, we also see what it would take in terms of time and dollars to bring the vehicle to an acceptable operational condition. Safe and serviceable is the key, along with the economics.

To accomplish this there must be a continuing effort to fund an acceptable level of programmed vehicle replacement and technology upgrades on an annual basis.

EQUIPMENT ACQUISITION

Goals FY 2006-2010

The goal of the Equipment Acquisition area is to:

- ◆ Maintain a regular, scheduled program of equipment replacement to minimize “surprises”;
- ◆ Provide a consistently high level of equipment reliability;
- ◆ Ensure that equipment used by City employees incorporate the highest standards of safety available on the market;
- ◆ Lower the current average age of the City's fleet, and
- ◆ Promote the use of technology in order to improve workforce efficiencies.

Programs FY 2006-2010

Several major new program initiatives have been implemented to manage the City’s equipment and rolling stock.

- ◆ The operational improvement program manages fuel distribution and maintenance expense tracking. This has been achieved, in part, through outsourcing of fuel purchases and updating of vendor supplies and repair billing software;
- ◆ The Department’s vehicle assessment program determines total cost of ownership, which is a big factor in projecting replacement cycles. It includes purchase or replacement cost, maintenance costs life-to-date, current and depreciated value or residual value at the time of replacement. Obviously, older models cost more to maintain than newer vehicles. Records are maintained to show the unit cost, depreciation, miles driven, and maintenance cost life-to-date. This snapshot of total cost of ownership and vehicle condition goes a long way in determining if the vehicle is a good candidate for replacement. FY05 was the start of this process for the DPW replacing the first two trucks acquired under the capital improvement program, and
- ◆ To upgrade IT Services and associated equipment.

Projects FY 2006-2010

Projects over the next five-year period will focus on:

- ◆ GIS, acquire: updated aerial imagery, providing service delivery and planning units with detailed, recent City land-use data; GPS unit to accurately plot resources (trees, traffic lights, etc.) and parcel data for use in strategic planning;
- ◆ Identify vehicles and over-the-road equipment pieces that are beginning to require extraordinary maintenance, in order to schedule cost-effective replacement. Replacement should be targeted to occur just before unit becomes high-maintenance or gets "too old", and
- ◆ Implement a telephony (Voice over IP) system. Changes in service delivery models and communication needs necessitate an update to our telecommunications system and infrastructure, and reduction in costs. Savings will result from elimination of Centrex lines, consolidation of services, and leveraging of the data network.

EQUIPMENT ACQUISITION

FY'06 Projects

FY'06 projects will include:

- ◆ Implementation of a new telephone system,
- ◆ Replacement of the one 1-Ton dump with sander and plow purchased in 1994,
- ◆ Updating aerial imagery and acquisition of a GPS unit, and
- ◆ Replacement of one Mad-VAC purchased four years ago.

Capital Project Listing

Program Area: Equipment Acquisition

Project: Rolling Stock

Contact: Sacca

Description: Purchase of one (1) medium-duty F-450 truck with snow fighting equipment, and one (1) MADVAC litter collector.

Justification: The DPW has in its inventory of rolling stock, 36 in-service pieces consisting primarily of light and medium duty trucks with an average age of slightly less than ten years. The current value of this inventory is over one million dollars, with approximately 75% of this value reflecting purchases over the last four years, down slightly from 77% in 2003. The new replacement value is approximately \$1,400,000. In FY04, funding limitations and the need to upgrade the City's computer network and associated hardware and software precluded the purchase of new DPW equipment.

Impact: The Department's vehicle assessment program has established a historical database and comprehensive evaluation of the condition of each piece of equipment, its useful life, replacement value, and service demand projections. This helps us to ensure that the existing rolling stock is kept in good and safe running condition without extraordinary repair costs associated with age and wear. The first MADVACS we purchased in FY02 are both due to be replaced soon. We would like to purchase one new MADVAC in FY06 and one in FY07. The medium-duty truck is daily use equipment year-round, and would replace a 1994 F-350. Eight years is a reasonable useful life expectancy for this vehicle class. Repairs on this and another aging vehicle have totaled over \$29,000 in the past two years.

Start Date: 7/1/05

End Date: 7/31/05

Project Cost:

FY2006

General Obligation Bond	Water/Sewer Enterprise Bond	Operating Budget	Grant	Free Cash	Total
\$ 75,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 75,000

Grant Source (if applicable) :

Capital Project Listing

Program Area: Equipment Acquisition

Project: GIS: Update Aerials; GPS Unit

Contact: Killen

Description: Update aerial imagery in the GPS system (current data acquired in 2000) and obtain GPS unit for resource plotting and DPW service delivery.

Justification: It is essential to update land-use changes in the GIS data to effect informed executive decisions.

Impact: Updated imagery will provide correct, detailed geographic information to all planning and service delivery units; GPS plotting will correctly identify and allow mapping of resources such as trees, traffic lights and signs as well as dimensions of parking lots and other parcel data.

Start Date: 7/1/05

End Date: 12/31/05

Project Cost:

FY2006

General	Water/Sewer	Operating	Grant	Free Cash	Total
Obligation Bond	Enterprise Bond	Budget			
\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 25,000

Grant Source (if applicable) :

Capital Project Listing

Program Area: Equipment Acquisition

Project: VoIP (Voice over IP)

Contact: Killen

Description: Implementation of Voice Over IP Technology and Systems throughout the City.

Justification: Changes in service delivery models and communications needs necessitate an update to our telecommunications system and infrastructure.

Impact: Elimination of Centrex-based leased circuits and leveraging of the existing data network to both improve and extend services will result in substantial cost savings.

Start Date: 7/1/05

End Date: 12/31/05

Project Cost:

FY2006

General Obligation Bond	Water/Sewer Enterprise Bond	Operating Budget	Grant	Free Cash	Total
\$ 190,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 190,000

Grant Source (if applicable) :

CIP ADMINISTRATION AND CONTINGENCY

Overview FY 2006-2010

Since the inception of a formal capital planning process in FY'97, CIP planners recognized the necessity of incorporating a modest allocation for administrative support and an allocation for project contingency to cover any project budget overruns or unexpected project expenses. This allocation is generally funded from the Operating Budget.

Typically, the City has committed from \$75,000 to \$170,000 of the Operating Fund to administration and project contingency activities. In FY 2004 that trend was reduced to funding between \$50,000 and \$75,000 per year allocated for this program area. This is reflective of a smaller total amount being spent and believed to be the minimal effort necessary to ensure the advancement of the CIP program.

Challenges FY 2006-2010

Over the past few years, the City has gained a greater understanding of the management of the CIP. In particular, the City and its project managers have come to recognize the value of advance study and investigation in helping to scope the extent of a project. Assessment is directly related to the ability to manage a project and control the cost of the project. Overall, this has translated into an emphasis on generating a

programmatic approach to identify and prioritize projects.

This approach will help to improve project delivery and control budget costs, thereby reducing administrative efforts for project delivery and diminishing the amount of project contingency funds.

CIP ADMINISTRATION AND CONTINGENCY

Goals FY 2006-2010

The goal of the CIP Administration and Contingency program area is to:

- ◆ Provide adequate staffing to plan for projects in the CIP and ensure their timely implementation, and
- ◆ Establish a sufficient reserve fund to accommodate project budget overruns and unanticipated cost developments.

Programs FY 2006-2010

Several major new program initiatives have been developed to improve efficiencies in the program area, including:

- ◆ Development of a system-wide assessment program to ensure that adequate resources have been committed for long-term planning in all eight of the program areas, and
- ◆ The project tracking system to ensure a more detailed performance reporting system, so that any delays in implementation may be addressed early and possibly averted.

Projects FY 2006-2010

Projects over the next five-year period will focus on:

- ◆ Review the management of the CIP program to identify improved programmatic and operational efficiencies;
- ◆ Continue the integration of the CIP project financing with the City financial system to improve expenditure reporting and tracking. This will also help to reduce administrative efforts and streamline project scheduling, and
- ◆ Bring in house the database tracking system along with established reporting.

CIP ADMINISTRATION AND CONTINGENCY

FY'06 Projects

FY'06 projects in this program area will result in the following allocation of funds:

- ◆ The full amount of \$78,000 is dedicated to CIP administrative costs, including the salary of the CIP Project Manager, who is responsible primarily for managing CIP funded construction activities in the Public Works Department. No contingency funding is provided in this year's CIP. To the extent that such may be required, City officials will seek savings in other program areas for FY'06 or from other projects funded in previous years.

Capital Project Listing

Program Area: Administration & Contingency

Project: CIP Management and Contingency

Contact: Tenaglia

Description: Provides for CIP management and reserve funding.

Justification: In addition to being required by the City Charter, the Capital Improvement Plan and its implementation is a valuable tool for the planning and oversight of projects.

Impact: A well managed CIP assists in coordinating the City's capital project goals across City Departments in a consistent format and process. This provides more efficient project oversight and financial management.

Start Date: 7/1/05

End Date: 6/30/06

Project Cost:

FY2006

General Obligation Bond	Water/Sewer Enterprise Bond	Operating Budget	Grant	Free Cash	Total
\$ 0	\$ 0	\$ 78,000	\$ 0	\$ 0	\$ 78,000

Grant Source (if applicable) :

COMPLETED CAPITAL PROJECTS

The CIP's primary purpose is to provide a framework for looking ahead to new projects; over the past several years the City has developed and implemented a capital projects tracking and status reporting system for projects that are pending or underway. This system is designed to follow the capital projects where the CIP leaves off; from funding through project completion. Each project's status is tracked on a quarterly basis, providing valuable, up to date information in a consistent format.

The projects that have been reported as "Completed" since the system's inception in FY'02 are presented in this CIP. It is important to note that capital projects often require several years from the funding date to final completion. For example, a construction project funded in FY'02 may require a year of permitting, a year for design, and several years to construct, resulting in a reported completion date potentially four years after its approval. These on-going projects remain active in the City's tracking system but are not reported as "Completed" and are not presented herein.

The Completed Capital Projects Listings are contained on the following pages.



City of Chelsea

Completed Projects for Budget Balance Reports: Detail by Project - FY2002 As of 1/17/2005

Program Area: Equipment Acquisition

	Budgeted Cost	Committed	Balance
4WD Crewcab Rack Truck w/ Plow & Sander	\$ 75,000.00	\$ 65,492.00	\$ 0.00
MADVAC	\$ 28,000.00	\$ 27,012.55	\$ 0.00
MIS Equipment Upgrade	\$ 50,000.00	\$ 15,061.32	\$ 34,938.68
Replacement of Mail Processor	\$ 25,000.00	\$ 0.00	\$ 10,847.00
Program Area Total:	\$ 178,000.00	\$ 107,565.87	\$ 45,785.68

**Completed Projects for
Budget Balance Reports: Detail by Project - FY2002
As of 1/17/2005**

Program Area: Public Buildings & Facilities

	Budgeted Cost	Committed	Balance
City Hall Renovations - Phase I	\$ 250,000.00	\$ 273,000.00	\$ 171,343.86
Program Area Total:	\$ 250,000.00	\$ 273,000.00	\$ 171,343.86

**Completed Projects for
Budget Balance Reports: Detail by Project - FY2002
As of 1/17/2005**

Program Area: Public Safety

	Budgeted Cost	Committed	Balance
Bunker Gear	\$ 35,000.00	\$ 34,950.00	\$ 50.00
New Emergency Management Vehicle	\$ 25,000.00	\$ 25,000.00	\$ 0.00
New Hazmat (H-1) Vehicle	\$ 20,000.00	\$ 21,741.90	\$ 0.00
Refurbish 1984 Reserve Ladder	\$ 55,000.00	\$ 55,000.00	\$ 0.00
Refurbish 1988 Reserve Engine	\$ 40,000.00	\$ 40,000.00	\$ 0.00
Self Contained Breathing Apparatus	\$ 80,000.00	\$ 79,960.20	\$ 39.80
Program Area Total:	\$ 255,000.00	\$ 256,652.10	\$ 89.80

**Completed Projects for
Budget Balance Reports: Detail by Project - FY2002
As of 1/17/2005**

Program Area: Surface Enhancements

	Budgeted Cost	Committed	Balance
Flashing School Zone Signs	\$ 83,000.00	\$ 43,296.00	\$ 0.00
Repairs - Spruce Street Steps	\$ 70,000.00	\$ 56,850.00	\$ 13,150.00
Roadway/Sidewalk Enhancements - Various Streets	\$ 395,000.00	\$ 295,658.93	\$ 99,341.07
Program Area Total:	\$ 548,000.00	\$ 395,804.93	\$ 112,491.07

**Completed Projects for
Budget Balance Reports: Detail by Project - FY2002
As of 1/17/2005**

Program Area: Utility Enhancements

	Budgeted Cost	Committed	Balance
Carter Street Drain Pump Station Rehabilitation 2	\$ 150,000.00	\$ 137,283.00	\$ 12,717.00
Crescent Avenue Sewer Installation	\$ 300,000.00	\$ 740,055.25	\$ 111,504.75
Lafayette Avenue & Parker Street Sewer/Drain/Water/Roadway	\$ 500,000.00	\$ 500,000.00	\$ 384,400.00
Lash Street Sewer Rehabilitation	\$ 15,000.00	\$ 15,000.00	\$ 0.00
Program Area Total:	\$ 965,000.00	\$ 1,392,338.25	\$ 508,621.75

**Completed Projects for
Budget Balance Reports: Detail by Project - FY2002
As of 1/17/2005**

CIP Grand Total:

Budget Total: \$ 2,196,000.00	Committed Total: \$ 2,425,361.15	Balance Total: \$ 837,990.26
--------------------------------------	---	-------------------------------------



City of Chelsea

Completed Projects for Budget Balance Reports: Detail by Project - FY2003 As of 1/17/2005

Program Area: Equipment Acquisition

	Budgeted Cost	Committed	Balance
Asphalt Patching Truck	\$ 130,000.00	\$ 115,254.00	\$ 0.00
GIS	\$ 25,000.00	\$ 100,000.00	(\$75,000.00)
MIS Equipment Upgrade	\$ 25,000.00	\$ 25,000.00	\$ 0.00
Voting Machines: Optech Scanner Purchase	\$ 21,000.00	\$ 21,000.00	\$ 0.00
Program Area Total:	\$ 201,000.00	\$ 261,254.00	(\$75,000.00)

**Completed Projects for
Budget Balance Reports: Detail by Project - FY2003
As of 1/17/2005**

Program Area: *Public Buildings & Facilities*

	Budgeted Cost	Committed	Balance
World War II Memorial Restoration	\$ 10,000.00	\$ 6,550.00	\$ 3,450.00
Program Area Total:	\$ 10,000.00	\$ 6,550.00	\$ 3,450.00

**Completed Projects for
Budget Balance Reports: Detail by Project - FY2003
As of 1/17/2005**

Program Area: *Public Safety*

	Budgeted Cost	Committed	Balance
Engine # 3	\$ 360,000.00	\$ 358,937.30	\$ 1,062.70
Program Area Total:	\$ 360,000.00	\$ 358,937.30	\$ 1,062.70

**Completed Projects for
Budget Balance Reports: Detail by Project - FY2003
As of 1/17/2005**

Program Area: Surface Enhancements

	Budgeted Cost	Committed	Balance
Continuation of Lafayette Ave & Parker Street	\$ 266,000.00	\$ 266,000.00	\$ 0.00
Program Area Total:	\$ 266,000.00	\$ 266,000.00	\$ 0.00

**Completed Projects for
Budget Balance Reports: Detail by Project - FY2003
As of 1/17/2005**

CIP Grand Total:

Budget Total: \$ 837,000.00	Committed Total: \$ 892,741.30	Balance Total: (\$70,487.30)
-----------------------------	--------------------------------	------------------------------



City of Chelsea

Completed Projects for Budget Balance Reports: Detail by Project - FY2004 As of 1/17/2005

Program Area: Equipment Acquisition

	Budgeted Cost	Committed	Balance
Replacement Multi-Use Truck	\$ 78,000.00	\$ 76,996.00	\$ 0.00
Systems Re-engineering	\$ 310,000.00	\$ 310,000.00	\$ 0.00
Program Area Total:	\$ 388,000.00	\$ 386,996.00	\$ 0.00

Program Area: Public Buildings & Facilities

	Budgeted Cost	Committed	Balance
Police Station Elevator Repairs	\$ 0.00	\$ 0.00	\$ 8,956.45
Program Area Total:	\$ 0.00	\$ 0.00	\$ 8,956.45

CIP Grand Total:

Budget Total:	\$ 388,000.00	Committed Total:	\$ 386,996.00	Balance Total:	\$ 8,956.45
----------------------	----------------------	-------------------------	----------------------	-----------------------	--------------------

TENTATIVE FUTURE CAPITAL PROJECTS

The CIP is a multi-year fiscal planning document that identifies long-term improvements and provides a program for the prioritization, scheduling and funding of Capital Projects. The development of a Capital Improvement Program is a continual process and, as a result, should result in a plan to be viewed as a “working document.”

In recognition of the dynamic nature of the Program, the format for the Capital Project Listing for the out years (FY 2008-2010 and beyond) has been modified to facilitate project analysis and selection. Unlike FY’06 and FY’07, no defined link between funding sources and specific projects has been established for the out years.

Tentative future capital projects and their associated estimated costs have been divided into the respective Program Areas. Figures 1 and 2 in the CIP Overview provide an estimate of projected Capital Improvement funding sources and Program Area expenditures for the current fiscal year as well as the out-years. The intention of these listings to provide an overview of the City’s proposed needs and funding sources. The flexibility of this format allows for modifications to the Program in response to changes in projected funding sources and Program Area needs.

The Tentative Future Capital Projects Listing provides a guideline for the next year’s CIP planning process and the continued development of the City’s CIPs well into the future.

The Tentative Capital Projects Listings are contained on the following pages.

Capital Plan Source by Project - Tentative Future Projects [FY'08-FY'10]

Program Area: Equipment Acquisition

Project Name	Estimated Cost
Scanner/Plotter/Printer	\$ 35,000

Program Area: Parks & Open Space

Project Name	Estimated Cost
Annual City Park Renovations	\$ 100,000

Program Area: Public Buildings & Facilities

Project Name	Estimated Cost
Senior Center Automated Entrance Systems	\$ 42,000
City Hall Exterior Door Replacement	\$ 27,000
City Yard Roof Replacement	\$ 210,000

Capital Plan Source by Project - Tentative Future Projects [FY'08-FY'10]

City Hall Landscaping \$ 45,000

Highland and Maverick Parking Street \$ 150,000

Program Area: Public Safety

Project Name	Estimated Cost
Firearms Trailer	\$ 100,000
Air Refilling Compressor for SCBA	\$ 45,000
Engine #2	\$ 425,000
Computerization of Department & Vehicles	\$ 45,000
Communications	\$ 35,000
Chief's Car	\$ 40,000

Capital Plan Source by Project - Tentative Future Projects [FY'08-FY'10]

Firearms Simulator	\$ 15,000
Communications - Portable & Mobile Radios	\$ 45,000
New Tower Ladder	\$ 900,000
Refurbish Engine Two	\$ 25,000
Replace (2) Fire Prevention Ford Taurus	\$ 60,000
Special Operations Unit	\$ 260,000
Computerization of Stations & Fleet Apparatus/Vehicles	\$ 45,000
Hurst Tool & Generator (Ladder #2)	\$ 25,000

Program Area: Schools

Project Name	Estimated Cost

Capital Plan Source by Project - Tentative Future Projects [FY'08-FY'10]

Clean and Reseal Exterior Brick - Mary C. Burke Complex	\$ 144,000
School Stabilization Fund	\$ 200,000
Roof Inspection and Maintenance - Mary C. Burke Complex	\$ 336,000
Replace Pneumatic Thermostat - Mary C. Burke Complex	\$ 53,000
Replace Acoustic Ceiling Tiles - Williams Middle Schools	\$ 42,000
Interior Refinishing - Mary C. Burke Complex	\$ 54,000
Replace Acoustic Ceiling Tiles - Silber Early Learning Center	\$ 29,000
Roof Inspection and Maintenance	\$ 34,000
Replace Multi-Zone Air Handler - Chelsea High School	\$ 33,000
Inspect and Replace Finned Radiators - Clark Avenue School	\$ 50,000

Capital Plan Source by Project - Tentative Future Projects [FY'08-FY'10]

Replace Pipe & Fittings - Clark Avenue School	\$ 143,000
Replace 1,000 Mbh Gas Boiler - Clark Avenue School	\$ 22,000
Boiler Repairs - Mary C. Burke Complex	\$ 150,000
Classroom Locks Project - Clark Avenue School	\$ 50,000
Interior Refinishing- Chelsea High School	\$ 183,000

Program Area: Surface Enhancements

Project Name	Estimated Cost
Washburn Street	\$ 167,000
Everett Ave Improvements	\$ 2,200,000
Gerrish/Highland Reconstruction - Phase 2	\$ 250,000

Capital Plan Source by Project - Tentative Future Projects [FY'08-FY'10]

Carter Street	\$ 75,000
Heard Street	\$ 240,000
Marlborough Street Streetscape	\$ 150,000
Spruce Street Widening	\$ 605,000
Library Street - Griffin Way Pedestrian Crossing	\$ 42,000
Blossom Street	\$ 375,000

Program Area: Utility Enhancements

Project Name	Estimated Cost
Shurtleff Street Infrastructure Project	\$ 2,500,000
Washburn Street Water Main Replacement	\$ 110,000

Capital Plan Source by Project - Tentative Future Projects [FY'08-FY'10]

Blossom Street Infrastructure Project	\$ 2,250,000
Heard Street Infrastructure Project	\$ 2,750,000
Locke Street Sewer	\$ 40,000
Inflow and Infiltration Removal Permitting Requirements	\$ 100,000
Storm Water Management Plan	\$ 305,000
Data Collection by Internal Television Inspection	\$ 100,000
Shawmut Street Drainage Outfall Feasibility Study, Design and Construction	\$ 290,000
Sewer & Drain GIS	\$ 125,000
Sewer Manhole Installations	\$ 75,000
Carter Street Pump Station Phase III	\$ 20,000

Capital Plan Source by Project - Tentative Future Projects [FY'08-FY'10]

Sewer Line Rehabilitation @ MWRA NMF Site	\$ 170,000
Broadway Sewer Repairs	\$ 300,000
Fourth Street Water Main Replacement	\$ 40,000
Spruce Street Drain	\$ 350,000
Sewer & Drain Improvements in Urban Renewal Area	\$ 1,200,000
	<hr/>
Total Tentative Future:	\$ 19,025,000

Capital Plan Source by Program Area - FY'06

	Free Cash	GO Bond	Water/Sewer Bond	Operating Budget	Grant	Total
Administration & Contingency	\$ 0	\$ 0	\$ 0	\$ 78,000	\$ 0	\$ 78,000
Equipment Acquisition	\$ 0	\$ 290,000	\$ 0	\$ 0	\$ 0	\$ 290,000
Public Buildings & Facilities	\$ 0	\$ 263,000	\$ 0	\$ 150,000	\$ 0	\$ 413,000
Public Safety	\$ 0	\$ 88,000	\$ 0	\$ 0	\$ 0	\$ 88,000
Surface Enhancements	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 286,000	\$ 336,000
Utility Enhancements	\$ 0	\$ 0	\$ 2,179,000	\$ 0	\$ 1,383,000	\$ 3,562,000
Grand Total:	\$ 0	\$ 691,000	\$ 2,179,000	\$ 228,000	\$ 1,669,000	\$ 4,767,000

Capital Plan Source by Project - FY'06

Program Area: Administration & Contingency

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
CIP Management and Contingency	\$ 0	\$ 0	\$ 0	\$ 78,000	\$ 0	\$ 78,000
Program Area Total	\$ 0	\$ 0	\$ 0	\$ 78,000	\$ 0	\$ 78,000

Capital Plan Source by Project - FY'06

Program Area: Equipment Acquisition

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
GIS: Update Aerials; GPS Unit	\$ 0	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 25,000
Rolling Stock	\$ 0	\$ 75,000	\$ 0	\$ 0	\$ 0	\$ 75,000
VoIP (Voice over IP)	\$ 0	\$ 190,000	\$ 0	\$ 0	\$ 0	\$ 190,000
Program Area Total	\$ 0	\$ 290,000	\$ 0	\$ 0	\$ 0	\$ 290,000

Capital Plan Source by Project - FY'06

Program Area: Public Buildings & Facilities

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Extraordinary Maintenance Projects - Williams Middle School	\$ 0	\$ 0	\$ 0	\$ 150,000	\$ 0	\$ 150,000
Burke School Field Improvements	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 50,000
City Hall Tile Floor Replacement	\$ 0	\$ 18,000	\$ 0	\$ 0	\$ 0	\$ 18,000
City Hall Roof Line Terra Cotta - Phase I	\$ 0	\$ 195,000	\$ 0	\$ 0	\$ 0	\$ 195,000
Program Area Total	\$ 0	\$ 263,000	\$ 0	\$ 150,000	\$ 0	\$ 413,000

Capital Plan Source by Project - FY'06

Program Area: Public Safety

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Prisoner Transport Van	\$ 0	\$ 33,000	\$ 0	\$ 0	\$ 0	\$ 33,000
Command Car	\$ 0	\$ 55,000	\$ 0	\$ 0	\$ 0	\$ 55,000
Program Area Total	\$ 0	\$ 88,000	\$ 0	\$ 0	\$ 0	\$ 88,000

Capital Plan Source by Project - FY'06

Program Area: Surface Enhancements

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Vale Street	\$ 0	\$ 0	\$ 0	\$ 0	\$ 149,000	\$ 149,000
Spot Sidewalk Repair	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 50,000
Clark Avenue	\$ 0	\$ 0	\$ 0	\$ 0	\$ 80,000	\$ 80,000
Stockton Street	\$ 0	\$ 0	\$ 0	\$ 0	\$ 57,000	\$ 57,000
Program Area Total	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 286,000	\$ 336,000

Capital Plan Source by Project - FY'06

Program Area: Utility Enhancements

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Water Meter Replacement/Upgrade	\$ 0	\$ 0	\$ 1,200,000	\$ 0	\$ 0	\$ 1,200,000
Crescent Avenue Infrastructure Reconstruction	\$ 0	\$ 0	\$ 979,000	\$ 0	\$ 1,383,000	\$ 2,362,000
Program Area Total	\$ 0	\$ 0	\$ 2,179,000	\$ 0	\$ 1,383,000	\$ 3,562,000

Capital Plan Source by Project - FY'06

	<u>Free Cash</u>	<u>GO Bond</u>	<u>Water/Sewer Bond</u>	<u>Operating</u>	<u>Grant</u>	<u>Total</u>
FY'06 CIP Total:	\$ 0	\$ 691,000	\$ 2,179,000	\$ 228,000	\$ 1,669,000	\$ 4,767,000

Capital Plan Source by Program Area - FY'07

	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Administration & Contingency	\$ 0	\$ 0	\$ 0	\$ 78,000	\$ 0	\$ 78,000
Equipment Acquisition	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 100,000
Parks & Open Space	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 100,000
Public Buildings & Facilities	\$ 0	\$ 305,000	\$ 0	\$ 150,000	\$ 0	\$ 455,000
Public Safety	\$ 0	\$ 118,000	\$ 0	\$ 50,000	\$ 0	\$ 168,000
Surface Enhancements	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 292,000	\$ 342,000
Utility Enhancements	\$ 0	\$ 0	\$ 0	\$ 0	\$ 850,000	\$ 850,000
Grand Total:	\$ 0	\$ 673,000	\$ 0	\$ 278,000	\$ 1,142,000	\$ 2,093,000

Capital Plan Source by Project - FY'07

Program Area: Administration & Contingency

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
CIP Management and Contingency	\$ 0	\$ 0	\$ 0	\$ 78,000	\$ 0	\$ 78,000
Program Area Total	\$ 0	\$ 0	\$ 0	\$ 78,000	\$ 0	\$ 78,000

Capital Plan Source by Project - FY'07

Program Area: Equipment Acquisition

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Various Equipment Acquisitions	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 100,000
Program Area Total	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 100,000

Capital Plan Source by Project - FY'07

Program Area: Parks & Open Space

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Annual City Park Renovations	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 100,000
Program Area Total	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 100,000

Capital Plan Source by Project - FY'07

Program Area: Public Buildings & Facilities

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Extraordinary Maintenance Projects	\$ 0	\$ 0	\$ 0	\$ 150,000	\$ 0	\$ 150,000
City Hall Roof Line Terra Cotta - Phase II	\$ 0	\$ 195,000	\$ 0	\$ 0	\$ 0	\$ 195,000
City Hall Skylight Replacement	\$ 0	\$ 110,000	\$ 0	\$ 0	\$ 0	\$ 110,000
Program Area Total	\$ 0	\$ 305,000	\$ 0	\$ 150,000	\$ 0	\$ 455,000

Capital Plan Source by Project - FY'07

Program Area: Public Safety

Project Name	Free Cash	GO Bond	Water/Sawor Bond	Operating	Grant	Total
Cruiser Modem & Base Station & Radios	\$ 0	\$ 102,000	\$ 0	\$ 0	\$ 0	\$ 102,000
ACO Van	\$ 0	\$ 16,000	\$ 0	\$ 0	\$ 0	\$ 16,000
Municipal Fire Alarm System	\$ 0	\$ 0	\$ 0	\$ 50,000	\$ 0	\$ 50,000
Program Area Total	\$ 0	\$ 118,000	\$ 0	\$ 50,000	\$ 0	\$ 168,000

Capital Plan Source by Project - FY'07

Program Area: Surface Enhancements

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Various Surface Enhancements	\$ 0	\$ 0	\$ 0	\$ 0	\$ 292,000	\$ 292,000
Spot Sidewalk Repair	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 50,000
Program Area Total	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 292,000	\$ 342,000

Capital Plan Source by Project - FY'07

Program Area: Utility Enhancements

Project Name	Free Cash	GO Bond	Water/Sewer Bond	Operating	Grant	Total
Various Utility Enhancements	\$ 0	\$ 0	\$ 0	\$ 0	\$ 850,000	\$ 850,000
Program Area Total	\$ 0	\$ 0	\$ 0	\$ 0	\$ 850,000	\$ 850,000

Capital Plan Source by Project - FY'07

	<u>Free Cash</u>	<u>GO Bond</u>	<u>Water/Sewer Bond</u>	<u>Operating</u>	<u>Grant</u>	<u>Total</u>
FY'07 CIP Total:	\$ 0	\$ 673,000	\$ 0	\$ 278,000	\$ 1,142,000	\$ 2,093,000