

City of Chelsea
Capital Improvement Program
FY 2009-2013

“Staying the Course”



Jay Ash
City Manager

Presented to the Chelsea City Council

Stanley Troisi, President / Mike McKonnen, Vice President
Roy Avellaneda / Paula Barton / Roseann Bongiovanni
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February 2008

Pictured on the front cover are (l to r) James Olson, Joanne Rivera and Jeannette Cintron with the City's first hybrid vehicle, a Toyota Prius, purchased this past year through the CIP for the Parking Enforcement Division to be included in its three vehicle fleet. This CIP again reflects the community's priority of making environmentally friendly and energy efficient investments with, among numerous projects, the purchase of another hybrid vehicle for the Parking Enforcement Division.

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CITY OF CHELSEA

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February 1, 2008

Dear Honorable City Council:

It is my great pleasure to present this, the City's annual Capital Improvement Program (CIP), to you for your consideration. As the title suggests, our annual CIPs are, in fact, "Staying the Course." Each and every project contained in this CIP, added to hundreds of other projects undertaken over the twelve years since the City began coordinating infrastructure improvements through such a methodical plan, will continue the dramatic enhancements to our various forms of public infrastructure. Ranging from roadway repairs to technology advancements, the CIP allows the City to conduct critical programming to support a variety of important goals, not the least of which is ensuring the dependable and safe use of the City's infrastructure. The process of planning and implementing has already allowed us to enjoy significant achievement in many municipal management areas. Staying the Course continues to build off of that success and takes the City to another important level of service to the residents and business of our great city.

As is required by City Charter, this CIP is a five-year plan. As you have become accustomed, the first year of the plan reflects actual spending. Years two through five provide insight into projects under consideration for the future. In total, the five-year CIP calls for \$20 million in spending, exclusive of additional grants that may come in or other projects not currently cited that the City may wish to undertake. The one-year plan for FY'09 calls for \$5,204,652 in spending, with revenues supporting that to come from a variety of sources, including traditional bonding, pay-as-you-go through the City's annual budget and State and Federal grants and/or loans.

It is important to note that all financing decision are carefully scrutinized by financial department staff and me for consistency with the City's overall financial goals. Additionally, bond counsel reviews the City's borrowing intentions to advise on the impact, if any, the borrowing levels will have on the City's credit rating going forward and the likely reaction to the notes being offered by the bond market.

You should know that a major consideration in drafting and later executing the annual CIP is that projects must remain affordable, both in terms of the value of the overall project cost and the impact on the City's short- and long-term finances. Thus, in some cases, projects with higher costs are split up into phases, when such phasing is possible and practical. The City seeks to plan efficiently and work within the budgets established for particular projects. Also, in respect to the impact on short- and long-term finances, the City is careful to ensure that spending does not overly impact present and future budget considerations.

The following CIP provides spending in five of seven program areas. While each project's importance has merited funding at the expense of others that are desired but are less critical, several projects within each of the program areas are especially noteworthy.

Utility projects address the City's continuing efforts to improve and promote reliable water, sewer and drainage service. The costs of these projects render them most challenging. A case in point is the Crescent

Avenue Infrastructure Reconstruction Project, which has been a multi-phase project costing in excess of \$4.2 million. In FY'09, the final phase of that project is funded at a cost of \$1.5 million. As that phased project gets completed, the CIP anticipates the beginning of another major phased project, beginning with the \$238,000 design of utility and surface improvements for a significant portion of Washington Avenue. That design work should lead to a multiple phase project in the years to come. Another sizeable outlay will address flooding issues on Jefferson Avenue, with the relief project there requiring a \$1 million reconstruction. In total, roughly sixty percent, or \$3,163,851, of the FY'09 CIP is designated to fund utility projects.

The next most significant area of planned spending is on equipment acquisition. Of the \$610,000 recommended for this category, 30% will be paid for out of the Operating Budget as pay-as-you-go expenditures. This is in part reflective of the City's philosophy that recurring expenses should be paid for through operating funds and not financed through general obligation bonds. An example of this would be the life cycle replacement of computers. While the \$103,500 to be budgeted for the acquisition of computers could be borrowed, the City anticipates that such an expenditure will be required annually. Therefore, to avoid borrowing and debt service costs, the City has informally "reserved" funding in each operating budget to support such an acquisition. The same is true for many vehicles purchased to update the City's fleet. Another noteworthy project is the acquisition of software and the actual scanning of ISD records. The conversion to electronic filing of the Inspectional Services Department records will improve efficiency and reliability of files. The City anticipates that the ISD project will be one of several to follow in other departments to convert paper files to electronic documents.

Public Buildings will see almost \$600,000 in funding in FY'09. The City continues to prioritize preventive maintenance to allow public buildings to continue to be functional without major remedial action being necessary. While a newly refurbished Central Fire Station will now be included in the preventive program, Engine 3, the fire station on Broadway, may require substantial upgrading to major systems in order to then just require future preventive attention. Thus, the FY'09 CIP includes \$100,000 for a design study, which is likely to result in a future year project to make a major renovation to the aging building.

In the area of Public Safety, nearly \$500,000 is being allocated, with the largest project being the second of the two-phase replacement of the formerly hardwired fire alarm call boxes to a wireless system at a cost of \$250,000. Smaller, but noteworthy, projects include the acquisition of two bicycles (\$3,000, 25% of which is paid for through a grant) to provide for more flexibility on police patrols, and software and service to allow for anonymous texting of tips to the police (\$8,000). Long-range, in addition to the Engine 3 rehabilitation project, a \$1 million-plus tower truck acquisition is looming on the horizon. At such a large cost, the tower truck acquisition is the subject of further discussion and financial planning by the Fire Chief and me.

The modest amount programmed this upcoming year for Surface Enhancements (\$350,000) will allow for the City to undertake a \$110,000 sidewalk initiative to improve conditions on deficient sidewalks throughout the community. Another \$230,000 is programmed to allow for micropaving of city streets, a low cost method of extending the life of roadways that would otherwise require millions of dollars in repairs. Like the Public Safety area, future Surface Enhancement projects will demand a greater share of the CIP. The City continues to work to balance the needs in these categories and others with the desire to meet targeted financial levels. Candidly, that balancing act is imperfect and is reflective of the pressures all communities face on fiscal issues.

Two program areas have not been designated for funding in the FY'09 CIP. The Administration area has no funding associated with it, as the City has completed a transition from a private consultant to in-house management of the CIP process. Parks & Open Space continues to be a City priority. With several major and minor projects currently at various levels of planning, design and construction, however, no new

projects are reflected in the FY'09 CIP. It is likely, though, that a project will be advanced to allow for the submission of a State grant to undertake another park project. If and when that happens, and as has been regularly the case, the City will approach the City Council for the necessary funding support. Unsure of how major or minor that request might be, the City will wait for an actual project with a reliable estimate of cost to be presented to determine, and then present the project to Council.

Yes, there are many needs that any functioning municipality should address. Fortunately, City Council, your oversight of the Administration's planning and operations is assuring that we are not ignoring those most critical, and finding ways to undertake others that may be less critical but nonetheless desirable. I would argue that well led and managed communities are able to do both, while maintaining a watchful eye on that ever important bottom line. I am certainly pleased that through your leadership such is possible here in Chelsea.

This CIP does promote our efforts at Staying the Course. We are not overspending today without a care about the fiscal impacts tomorrow. In fact, some could argue that we spend too much in pay-as-you-go projects, placing more pressure on our current budgets than is necessary. That is a valid observation, but our financial philosophy has been to assume that we would utilize both pay-as-you-go and bonding to assure project delivery and yet not overburden future budgets. I remain pleased, as well, that we are not ignoring the needs of less visible infrastructure, like underground pipes, in favor of more visible yet less critical infrastructure projects. Staying the Course promotes all of this and more.

Like much that takes place here, the professionalism in planning and implementing that you have called for and fostered in your leadership and support of the Administration is ensuring that this CIP is consistent with our overall approach to managing and enhancing our great community. We can all take great pride in that which is accomplished through our CIP process, and the manner in which we further promote the delivery of programs and services that our residents and businesses need and deserve.

In asking for your favorable consideration of this latest plan, I do so being so very grateful for your continuing role in directing our community forward. We are staying the course that will undoubtedly lead us to even greater success.

Very truly yours,

A handwritten signature in cursive script that reads "Jay Ash". The signature is written in dark ink and is positioned above the typed name and title.

Jay Ash
City Manager



City of Chelsea
500 Broadway
Chelsea, MA 02150

CAPITAL IMPROVEMENT PROGRAM WORKING GROUP

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Joseph Foti, Director
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Joan Lanzillo, Superintendent of Buildings and Grounds
Bert Taverna, Capital Projects Manager

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EXECUTIVE SUMMARY

Chelsea's five-year Capital Improvement Program (CIP) is the City's thirteenth consecutive capital planning document. Keeping with the City Charter, this FY 2009-2013 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 local budget and the status of a vast array of local capital needs. 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.

This year's CIP continues the focus on basic infrastructure activities, where the City's needs, while reduced through twelve years of focused investment, are still significant. Where possible, it prioritizes investments that combine City initiatives to improve quality of life and economic development. It also seeks to maximize efficiencies gained through the acquisition and deployment of technology.

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".

Equipment Acquisition will total approximately \$610,600 for FY'09. Planned projects include securing website improvements and new computers, a second hybrid vehicle, two DPW pickup trucks with snow plows, office renovations and an innovative solar powered trash receptacle.

Parks and Open Space is a critical component in sustaining the quality of life in the city. The goal is to perform major improvements to at least one park per year, as well as minor improvements to other parks on an as-need basis. The City is undertaking two new park projects in Calendar Year 2008, with funding already secured from other sources. While no request is made for funding through the CIP for FY'09, it is likely that the City will apply for State assistance to undertake an additional project. If and when that happens, Council will be asked to adopt a funding strategy for that project. Such a process has been routinely and successfully utilized in the past.

Public Buildings and Facilities will total approximately \$593,447 for FY'09. In FY'09, the City will undertake maintenance projects, including air conditioning, painting and general repairs to the City Hall Council Chamber, exterior masonry and heating improvements to the Senior Center and a design for planned improvements to Engine 3. General School buildings maintenance and a Library security system are also programmed in this area.

Public Safety will total approximately \$483,354 for FY'09. With that expenditure, the Fire Department will complete the second of the two-phased replacement of the municipal fire alarm system and purchase firefighting hose, a vehicle and air tanks. The Police Department will acquire three vehicles as consistent with its vehicle life cycle replacement strategy, a police dog and necessary fencing, mobile computers, a copier, two police bicycles and new software allowing citizens to text message anonymous tips to the police.

EXECUTIVE SUMMARY

Surface Enhancement projects will total approximately \$353,400 for FY'09. Surface Enhancements planned for this fiscal year include separate projects to micro-pave various roadways and undertake sidewalk improvements.

Utility Enhancement projects will total approximately \$3,163,851 in FY'09. Utility Enhancements planned for this fiscal year include enhancements on Locke Street, Crescent Avenue and Jefferson Avenue. In most cases, utility enhancements include repairs and/or replacement of underground utilities, followed by the resurfacing of the roadways and sidewalks impacted by the underground work. Design work will also be funded in FY'09 for a subsequent Utility Enhancement project on Washington Avenue, from the railroad bridge to Revere Beach Parkway.

Administration and Contingency this program area was not necessary this year. CIP management has been assumed in-house, so no funding to support vendor work is required. Also, the City has been successful in utilizing savings associated with capital projects to provide contingency funding for cost overruns on other capital projects. No contingency funding is therefore included in the FY'09 CIP.

INTRODUCTION

In a similar process as has been undertaken for the last thirteen years and as required by the City Charter and Administrative Code, the City of Chelsea will compile a five-year Capital Improvement Program, the FY 2009-2013 (July 1, 2008 - June 30, 2013) CIP which includes the FY'09 Capital Budget (July 1, 2008 - June 30, 2009). 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 that provides the opportunity for the City 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 fiscal year, the project description, justification, impact, the amount expected to be expended and the proposed method of financing. In addition, the CIP provides a tentative project listing by category and financing source for years two 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 general considered 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 in most cases a cost of \$10,000 or more. At times, a CIP may contain other items to be purchased or repaired that vary from that description. For example, it is the City's policy to list out routine acquisitions of police vehicles. This is done to provide a more complete picture of the City's capital acquisitions during a given fiscal year.

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.

INTRODUCTION

What are the benefits of a capital improvement program?

Adherence to capital improvement programming allows the City to:

- ◆ Facilitate coordination between capital needs and the operating budgets;
- ◆ Enhance the community's credit rating through improved fiscal planning and avoidance of sudden changes in debt service requirements;
- ◆ Identify the most economical means of financing capital projects;
- ◆ Increase opportunities for obtaining federal and state aid;
- ◆ Relate public facilities to the City's strategic plan or public and private development and redevelopment policies and plans;
- ◆ Focus attention on community objectives and fiscal capacity;
- ◆ Keep the public informed about future needs and projects, and
- ◆ Coordinate 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 desired goals.

CREATING THE CAPITAL IMPROVEMENT PROGRAM

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

- ◆ Instructions and a meeting 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
Tom Durkin, Deputy City Manager
Joseph Foti, Public Works Director
Robert Boulrice, Treasurer/Collector

- ◆ A schedule is adopted for completing the CIP;
- ◆ City project staff conducts an assessment by program category. City project staff assembles 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 is determined;
- ◆ The City's ability to afford major expenditures is determined, 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 a public hearing on the City Manager's recommendations;
- ◆ The City Council adopts CIP by resolution;
- ◆ City staff initiates CIP projects and manages those projects through to completion, and
- ◆ The Steering Committee meets quarterly to review the status of projects and act on any recommended changes, including deletion, expansion or substitution of projects.

CREATING THE CAPITAL IMPROVEMENT PROGRAM

Capital Program Categories

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

1. **EQUIPMENT ACQUISITION** includes vehicles and equipment acquired to maintain the operations of various municipal departments, most frequently the Public Works and MIS Departments;
2. **PARKS AND OPEN SPACE** includes improvements to parks and open space generally in accordance with the Parks and Open Space Plan;
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. **PUBLIC SAFETY** includes the repair, replacement or new acquisition of vehicles and equipment supporting the City's public safety departments;
5. **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;
6. **UTILITY ENHANCEMENTS** includes repair, replacement and installation of water, sewer and drainage lines; roadways, sidewalks and street furniture; hydrants, manholes and other related equipment, and
7. **CAPITAL PLAN ADMINISTRATION AND PROJECT CONTINGENCY** includes administrative support for the plan and a contingency for all capital projects listed in the plan.

Capital Program Priorities

The City 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;
- ◆ Complements 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 2009-2013 CIP includes General Obligation borrowings supported by the General Fund totals \$1,573,103 in FY'09 and \$7,973,103 million over the five years of the plan. General Obligation borrowing supported by the Enterprise Funds totals approximately \$1,137,139 in FY'09 and \$7,937,139 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 five-year period, including Urban Renewal Project costs and the cost of School Projects, net of State reimbursement. Assumptions on General Fund total expenditures are based upon the previous fiscal year's Five-Year Financial Forecast. The "Debt Service as a % of General Fund" relies upon projections for two important variables, debt service and General Fund budgets. Thus, the resulting percentages will change as numbers are updated annually.

PROJECTED DEBT SERVICE – GENERAL FUND BUDGET				
Fiscal Year	Projected Debt Service (000)	Additional CIP Debt Service (000)	Projected Total Debt Service (000)	Debt Service as a % of General Fund
2009	\$ 2,554	\$ 0	\$ 2,554	2.19%
2010	\$ 2,093	\$220	\$ 2,313	1.94%
2011	\$ 2,247	\$224	\$ 2,471	2.02%
2012	\$ 2,245	\$224	\$ 2,469	1.97%
2013	\$ 2,344	\$224	\$ 2,568	1.99%

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 is set to allow the City to effectively manage debt ratios as they impact the General Fund budget.

Debt Service Impact on the Enterprise Funds

A significant portion of the projects identified in the FY 2009-2013 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	Projected Debt Service (000)	Additional CIP Debt Service (000)	Projected Total Debt Service (000)	Debt Service as a % of Enterprise Fund
2009	\$1,809	\$ 0	\$1,809	13.14%
2010	\$1,772	\$159	\$1,913	13.33%
2011	\$1,876	\$266	\$2,142	14.05%
2012	\$1,993	\$266	\$2,259	14.08%
2013	\$2,180	\$266	\$2,446	14.48%

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.

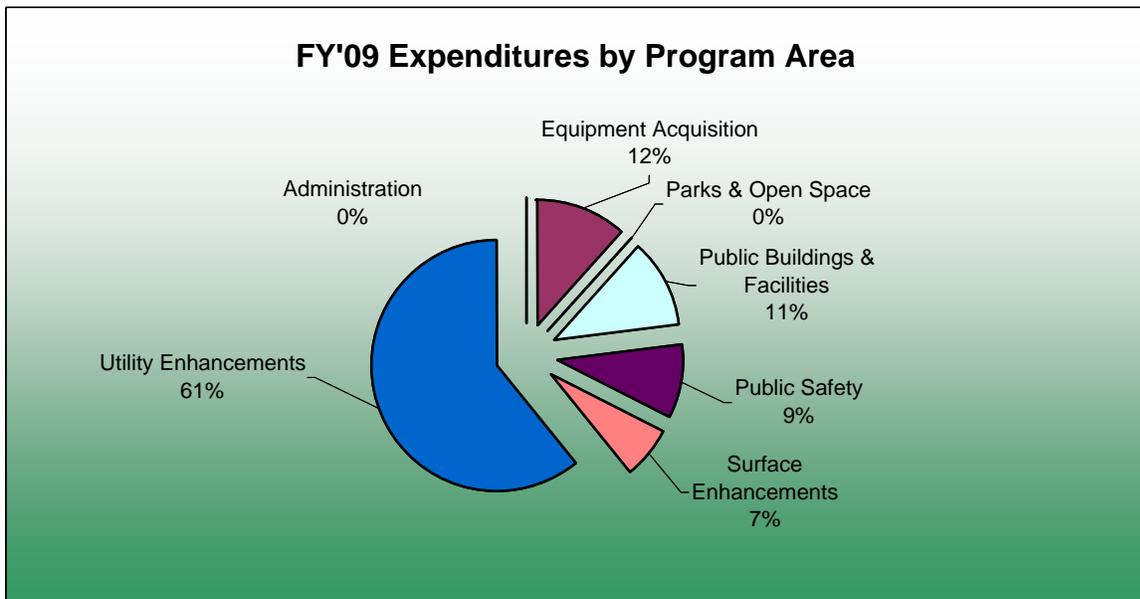
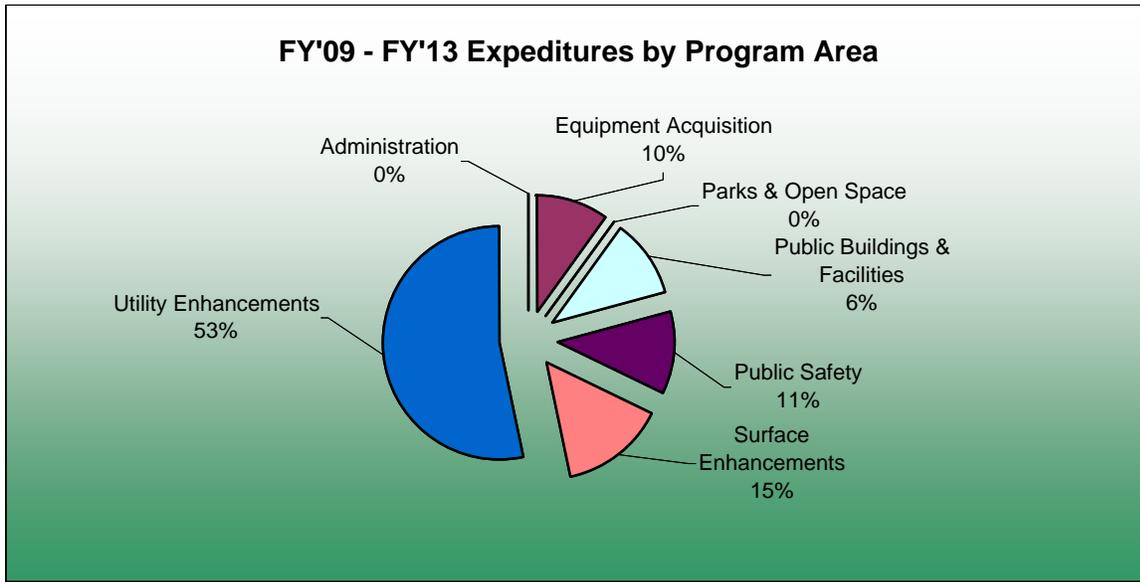
CAPITAL PROGRAM IMPACTS

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.

Capital Plan Expenditures by Program Area FY'09 - FY'13

	FY'09	FY'10	FY'11	FY'12	FY'13	Total
Administration	\$0	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
Equipment Acquisition	\$610,600	\$350,000	\$350,000	\$350,000	\$350,000	\$2,010,600
Parks & Open Space	\$0	\$0	\$0	\$0	\$0	\$0
Public Buildings & Facilities	\$593,447	\$400,000	\$400,000	\$400,000	\$400,000	\$2,193,447
Public Safety	\$483,354	\$450,000	\$450,000	\$450,000	\$450,000	\$2,283,354
Surface Enhancements	\$353,400	\$650,000	\$650,000	\$650,000	\$650,000	\$2,953,400
Utility Enhancements	\$3,163,851	\$1,900,000	\$1,900,000	\$1,900,000	\$1,900,000	\$10,763,851
Total	\$5,204,652	\$3,752,000	\$3,752,000	\$3,752,000	\$3,752,000	\$20,212,652



CAPITAL PROGRAM SOURCES

Capital investment for the FY 2009-2013 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 \$1,137,139 or 22% of the total capital expenses for FY'09 and \$7,937,139 or 32% 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.

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 through several financing techniques, including utilizing the operating budget, Free Cash and reserves. Of the three, the most desirable is funding through the operating budget. The City is making a conscious effort to reduce debt service and the associated costs of issuing debt by paying for capital improvements with operating funds. The City's

CAPITAL PROGRAM SOURCES

rationale is that a regular amount of operating budget funds will either pay debt service or pay for the capital improvements outright. Thus, maintaining a regular amount of capital funding in the operating budget allows the City to utilize the savings to undertake more capital improvements or fund other areas within the budget. At times, the use of undesignated fund balance, "Free Cash," or reserves, including the Capital Reserve fund, are also permissible ways to fund pay-as-you-go projects. The City believes the use of such funds for capital improvements should not be an annual practice or policy. However, the use of such funds, which are usually generated from one-time revenues, do positively impact out-year budgets by reducing borrowing and associated costs. From that perspective, the City may wish to utilize Free Cash or reserves, instead of incurring additional debt for need projects.

To insure that the City's commitment to capital 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 fund, which was the first of its kind in the state, is available by Council appropriation for emergencies or for use during those difficult economic times.

Regarding capital paid for through the operating budget, several City departments will carry a "capital" line item which is regularly funded at consistent levels. Projects funded through those line items are generally for recurring acquisitions, like police cars, which are on a schedule for replacement, or for acquisitions of a shorter useful life or lower cost than those that would qualify as capital items by the policies of the CIP.

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 raises through taxation or 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. In 2006, the City benefited from a federal transportation bond award to the State of \$2.0M for roadway and sidewalk improvements to the Beacham Street/Williams Street corridor. During FY 08, the City will compete for matching state funds in order to undertake the extensive improvements required for this important transportation corridor. 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.

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 (CDBG) to support non-CDBG communities, like Chelsea, on 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

CAPITAL PROGRAM SOURCES

income residents. Chelsea is one of several “mini-entitlement communities” and is eligible for up to \$800,000 in MSCP funds. The current grant award will provide new infrastructure investment to install stormwater drain lines and reduce flooding on Crescent Avenue, and funding to support the English as a Second Language (ESL) for the Chelsea Community School Programs and Citizenship Training Classes through Centro Latino de Chelsea. A new grant application is being prepared that will focus on infrastructure improvements and social service programs.

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 2007, the City received approximately \$500,000 in parks and open space funds administered by the Massachusetts Executive Office of Environmental Affairs (EOEA) for the construction of a new one-acre park at Chelsea Commons (the former Parkway Plaza) – these funds will supplement privately donated funds of approximately \$1M to create a unique urban park space with a design focus on intergenerational and environmental themes. During 2008, the City anticipates competing for additional park funds to support projects identified in the 5-Year Open Space Plan. Should a project be approved, the City would seek an additional capital appropriation from the City Council to fund it.

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.

The State also administers roadway funds related to economic development projects that create new jobs in communities. The Community Development Action Grant (CDAG) Program and the Public Works Economic Development (PWED) Program provide state funds to local communities for infrastructure improvements to support new private development. A current CDAG grant application is under review to fund sewer, drain and water improvements on Carter Street and support the proposed expansion of the Alkermes Pharmaceutical campus. The most recent example of a CDAG funded project in Chelsea is the roadway and drainage improvements to Spruce Street (between Sixth Street and the railroad). The City will remain active in competing for this and other state program funds to support various major roadway projects including Spruce Street Improvements Phase II.

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. The City will continue to pursue MWRA Grants and others like it as funding supplements to future Utility Enhancement projects.

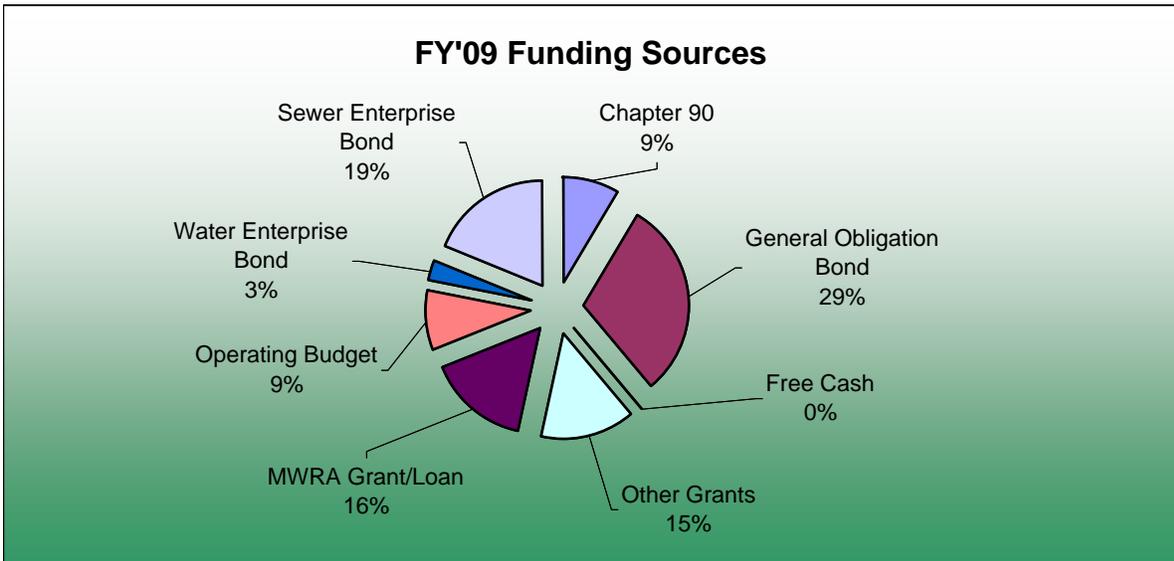
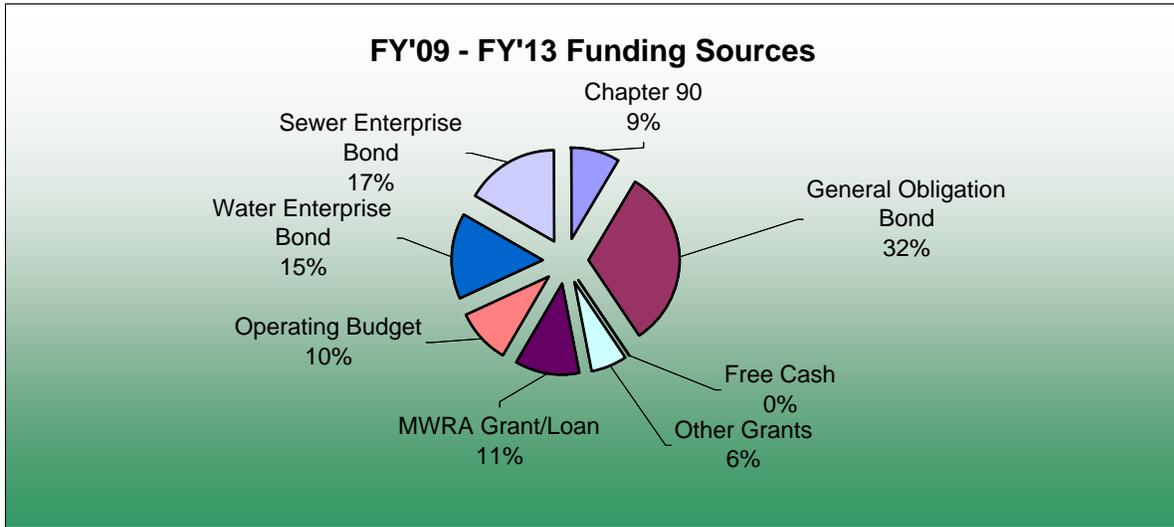
Water pipeline rehabilitation funds are available from the MWRA on a ten-year repayment, interest free loan basis. The Local Pipeline Assistance Program will make available to the City with more than \$500,000 annually for the next ten years for pipeline relining and replacement projects. This amount 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. The City received a 90% reimbursement for the recently completed High School addition. Improvements to the Clark Avenue School, including recent emergency repairs in the aging building, have been funded from City resources. The City has an application into the State for both a reimbursement for a portion of those repairs and for a new project approval. That project could be the complete renovation of the school or a replacement on site or elsewhere in the community.

Capital Plan Revenue Source Detail By Year FY'09 - FY'13

	FY'09	FY'10	FY'11	FY'12	FY'13	Total
Chapter 90	\$445,598	\$430,000	\$430,000	\$430,000	\$430,000	\$2,165,598
General Obligation Bond	\$1,573,103	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$7,973,103
Free Cash	\$0	\$0	\$0	\$0	\$0	\$0
Other Grants	\$759,840	\$200,000	\$200,000	\$200,000	\$200,000	\$1,559,840
MWRA Grant/Loan	\$810,074	\$500,000	\$500,000	\$500,000	\$500,000	\$2,810,074
Operating Budget	\$478,898	\$500,000	\$500,000	\$500,000	\$500,000	\$2,478,898
Water Enterprise Bond	\$158,000	\$900,000	\$900,000	\$900,000	\$900,000	\$3,758,000
Sewer Enterprise Bond	\$979,139	\$800,000	\$800,000	\$800,000	\$800,000	\$4,179,139
Total	\$5,204,652	\$4,930,000	\$4,930,000	\$4,930,000	\$4,930,000	\$24,924,652



EQUIPMENT ACQUISITION

Overview FY 2009-2013

The Public Works Department has in its inventory of rolling stock and equipment, thirty-three 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 \$750,000, 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 \$1,600,000. The decline in aging equipment reflects the improving value of that same equipment. In 1992, approximately 80% of the fleet was over 10 years in age, with many in poor operational condition and causing a negative effect on the operating budget. Now over 35% 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 CIP's annual investment in technology has enabled the City to provide an increasing level of service. In FY'09, this trend will continue with the focus on upgrading the City's GIS system and other upgrades to City's technology resources, including new library computers for patrons, and the imaging of ISD records.

Challenges FY 2009-2013

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, a review of the fleet is undertaken to predict which vehicles or equipment would be ready for replacement in the immediately following fiscal year or budget cycle.

Age and mileage are used as rating factors and also as the initial trigger points for additional inspection. However, a vehicle reaching a prescribed age 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, a cost/benefit analysis is performed to

determine what it would take in terms of time and dollars to bring the vehicle to an acceptable operational condition. Safety and serviceability, along with the economics of maintaining the same, are key factors in replacement considerations. In FY'09, Public Works will be replacing 3 vehicles which are at least 10 years old. Of these vehicles, only one has 4 wheel drive and the ability to plow snow. The new vehicles will all be equipped with 4 wheel drive, plows and sanders.

To maintain a safe and serviceable inventory of equipment, 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 2009-2013

The goal of the Equipment Acquisition Program is to:

- ◆ Maintain a regular, scheduled program of equipment replacement to minimize “surprises” and costly emergency repairs to older, failing equipment;
- ◆ 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;
- ◆ Keep low the current average age of the City's fleet, and
- ◆ Promote the use of technology in order to improve workforce efficiencies.

Programs FY 2009-2013

Several major recent program initiatives have been implemented to manage the City’s equipment and rolling stock, including:

- ◆ 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 helps in determine if the vehicle is a good candidate for replacement, and
- ◆ To upgrade IT Services and associated equipment including replacement of a number of servers, office desktops and printers.

Projects FY 2009-2013

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

- ◆ Continuing the DPW vehicle replacement program, with selective vehicle replacements in other departments;
- ◆ Updating technology, including equipment and software, with attention to City staff needs and ease of usage by City customers, and
- ◆ Imaging records on a department by department basis.

EQUIPMENT ACQUISITION

FY'09 Projects

FY'09 projects will include:

- ◆ GIS enhancements, including updating software and inputting data on annual changes in buildings, roads and other important date points;
- ◆ Replacing an older, gasoline powered Parking Department vehicle with the City's second acquisition of a hybrid vehicle;
- ◆ Replacing the City Manager's vehicle;
- ◆ Acquiring new snow-plowing equipment;
- ◆ Replacing three DPW vehicles with newer vehicles, all of which will have 4-wheel drive and be available for multiple tasks;
- ◆ Acquiring a solar powered trash compactor;
- ◆ Upgrading technology in the City's Public Library with the acquisition computers for patrons;
- ◆ Modernize the offices of the Inspectional Services Department;
- ◆ Imaging the building records of the ISD, and
- ◆ Acquiring wireless tablets to allow ISD inspectors to write reports and access files from the field.

GIS Website

John Hyland, Director of IT
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4125
JHyland@chelseama.gov

Description

Upgrading Arcims Software for the Geographic Information System

Justification

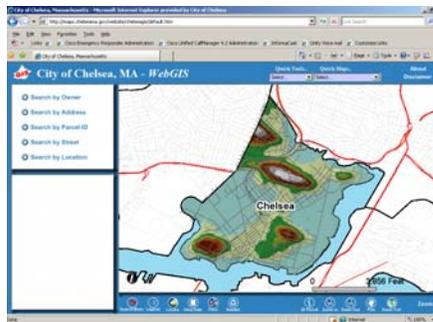
The current GIS website was configured almost 5 years ago, when few people utilized the information available. Now with advances in technology, the demand for fast and current graphical information on properties, streets, fire hydrants, etc. is vital to residents, as well as City employees, on a day to day basis.

There are certain expectations that come along with the support of this information; such as speed of delivery, ease of use and accurate information displayed. All of these currently require attention as they are outdated or nearing being outdated.

The new GIS software will display information faster than what is currently in use, and in a user-friendly format with many more useful tools to assist the viewer in achieving information goals in a timely manner.

Impact

Updated software will enable faster data delivery to web users.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	15,000.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 15,000.00



Update Planometrics

John Hyland, Director of IT
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4125
JHyland@chelseama.gov

Description

Update GIS data on roads, buildings and other important data points

Justification

Despite the city's build-out, there are regular changes to resident and business areas which require the addition of new roads and buildings. Those changes need to be updated in the GIS system. This is necessary so that the system can display, at a moments notice, clear and accurate information about a street or group of streets.

The City has deployed a stable, reliable GIS system. That system is only as good as the information it can display. Having current data about changes in street configurations or the sizes of new

buildings is a necessity for many functions, including public safety.

Impact

Planometrics will provide more accurate details for residents, businesses and internal departments.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	10,000.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 10,000.00



Life Cycle Replacement of Computers

John Hyland, Director of IT
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4125
JHyland@chelseama.gov

Description

Replacement of older computers as part of a life cycle replacement plan

Justification

Computers are an essential part of the work of every department. Keeping the computer inventory modern and in good working condition is critical. As more advanced software is implemented to achieve greater performance and efficiency, more modern and powerful computers are required.



Impact

The rotation of the computer inventory will allow continued efficiency and greater productivity in the work place.

General Fund		Enterprise Funds	
Operating Budget	103,500.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	0.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	103,500.00



Parking Enforcement Hybrid Vehicle

Robert Bishop, City Clerk
500 Broadway
Chelsea, MA 02150
(617) 466-4054
RBishop@chelseama.gov

Description

Acquisition of a Toyota Prius Hybrid or equivalent for the Parking Department

up only once a week, saving on fuel consumption and cost. The current hybrid is guaranteed under an eight (8) year warranty, good for 100k miles, thereby reducing maintenance costs.

Justification

The department operates with three vehicles. Recently, the City purchased a Toyota Prius Hybrid to replace one aging, gas-engine car. Currently, two gasoline powered vehicles require regular maintenance due to age.



Impact

The parking enforcement officers are pleased with the new hybrid vehicle. The Prius requires a fill

General Fund		Enterprise Funds	
Operating Budget	20,850.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	0.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	20,850.00



ISD Office Renovation

Joseph Cooney, Director ISD
500 Broadway
Chelsea, MA 02150
(617) 466-5956
JCooney@chelseama.gov

Description

Acquiring new, modern office furniture and filing systems to maximize use of the office space

Impact

Renovation will create a more efficient work space and improve morale.

Justification

New work stations will increase the efficiency and office morale. Once files are scanned and file cabinets are removed, the increase in office space will enable staff to be positioned next to the Licensing Department, which will better serve the needs of the public. ISD has not received new work stations in over 20 years.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	69,750.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 69,750.00



ISD Tablet Computers

Joseph Cooney, Director ISD
500 Broadway
Chelsea, MA 02150
(617) 466-5956
JCooney@chelseama.gov

Description

Purchase of tablet computers for wireless connection to the City Hall network from the field

Justification

Outfitting all inspectors with tablet computers will allow for more inspections to be performed even more efficiently. This technology will allow the inspectors to view department records at the inspection site and add inspection reports to the electronic file, instantaneously. The department currently has 4 tablet computers presently ordered and need an additional 7 for the remaining inspectors.

conducting their required inspections. There will be no need to come back to the office to determine a landlord's mailing address, which saves both time and gasoline. Having all files on a particular site available in the field will allow for better, more complete inspections to take place in a reduced amount of time.



Impact

These computers will enable the inspectors to remain on the road,

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	42,000.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	42,000.00



ISD Paper File Scanning

Joseph Cooney, Director ISD
500 Broadway
Chelsea, MA 02150
(617) 466-5956
JCooney@chelseama.gov

Description

File Scanning service for ISD documents

Justification

Scanning of department files will enable all residents and other interested parties, i.e. attorneys, real estate agents, adjusters, etc., to view records via the Internet. The office staff will no longer have to supervise the viewing of such records or have to make the requested file copies. Also, each department within City Hall can view ISD records via the local network without leaving the office. Scanning files will create much needed office space, allowing for the re-working of the current, inefficient lay out. Scanning creates an opportunity for the public to view permit records, violations and free up office staff time.

Impact

Scanning files will assure that records will no longer “disappear” while being viewed by the public. Office staff will have not be required to spend as much time on public file requests, allowing for staff to focus on other responsibilities.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	150,000.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 150,000.00



Life Cycle Replacement - City Manager Vehicle

Joseph Foti, Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4200
JFoti@chelseama.gov

Description

Acquisition of a SUV Chevrolet Tahoe or equivalent



Justification

The current Ford Explorer in use has aged and is in need of regular repair. Replace existing, older vehicles for newer vehicles requiring less maintenance and achieving better gas mileage is part of the City's vehicle management strategy.

Impact

This is part of the ongoing life-cycle replacement plan for vehicles, thereby reducing maintenance and operation costs.

General Fund		Enterprise Funds	
Operating Budget	35,500.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	0.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	35,500.00



DPW Snow and Ice Equipment

Joseph Foti, Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4200
JFoti@chelseama.gov

Description

Snow and ice equipment acquisition

Justification

Each year, some equipment used to remove snow and ice through plowing and general removal efforts is broken and requires replacement. In some cases, larger pieces of equipment and machines can be repaired by replacing parts. However, even if that is possible, aging vehicles can be out of service during peak usage needs, thus reducing the City's ability to fight inclement weather efficiently and timely.

necessary. In addition to ensuring that equipment is available to be utilized, thereby providing for public safety and convenience, repair costs and mechanics time will be reduced.



Impact

City staff must be ready to plow streets and sidewalks when

General Fund		Enterprise Funds	
Operating Budget	11,000.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	0.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	11,000.00



Two Heavy Duty Pickup Trucks with Plow and Sander

Joseph Foti, Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4200
JFoti@chelseama.gov

Description

Acquisition of two Ford F450 pickup trucks or similar with plow and sander

Justification

These two vehicles would replace existing vehicles that are at least 10 years old and in constant need of repairs, neither of which had 4 wheel drive. Only one had a plow, and neither had sanders. The new vehicles, both of which are 4 wheel drive, would each be equipped with a plow and a sander, and thus would be vital in the DPW's snow fighting efforts. The vehicles will also be utilized throughout the year for various other tasks required by the department.

Impact

In addition to augmenting the City's snow fighting fleet, the new vehicle is expected to provide additional utility in other DPW service areas. Savings are expected in repair costs compared to the current vehicle and gas cost, as the newer vehicle is expected to be more fuel efficient.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	100,000.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 100,000.00



Medium Duty Pickup Truck with Plow and Sander

Joseph Foti, Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4200
JFoti@chelseama.gov

Description

Acquisition of a Ford F350 pickup trucks or similar with sander and plow

additional utility in other DPW service areas. Savings are expected in repair costs compared to the current vehicle and gas cost, as the newer vehicle is expected to be more fuel efficient.

Justification

This vehicle will replace a Chevy Tahoe which has provided limited use for the variety of needs DPW experiences. For example, the new F350 or equivalent will be 4 wheel drive and equipped with a plow and sander, thus being available for snow fighting. The Tahoe is also experience higher maintenance costs.



Impact

In addition to augmenting the City's snow fighting fleet, the new vehicle is expected to provide

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	35,000.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	35,000.00



Solar Powered Trash Receptacle

Joseph Foti, Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4200
JFoti@chelseama.gov

Description

Acquisition of a BigBelly brand or equivalent solar powered compacting trash receptacle

environmental benefits from reduced emissions of greenhouse gases and other pollutants by 80%.

Justification

This receptacle's capacity is five times the typical trash receptacle used throughout the city. Increased capacity reduces collection trips and provides cost efficiencies from labor and fuel. The City plans on running a public education campaign targeted to middle school youth about litter and the environment, using the solar powered compacting trash receptacle as the centerpiece.



Impact

This trash receptacle provides cost efficiencies from labor savings, fuel costs and maintenance savings. There are

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	10,000.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	10,000.00



Library Patron Computers

Robert Collins, Library Director
500 Broadway
Chelsea, MA 02150
(617) 466-4355
RCollins@chelseama.gov

Description

Acquire computers for library patrons

Justification

The use of computers in the library is steadily growing. Patrons use the computers to access information formerly accessible through periodic literature and other paper based sources. To meet the increasing demand, modern, well-functioning computers are a necessity.



Impact

Timely life-cycle replacement and additional computers will prevent down time of computers and more access for library patrons.

General Fund		Enterprise Funds	
Operating Budget	8,000.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	0.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	8,000.00



PARKS AND OPEN SPACE

Overview FY 2009-2013

The City continues its partnership with non-profits, open space advocates and private recreation leagues to serve local 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 project. The school building project also greatly expanded the number of recreational opportunities now existing. 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, particularly through the State's Urban Self-Help Program, provided a funding base and greatly accelerated improvements to the overall park system. Initiatives by the Massachusetts

Historic Commission and the Department of Environmental Management for the preservation of historic landscapes also offered opportunities to accomplish improvements to local 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 has 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 2009.

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.

Challenges FY 2009-2013

Previous Parks and Open Space initiatives built upon the priorities set forth in the 2003-2008 Open Space Plan Update. Projects focus on maintenance and rehabilitation of existing open space facilities and the management of these facilities to maximize recreation opportunities, as well as improved appearances of neighborhood open spaces and connections between neighborhoods. The City's 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.

Given the constraints on the City's open space and 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 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.

PARKS AND OPEN SPACE

Challenges FY 2009-2013 (continued)

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 has been a priority.

The City's efforts at building lines of communication to anticipate the recreational needs of local residents through more interactive planning processes has resulted in the establishment of constituencies to care for local 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 residents and businesses in the process. Building bridges between recreational programs in the

public park system, and those offered through local non-profits and the 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. The City will continue to refine open space priorities, and set new goals to realize that vision for a quality open space system to serve all the city's residents.

PARKS AND OPEN SPACE

Goals FY 2009-2013

Parks and open space must be maximized to:

- ◆ Provide active and passive recreational opportunities suited to the city's urban population;
- ◆ Resolve conflicts among those competing to use open space that is available;
- ◆ Take advantage of local 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 2009-2013

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;
- ◆ Renovate community parks and open space to improve recreation opportunities and enhance the quality of life for the City's residents, and
- ◆ Install street trees and other features to enhance the City's streetscape and to provide amenities for pedestrians.

Projects FY 2009-2013

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'09 Projects

In recent years, the CIP has supported an extensive system of improvements to the City's open space system, and resulted in the complete overhaul and modest additions to the system, including the:

- ◆ Renovation of Quigley Park, Polonia Park, Highland Park, Bossom Park, Voke Park, and Cipiella Park;
- ◆ Expansion of the park system with new parks at Bellingham Hill Park, Eden Park and the Mace Tot Lot;
- ◆ Installation of pedestrian walkway at 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 with 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;
- ◆ 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;
- ◆ New streetscape improvements and new street trees, and
- ◆ Completion of the Open Space Plan 2003-2008 Update.

A new open space opportunity has been realized as a result of the redevelopment of the former Parkway Plaza site and the permitting of a new development at the former American Finish and Chemical Company facility at 1012 Broadway. That opportunity has resulted in the near completion of the RiverWalk along Mill Creek. The RiverWalk follows the contours of the Mill Creek with connections through the development to the neighborhoods. A planned connection of the RiverWalk to the adjoining property at 1012 Broadway will be constructed in 2007, thereby creating a continuous walkway from Broadway to Locke Street. Future plans include a one-acre public park adjoining the RiverWalk, being under taken in collaboration with the residential developer and the Chelsea Greenspace and Recreation Committee. Together, this new open space provides another connection to the city's once access-restricted waterfront.

In FY'09 the city will undertake:

- ◆ The conversion of an underused lot at the corner of Chestnut Street-Fifth Street to a playground for neighborhood children; a project supported by the Massachusetts Urban Self-Help Program and Massport;
- ◆ Development of the aforementioned park being co-coordinated by Chelsea Greenspace. That park is on land donated by John M. Corcoran Co., developer of the neighboring Parkside Commons residential development, and is being funded through private and State resources;
- ◆ The modest updating of Dever Park, through a cooperation agreement with John M. Corcoran Co, an abutter to the park, and
- ◆ Planning around potential Highland Park improvements which could be funded by the potential donation of Eastern Minerals to support the construction of a second, turf field park, and work with Eastern Minerals around a planned community "flex-space" to promote waterfront access and recreational opportunities for local residents on a portion of the former Coastal Oil properties.

None of the projects listed above currently require City funding. It is possible that the City may designate another park project for which to seek funding, and then apply to the State for that funding. Because that project has not been identified and, therefore, the City share of the project costs not known, it has been the City's practice not to include a general "placeholder" for funds in the CIP. Past practice has been for the City to seek capital funding after the formal CIP process has been completed if such a project has been identified and approved. The City would again anticipate doing so if the need arises during FY'09.

PUBLIC BUILDINGS AND FACILITIES

Overview FY 2009-2013

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, the City has performed many critical improvements over the past several years. Those improvements respond to the City's needs as listed above, and aid the City in avoiding costly and, perhaps, emergency work on buildings in the future. The City's intention has been to be thoughtful and effective in a life-cycle maintenance and repair of City buildings, much the way life-cycle maintenance and replacement of vehicles currently takes place.

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 the entire school system more than a decade ago. Adequately funding ongoing maintenance projects in the schools will protect that investment for future generations.

Challenges FY 2009 - 2013

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.

Repairing aging buildings is expensive. In some cases, deferred maintenance makes those repairs even more costly, not to mention the jeopardy that workers and the public can face in the worst of cases. If a building must be maintained, deferred maintenance

cannot be the standard by which a properly functioning municipality operates. However, repair costs to public buildings are not always as valued by the public as is other, competing projects, like sidewalk improvements. The City must balance expectations with prudence.

Over the next five years, several important questions will need to be answered relative to aging buildings, like: should the City Yard, Engine 3 and the Clark Avenue School each be repaired or replaced? Deferred maintenance on each of those facilities could cost millions in future capital spending. Again, balancing the debt service on those projects so as to not require the suspension of roadway improvements or the failure of the budget, for instance, will be critically important.

PUBLIC BUILDINGS AND FACILITIES

Goals FY 2009-2013

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 2009-2013

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 and fiscally prudent;
- ◆ 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 2009-2013

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'09 Projects

On-going Public Buildings and Facilities improvements will continue during FY'09. The City's experience over the past seven 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.

FY'09 projects include:

- ◆ General life-cycle maintenance of the Schools;
- ◆ Installation of a security system at the Public Library;
- ◆ Masonry repairs and a new heating system at the Senior Center;
- ◆ Interior improvements and replacement of existing air conditioner to the City Council Chambers, and
- ◆ Restoration design services for Engine 3, with the expectation that the study will lead to a reconstruction project to be funding in FY'10.

School Building Life Cycle Repairs

Gerry McCue
 500 Broadway
 Chelsea, MA 02150
 (617) 466-44786
GMcCue@chelseama.gov

Description

An appropriation above the Minimum Net School Spending requirement for the School Department to perform extraordinary repairs to the school buildings as needed

Impact

Funding a modest amount annually makes it less likely that a major capital expense will be realized in future years. That strategy has proven out over time, to date.

Justification

Regular maintenance of buildings is an important aspect of keeping buildings functional and helping to avoid major capital expenses in future years. The “new” schools are now more than a decade old, and require regular maintenance to achieve those goals. The deferral of otherwise affordable repairs would cost more if deterioration is allowed to progress.



General Fund

Operating Budget	150,000.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 150,000.00



Engine 3 Restoration Design Services

Joan Lanzillo, Supt. Of
Buildings & Facilities
500 Broadway
Chelsea, MA 02150
(617) 466-4204
JLanzillo@chelseama.gov

Description

Complete architectural, engineering and design services for complete restoration of Engine #3 Fire Station

Justification

The building is suffering from significant deferred maintenance. All systems need to be replaced and significant repairs and restoration need to be completed to the building envelope. Attempting to upgrade or repair one component of the building's systems will create a domino effect, necessitating repair or replacement of additional systems.

Impact

A design study is likely to reveal the need for a major expenditure in the immediate future. Making such an expenditure will put pressure on a future CIP and likely cause the deferment of other worthy projects. However,

restoration is vital and will improve the health, safety and sanitary needs of the employees assigned to this station. Then, once the building has been renovated, placing the building in a regular pattern of routine maintenance will lessen the likelihood of additional significant costs in the future.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	100,000.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 100,000.00



Library Security System

Joan Lanzillo, Supt. Of
Buildings & Facilities
500 Broadway
Chelsea, MA 02150
(617) 466-4204
JLanzillo@chelseama.gov

Description

Install security and surveillance systems in the Public Library

Justification

Installation of a system has been recommended by the Chelsea Police Department in order to address concerns about theft and improve the safety offered to library patrons.



Impact

Security cameras will significantly increase the safety for the visitors, employees and the property at the Library. Reducing the cost association with stolen materials and equipment has a long-term benefit to the Library's operational budget.

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	26,000.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	26,000.00



Senior Center Masonry Repair

Joan Lanzillo, Supt. Of
Buildings & Facilities
500 Broadway
Chelsea, MA 02150
(617) 466-4204
JLanzillo@chelseama.gov

Description

Repair, restore and water seal exterior masonry envelope of Senior Center

helping to avoid more costly repairs in the future.

Justification

Water is infiltrating the building through the masonry walls due to missing mortar and the lack of sufficient waterproofing, causing damage to the interior walls of the center. Regular maintenance and timely repair to buildings helps to avoid more costly repairs in the future, and allows the Senior Center to remain open without unnecessary disruption.



Impact

These improvements will prevent further interior damage and protect the integrity of the brick and masonry structure. Making improvements immediately will have the net long-term impact of

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	112,222.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	112,222.00



Senior Center Heating System

Joan Lanzillo, Supt. Of
Buildings & Facilities
500 Broadway
Chelsea, MA 02150
(617) 466-4204
JLanzillo@chelseama.gov

Description

Replace heating boiler and controls at the Senior Center

Justification

Existing boiler is leaking and showing signs of stress which results in costly repairs or total failure. Without a replacement, it is possible that the Senior Center could be closed if the current system were to fail.



Impact

A new boiler will reduce energy costs, eliminate costly repairs and greatly lessen the likelihood that the facility is shutdown for any extended period of time due to boiler failure.

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	116,125.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	116,125.00



Council Chambers Air Conditioning

Joan Lanzillo, Supt. Of
Buildings & Facilities
500 Broadway
Chelsea, MA 02150
(617) 466-4204
JLanzillo@chelseama.gov

Description

Replace RTU air conditioning for Council Chambers

Justification

The existing unit is unreliable and ineffective. The result is that an ineffectual air conditioning system causes the public discomfort during warm days. In the current era, the inability to utilize air conditioning to provide such comfort is unacceptable.



Impact

More efficient air conditioning will decrease energy consumption and maintenance costs, while providing a necessary and comfortable environment for public meetings and events.

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	33,000.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	33,000.00



Council Chambers Interior Improvements

Joan Lanzillo, Supt. Of
Buildings & Facilities
500 Broadway
Chelsea, MA 02150
(617) 466-4204
JLanzillo@chelseama.gov

Description

Paint and re-carpet Council Chambers

Justification

Needed renovations will complete the restoration program for the Administrative and Legislative areas of City Hall.

Impact

City Hall offices are on a regular maintenance schedule to ensure proper maintenance is undertaken and the reliability of space is assured. The adherence to a schedule of repairs ensures that not all repairs will need to be undertaken in any one year, which would have the impact of limiting the CIP's ability to address other pressing needs.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	56,100.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 56,100.00



PUBLIC SAFETY

Overview FY 2009-2013

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 led to an enhancement of the already responsive public safety services. The addition of new officers, commitment to neighborhood-based problem-solving partnerships, the rehabilitation of the Police Station and the acquisition of new technologies have dramatically

changed the manner in which the Chelsea Police Department operates. The Fire Department has seen a substantial upgrade of its infrastructure, both buildings and equipment. The implementation of Emergency 911 is another visible sign of continuing improvements. 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 residential and commercial investment, the City must continue to enhance Police, Fire and Emergency Management services.

Challenges FY 2009-2013

Public safety serves the city twenty-four 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.

While rolling stock is "affordable" for the Police Department, fire engines and tower trucks are quite expensive, by comparison. A tower truck, for example, can cost more than \$1,000,000. Given the limited amount of funding available to support the wide range of capital needs that exist, such a large expenditure makes the process of updating infrastructure quite difficult. Yet, the alternative, allowing infrastructure to fail, is not the answer, especially at a time of emergency.

PUBLIC SAFETY

Goals FY 2009-2013

The maintenance of a safe and secure climate within the city is a core responsibility of City government and vital to the local revitalization effort. Capital improvements will help to ensure the safety and well being of the city's residents, visitors and workers through efforts designed to reduce fear, increase safety levels and respond to any public safety emergency. In addition to maintaining and adding to staffing levels, 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 communication 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 2009-2013

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, and
- ◆ Conduct a technology assessment to maximize efficient computer and telecommunications operations and ensure that complementary equipment and systems exist between the Police, Fire and Emergency Departments and with City Hall.

Projects FY 2009-2013

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;
- ◆ Undertake technological improvements to link the City's public safety and administrative functions, and
- ◆ Acquire costly but, nonetheless, necessary Fire apparatus to replace aging vehicles and provide sufficient back-up capacity should the need arise.

PUBLIC SAFETY

FY'09 Projects

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

In FY'09, Public Safety will:

- ◆ Replace mobile computers in police cruisers with newer models;
- ◆ Complete the citywide replacement of the Municipal Fire Alarm System;
- ◆ Purchase a plow to be mounted on the police pick-up truck to clear snow at the Police Station;
- ◆ Acquire new police vehicles and a fire vehicle;
- ◆ Acquire software to allow for a "Text for Tips" program;
- ◆ Acquire a police dog, and related supports, as well as bicycles to support additional patrolling strategies, and
- ◆ Acquire fire hoses and one hour SCBA bottles.

K-9 and Equipment

Chief Brian Kyes
 19 Park St.
 Chelsea, MA 02150
 (617) 466-4810
BKyes@chelseama.gov

Description

Acquiring a dual purpose tracking and drug dog and fencing

also happen more frequently. Improved community relations can also result as the dog is used in a variety of prevention type activities.

Justification

The Police Department currently relies on support from other agencies for the use of canines. Dogs can be particularly effective in searching for drugs and tracking suspects. Waiting for mutual aid from other departments takes time and often results in missed opportunities to utilize this proven policing technique.



Impact

Response time for searches would be cut in half and could

General Fund		Enterprise Funds	
Operating Budget	800.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	17,000.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	8,000.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	25,800.00



Police Cruiser Mobile Computers

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19 Park St.
Chelsea, MA 02150
(617) 466-4810
BKyes@chelseama.gov

Description

Acquisition of Mobile Data Terminal computers for police cruisers

station, increasing the time officers are in the community.

Impact

The existing notebooks are five years old and out of warranty. The acquisition of new notebooks will increase their reliability and utilization, while avoiding costly repairs or upgrades to older models.

Justification

The use of computers is fully integrated into modern law enforcement departments. More than just a convenience, mobile data terminal notebooks allow police officers to be more efficient and effective, both in fighting crime and reducing the time it takes to complete necessary paperwork. Notebooks are used for vehicle checks and report writing. They allow officers to write reports on the street instead of coming into the



General Fund

Operating Budget	22,500.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 22,500.00



Text for Tips Software

Chief Brian Kyes
 19 Park St.
 Chelsea, MA 02150
 (617) 466-4810
BKyes@chelseama.gov

Description

Text for Tips software is a web-based, anonymous tip service and outgoing information system from police to groups with text or e-mail

Justification

Departments around the country are utilizing web-based communications to generate additional tips on crime. While the local Police Department has established good community relations, some still remain reluctant to contact the Police with tips. A system to provide for anonymous information to be sent to the Police Department is one way to overcome that barrier.

Impact

Anonymity encourages involvement for community crime prevention efforts and enhances community relations. Tips help to reduce the time investigators require to solve crimes, thereby making the Police Department more efficient and effective.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	8,000.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 8,000.00



Police Patrol Bicycles

Chief Brian Kyes
 19 Park St.
 Chelsea, MA 02150
 (617) 466-4810
BKyes@chelseama.gov

Description

Acquisition of two mountain bicycles with police package accessories

and environmentally-friendly. Utilized appropriate, bicycle patrols also offer a more effective method to policing certain areas of the city.

Justification

Departments across the country have had success in utilizing bicycles to police appropriate areas and improve community relations. The local Police Department believes the addition of bike patrols will prove particular effective in the Downtown area, as well as in certain parks and other neighborhoods throughout the city. Additionally, the utilization of bicycles will improve visibility and effectiveness at special events.



Impact

Bicycles do not requiring fueling and are therefore cost effective

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	2,225.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	800.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	3,025.00



Copier

Chief Brian Kyes
19 Park St.
Chelsea, MA 02150
(617) 466-4810
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Description

Acquisition of a Ricoh MP C3500 MFP Copier



Justification

The present copier is 7 years old, has no scan function and breaks down frequently.

Impact

A reliable, multi-function copier will save cost and time.

General Fund		Enterprise Funds	
Operating Budget	9,348.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	0.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	9,348.00



Police Snow Plow

Chief Brian Kyes
19 Park St.
Chelsea, MA 02150
(617) 466-4810
BKyes@chelseama.gov

Description

Acquisition of a Fisher Rd Minute Mount plow or comparable plow

Justification

The Chelsea Police Department vehicle fleet includes a pickup truck which, if properly equipped, could clear snow from the Police Station area. The need to maintain the area from the accumulation of snow is to allow for emergency vehicles to arrive and leave the location. It would be both more efficient and convenient to allow Police personnel to clear snow than to call for a DPW truck to be dispatched from whatever route it is on to respond to mounting snow at the Police Station.

Impact

This plow will assure that police areas will be clear of snow for emergency personnel. An efficiency savings will be accrued by the DPW, which will no longer be required to make special trips on a more frequent basis to clear snow in front of the major public safety station.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	4,200.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 4,200.00



Life Cycle Replacement - Police Cruisers

Chief Brian Kyes
19 Park St.
Chelsea, MA 02150
(617) 466-4810
BKyes@chelseama.gov

Description

Acquisition of two police cruisers, Ford Crown Victoria or equivalent

Justification

The City maintains a regular appropriation for the replacement of rolling stock within the Police Department. The acquisition will allow for the replacement of older vehicles that are incurring higher maintenance costs and less fuel efficiency. The regular acquisition insures that a reliable fleet is always available to the City's public safety officers, and that there is no one year when a more substantial cost is incurred for the acquisition of a greater number of vehicles.

Impact

Well-maintained and replaced vehicles are part of an ongoing life-cycle replacement plan insuring that a reliable fleet of vehicles is available to allow the Police Department to meet the City's public safety objectives.



General Fund

Operating Budget	59,000.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 59,000.00



Life Cycle Replacement - Police Chief Vehicle

Chief Brian Kyes
 19 Park St.
 Chelsea, MA 02150
 (617) 466-4810
BKyes@chelseama.gov

Description

Acquisition of a SUV Chevrolet Tahoe or equivalent

passengers to meetings and equipment from place to place.

Justification

The past practice has been to issue a new Crown Victoria to the Police Chief, and then to recycle the Chief's prior car down the chain of command. Instead, the City wishes to direct new acquisitions to those areas where newer vehicles are more critical. The acquisition, therefore, of a Tahoe or equivalent is meant to provide the Police Chief with a "permanent" vehicle. The assumption is that the acquired vehicle will be held as the Chief's car for several years, depending on the vehicle's maintenance record. The selection of a Tahoe is meant to give the Police Department some flexibility in the use of vehicles for the carrying of

Impact

Well-maintained and replaced vehicles, are part of the ongoing life-cycle replacement plan which insures that a reliable fleet of vehicles are available to allow the Police Department to accomplish the City's public safety objectives. This acquisition is expected to allow for subsequent vehicle acquisitions to be directed to areas of greater need for the Police Department.



General Fund

Operating Budget	35,500.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 35,500.00



Firefighting Hose

Chief H.C. Fothergill
 307 Chestnut Street
 Chelsea, MA
 (617)466-4600
CFothergill@chelseama.gov

Description

Replacement of defective firefighting hose, as follows:
 24 Lengths 1 3/4"
 24 Lengths 2 1/2"
 24 Lengths 4"

Justification

Hose replacement has not met the demands of use. Each engine company requires 1,000 ft. of 4" hose, 1,200 ft. of 2 1/2" hose and 600 ft. of 1 3/4" hose; with one complete set in reserve. At this time, each engine company does not have an adequate change of hose. Should an engine company lose its hose supply due to fire damage and/or contamination, it would render the pumper useless without a means of water supply feeds from hydrants and/or application of hose streams. This acquisition will be followed by a similar acquisition in FY'10, subject to

funding availability to meet the demand for adequate hose.

Impact

New hose is lighter weight and more durable. The hose jackets incorporated with current design meet or exceed NFPA standards to resist damage from fire. Having the correct supply of hose and sufficient hose in reserve will allow the Fire Department to meet the challenges presented without interruption.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	18,048.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 18,048.00



Fire Prevention Vehicle Replacement

Chief H.C. Fothergill
307 Chestnut Street
Chelsea, MA
(617)466-4600
CFothergill@chelseama.gov

Description

Acquisition of a Ford Explorer or its equivalent

Justification

The 2000 Ford Taurus utilized by Deputy Chief assigned to Fire Prevention has 91,000 miles and is approaching 8 years of age. This vehicle, although having 91,000 miles, has many more service hours on scene at idle. The vehicle is well out of warranty and is experiencing numerous expensive repairs related to the engine and suspension systems due to wear and tear. This unit recently broke down on Route#1 North during a snow storm when the charging and heat systems malfunctioned.

weight of the firefighting equipment carried, without impacting the suspension system. This unit is frequently on new construction sites on poor road surfaces. The unit also responds to fire scenes in all weather conditions including snow. It is anticipated that a "heavier" vehicle will reduce the wear and tear placed on the current vehicle, which is designed to be a passenger vehicle not in such heavy duty.



Impact

A new fire prevention unit would reduce the cost of current and frequent expensive repairs with added fuel efficiency. The storage compartment of a Ford Explorer has the capacity to hold the

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	25,933.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	25,933.00



Wireless Fire Alarm Boxes Phase 2

Chief H.C. Fothergill
 307 Chestnut Street
 Chelsea, MA
 (617)466-4600
CFothergill@chelseama.gov

Description

Phase II Wireless municipal fire alarm project

the City that will require master boxes and the conversion from hard wire to wireless is critical to developers. A timely conversion of the existing system is urgent.

Justification

This is an on-going project that will replace the present municipal fire alarm system. A decision was made to delay the implementation of Phase I to further review technology and fire box placements throughout the community. That review having been complete, both Phase I and Phase II are ready for implementation. The existing system has deteriorated to such a point that many of the underground conduits have collapsed and fire alarm cables are exposed to water. Maintenance and repair of the system is extraordinarily expensive and difficult to access. Any single emergency repair has a minimum cost of nearly \$10,000. There are numerous existing construction projects in

Impact

The new wireless system will be N.F.P.A., U.L. and F.M. compliant. Maintenance costs will be reduced significantly since there will be no underground or overhead cables to service. Boxes are self testing and may be tested several times daily.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	250,000.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 250,000.00



One Hour SCBA Bottles

Chief H.C. Fothergill
 307 Chestnut Street
 Chelsea, MA
 (617)466-4600
CFothergill@chelseama.gov

Description

Acquisition of a new set of self contained breathing apparatus for the Rapid Intervention Team System

Justification

The one hour, self contained breathing apparatus bottles utilized by the Fire Department are 20 years old and were recently taken out of service for scrap as required by the standard. A standard SCBA is a 30 minute bottle and usually lasts 15 to 20 minutes depending on the firefighter and fire conditions. A one hour bottle last about 30 to 40 minutes. One hour bottles are critical to on-scene deployment of a (RIT) Rapid Intervention Team. A RIT team is deployed in emergent situations to search for trapped or disoriented firefighters.

Impact

Acquisition of twenty, one hour bottles will adequate outfit two, five man teams of firefighters working in rapid deployment on a search and rescue mission. Each firefighter requires two bottles for a primary and secondary entry. Having the bottles available in and good working order will avoid delays and potential save lives.



General Fund

Operating Budget	22,000.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 22,000.00



SURFACE ENHANCEMENTS

Overview FY 2009 - 2013

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

Challenges FY 2009 - 2013

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 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 several 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 has implemented 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 2009 - 2013

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 2009 - 2013

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 2009 - 2013

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, and
- ◆ Installation of sidewalk handicapped access ramps.

SURFACE ENHANCEMENTS

FY'09 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'09 funding will focus on:

- ◆ Micro-paving roadways to extend the service life at various locations;
- ◆ Undertaking a sidewalk condition inventory to assist in programming sidewalk improvements funds, and
- ◆ Repairing and improving defective sidewalks at various locations.

Sidewalk Condition Inventory Data Collection

Joseph Foti, Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4200
JFoti@chelseama.gov

Description

Collection of condition data of all city sidewalks; inputted into management software and the acquisition of that management software

Justification

Condition inventories are a critical tool in programming sidewalk improvements in a logical and cost-effective manner. As the City continues to address emergencies and adhere to a process that considers lifecycle replacements, having city sidewalk assessments in a format that is available for City staff to utilize is an important part of developing work plans and future budgets.

Impact

The inventory will allow for City staff to better plan and execute sidewalk improvements. Coordination can have a positive impact on cost, and can also insure a more thorough and proactive approach to sidewalk management issues.



General Fund

Operating Budget	900.00
Free Cash Appropriation	0.00
General Obligation Bonds	12,500.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 13,400.00



Micro-Paving Various Locations

Joseph Foti, Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4200
JFoti@chelseama.gov

Description

Application of thin overlay material to extend the service life of the roadway

Justification

This application is part of an overall pavement management program designed to maximize service life of the roadway by preserving the wearing surface.



Impact

Micro-Paving lowers maintenance costs and improves ride quality and general appearance of the roadway surface.

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	0.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	230,000.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	230,000.00



Sidewalk Improvements

Joseph Foti, Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4200
JFoti@chelseama.gov

Description

Replacement and construction of sidewalks throughout the city

Justification

Several sidewalks or portions of sidewalks are in need of reconstruction.



Impact

This project will improve pedestrian safety along with the visual appearance of the City's infrastructure.

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	110,000.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	110,000.00



UTILITY ENHANCEMENTS

Overview FY 2009-2013

Twelve years of investing in the City'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 faces continuing challenges because of its aging and previously poorly maintained infrastructure. The cost of repair for water, sewer and drain facilities is usually substantial and the results unseen. Improvements to the City's water distribution and sewer collection system continue to be made every year through the capital plan. In recent years, the City 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 has been able to address its needs strategically and has been able 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 areas. Sewer system improvements are also needed to enhance system flow performance.

Challenges FY 2009-2013

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.

Within these realities, the City must strategically plan improvements in conjunction with other roadway and drainage infrastructure improvements; use varied

The privatization of the operations of the water distribution and sewer collection system, and the programmed cleaning performed under that contract, have 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. Separating storm water from sanitary flows is good for the environment and saves ratepayers money in the long run.

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.

Another means to support continued system-wide improvements that has recently been established is the levying of an impact fee upon new, major development. The City has consulted with State officials and has developed a program to assess such a fee to fund future water, sewer and drainage work that supports new developments and existing system needs.

UTILITY ENHANCEMENTS

Goals FY 2009-2013

The utility system must prove to be reliable and capable of handling additional demands. Furthermore, 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 water leaks, which is harmful to the environment and costs all ratepayers, and cutting infiltration and inflow into the sanitary system, thereby decreasing the long-term cost of the entire systems.

Programs FY 2009-2013

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;
- ◆ 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 2009-2013

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 the frequency of flooding.

UTILITY ENHANCEMENTS

FY'09 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'09 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 will be utilizing interest free loans from the Massachusetts Water Resources Authority's Local Pipeline Assistance Program to fund water improvements in FY'09.

In FY'09, 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's 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. Adding to those projects will be:

- ◆ The design and construction of infrastructure improvements on Jefferson Avenue to include the installation of new 8" water main and 12" drain, as well as the internal television inspection of the sewer with point repair and lining where needed, and the reconstruction of roadway and sidewalks.

Additionally, FY'09 Utility Enhancements will include:

- ◆ Reconstruction of Crescent Avenue from Cary Avenue to Eastern Avenue;
- ◆ Sewer replacement and related construction on Locke Street;
- ◆ Design of infrastructure improvement for Washington Avenue, and
- ◆ Development of a Storm Water Management Plan.

Locke Street Sewer Enhancement

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 500 Broadway
 Chelsea, MA 02150
 (617) 466-4200
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Description

Replacement of approximately 45 feet of 15" pipe with 24" pipe, heavy cleaning and inspection of 600 feet of 24" pipe, in place lining of 24" pipe, installation of terminal manhole, construction of access road including engineering, installation of locking SMH covers, permitting and construction

Justification

Pipe restrictions continue to contribute to sanitary sewer overflows resulting from blockages. Limited access to this pipeline makes it difficult to adequately maintain this section of pipeline.

Impact

This project will decrease maintenance costs, enhance collection system functionality and assure avoidance of penalties by DEP.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	190,300.00

Total Project Funding 190,300.00



Crescent Avenue Infrastructure Reconstruction

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Description

Financing for the last phase of the reconstruction of Crescent Avenue including the replacement of the 16" water main and separation of combined sewer into separate storm and sanitary sewer conduits and full depth roadway and sidewalk reconstruction from Cary Avenue to Eastern Avenue

Impact

Improved road surface and underground water, sewer and drainage will significantly reduce existing maintenance costs.



Justification

This project is currently estimated at a projected cost of \$4,250,400. This is the third and final year of funding for this project. The work will complete the project.

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	0.00	MWRA Loans	405,074.00
Grants		Water Bonds	0.00
Chapter 90	215,598.00	Sewer Fund	
Other Grants	751,040.00	MWRA Loan	0.00
		Sewer Bonds	108,839.00
		Total Project Funding	1,480,551.00



Washington Ave. Infrastructure Improvements Design

Joseph Foti, Director DPW
 500 Broadway
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 (617) 466-4200
JFoti@chelseama.gov

Description

Design Water improvements, Sewer separation improvements and related roadway improvements on Washington Avenue, from the railroad bridge to Revere Beach Parkway

Justification

Washington Avenue has aged infrastructure that has outlived its useful life. The first phase of the work necessary to replace the infrastructure is a design of the improvements. The design will identify issues and cost, and allow for the City to plan appropriately for the actual work to be undertaken. It would be anticipated that the funding for the replacement would be included in the FY'10 CIP.

Impact

The project will provide CIP planners with an accurate cost for the project needed to upgrade the utilities on Washington Avenue and used by the surrounding neighborhoods. The design should lead to a project to improve water and sewer services, decreased flooding problems and decreased DPW road maintenance.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	80,000.00
Water Bonds	158,000.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 238,000.00



Jefferson Avenue Infrastructure Improvements

Joseph Foti, Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4200
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Description

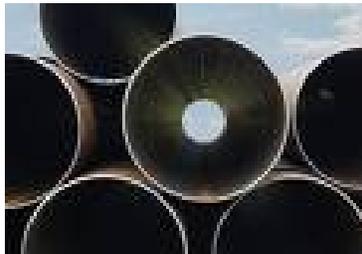
Design and construction of infrastructure improvements, including the replacement of 6" cast iron water main with 8" ductile iron water main, replacement of 6" drain and under-drain with 12" drain, internal television inspection of sewer, point repair and lining as necessary, reconstruction of roadway and sidewalk

Impact

Replacement and rehabilitation of the infrastructure on Jefferson Avenue will address the formation of ice on the roadway during cold weather and eliminate the need for emergency water and sewer repairs for the foreseeable future.

Justification

Jefferson Avenue continues to show breakthrough of perched ground water from Powder Horn Hill. The cast iron water main bursts and sewer deficiencies have occurred on multiple occasions.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	250,000.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	325,000.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	430,000.00

Total Project Funding 1,005,000.00



Storm Water Management Plan

Joseph Foti, Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4200
JFoti@chelseama.gov

Description

Implementation of NPDES Storm Water Permit Compliance Activities, including storm water sampling and pipe condition data collection, internal pipe inspection, polluter identification, mapping, engineering analysis and design, and physical correction of deficiencies, and the drafting of a storm water use ordinance

non-compliance issues, the project is also important in helping to maintain the environment.

Impact

The project will be a multi-year project and will ensure the City's compliance with the Clean Water Act, avoiding non-compliance notices. It will result in improved surface water conditions in the Chelsea, Mystic, and Island End Rivers, creating a healthier environment for the citizens of Chelsea.

Justification

The City is subject to the EPA's MS4 storm water permitting requirements. The permit renews this calendar year and will include additional requirements for monitoring storm water outfalls, illicit connection detection and correction, pollution source discovery, mitigation and elimination. In addition to addressing potential



General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	0.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	250,000.00
		Total Project Funding	250,000.00



2009 Projects

Project Description	Area	Operating Budget FY2009		General Fund		Water Fund Borrowing		Sewer Fund Borrowing		Total	
		Pay-As-You-Go	Free Cash	Misc. Grant	Chapter 90 Approved April 2007	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt		Sewer Bonds
		EQ	EQ								
GIS Website	EQ					\$15,000.00				\$15,000.00	
Update Planemetrics	EQ					\$10,000.00				\$10,000.00	
Life Cycle Replacement - Computers	EQ	\$103,500.00								\$103,500.00	
Parking Enforcement Hybrid Vehicle	EQ	\$20,850.00								\$20,850.00	
Inspectional Services Office Renovation	EQ					\$69,750.00				\$69,750.00	
Inspectional Services Tablet Computers	EQ					\$42,000.00				\$42,000.00	
Inspectional Services paper file scanning	EQ					\$150,000.00				\$150,000.00	
Life Cycle Replacement - City Manager Vehicle	EQ	\$35,500.00								\$35,500.00	
DPW Snow & Ice Equipment	EQ	\$11,000.00								\$11,000.00	
Two Heavy Duty Pickup Trucks w/ Plow and Sander	EQ					\$100,000.00				\$100,000.00	
Medium Duty Pickup truck w/ Plow and Sander	EQ					\$35,000.00				\$35,000.00	
Solar Powered Trash Receptacle	EQ					\$10,000.00				\$10,000.00	
Library Patron Computers	EQ	\$8,000.00								\$8,000.00	
School Building Life Cycle Repairs	PB	\$150,000.00								\$150,000.00	
Engine 3 Restoration Design Services	PB					\$100,000.00				\$100,000.00	
Public Library Security System	PB					\$26,000.00				\$26,000.00	
Senior Center Masonry Repairs	PB					\$112,222.00				\$112,222.00	
Senior Center Heating System	PB					\$116,125.00				\$116,125.00	
Council Chambers Air conditioning	PB					\$33,000.00				\$33,000.00	
Council Chambers Interior Improvements	PB					\$56,100.00				\$56,100.00	
K-9 and Equipment	PS	\$800.00		\$8,000.00		\$17,000.00				\$25,800.00	
Police Cruiser Mobile Computers	PS	\$22,500.00								\$22,500.00	
Text for Tips Software	PS			\$800.00						\$8,000.00	
Police Patrol Bicycles	PS			\$800.00		\$2,225.00				\$3,025.00	
Copier	PS	\$9,348.00								\$9,348.00	
Police Snow Plow	PS					\$4,200.00				\$4,200.00	
Life Cycle Replacement - Police Cruisers (2)	PS	\$59,000.00								\$59,000.00	
Life Cycle Replacement - Police Chief Vehicle	PS	\$35,500.00								\$35,500.00	
Firefighting Hose	PS					\$18,048.00				\$18,048.00	
Fire Prevention Vehicle Replacement	PS					\$25,933.00				\$25,933.00	
Wireless Fire Alarm Boxes Phase 2	PS					\$250,000.00				\$250,000.00	
One Hour SCBA Bottles	PS	\$22,000.00								\$22,000.00	
Sidewalk Condition Inventory Data Collection	SF	\$900.00								\$1,340.00	
Micro-Paving Various Locations	SF					\$230,000.00				\$230,000.00	
Sidewalk Improvements	SF					\$110,000.00				\$110,000.00	
Locke Street Sewer Enhancement	UT								\$190,300.00	\$190,300.00	
Crescent Ave Infrastructure Reconstruction	UT			\$751,040.00	\$215,598.00		\$405,074.00		\$108,839.00	\$1,480,551.00	
Washington Ave. Infrastructure Improvements Design	UT					\$158,000.00				\$238,000.00	
Jefferson Avenue Infrastructure Improvements	UT					\$250,000.00			\$430,000.00	\$1,005,000.00	
Storm Water Management Plan	UT								\$250,000.00	\$250,000.00	
Total		\$478,898.00	\$0.00	\$759,840.00	\$0.00	\$1,573,103.00	\$810,074.00	\$0.00	\$979,139.00	\$5,204,652.00	

2009 Projects by Program Area

Program Area: Public Safety		Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		Total
		MWRA Grant I&I 45% of Project	Chapter 90 Approved April 2007	Gen Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt	Sewer Bonds			
Project Description	Operating Budget FY2009 Pay-As-Your-Go	Misc. Grant	Free Cash	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt	Sewer Bonds	Total	
K-9 and Equipment	\$800.00	\$8,000.00	\$800.00	\$17,000.00					\$25,800.00	
Police Cruiser MDT's	\$22,500.00			\$8,000.00					\$22,500.00	
Text for Crime Tips		\$800.00		\$2,225.00					\$8,000.00	
Police Patrol Bicycles									\$3,025.00	
Copier	\$9,348.00			\$4,200.00					\$9,348.00	
Snow Plow									\$4,200.00	
Life Cycle Replacement - Police Cruisers (2)	\$59,000.00								\$59,000.00	
Life Cycle Replacement - Police Chief Vehicle	\$35,500.00								\$35,500.00	
Firefighting hose				\$18,048.00					\$18,048.00	
Vehicle - Fire Investigator Unit K1				\$25,933.00					\$25,933.00	
Wireless Fire Alarm Boxes Phase 2				\$250,000.00					\$250,000.00	
One Hour SCBA Bottles	\$22,000.00								\$22,000.00	
Total	\$149,148.00	\$8,800.00	\$0.00	\$325,406.00	\$0.00	\$0.00	\$0.00	\$0.00	\$483,354.00	

Program Area: Surface Enhancements		Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		Total
		MWRA Grant I&I 45% of Project	Chapter 90 Approved April 2007	Gen Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt	Sewer Bonds			
Project Description	Operating Budget FY2009 Pay-As-Your-Go	Misc. Grant	Free Cash	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt	Sewer Bonds	Total	
Sidewalk Condition Inventory Data Collection	\$900.00			\$12,500.00					\$13,400.00	
Micropaving various location									\$230,000.00	
Sidewalk Improvements	\$900.00	\$0.00	\$0.00	\$110,000.00					\$110,000.00	
Total	\$900.00	\$0.00	\$0.00	\$122,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$353,400.00	

Program Area: Utility Enhancements		Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		Total
		MWRA Grant I&I 45% of Project	Chapter 90 Approved April 2007	Gen Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt	Sewer Bonds			
Project Description	Operating Budget FY2009 Pay-As-Your-Go	Misc. Grant	Free Cash	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt	Sewer Bonds	Total	
Locke Street Sewer Enhancement		\$751,040.00		\$215,598.00					\$190,300.00	
Crescent Ave Infrastructure Reconstruction					\$158,000.00	\$405,074.00			\$1,480,551.00	
Washington Ave. Infrastructure Improvements Design				\$250,000.00		\$80,000.00			\$238,000.00	
Jefferson Ave Infrastructure Improvements						\$325,000.00			\$430,000.00	
Storm water Management Plan									\$250,000.00	
Total	\$0.00	\$751,040.00	\$0.00	\$215,598.00	\$158,000.00	\$810,074.00	\$0.00	\$0.00	\$3,163,851.00	

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 CIP is a continual process and, accordingly, should result in a plan to be viewed as a “working document.”

In recognition of the dynamic nature of the CIP, the format for the Capital Project Listing for the out-years (FY 2010-2013 and beyond) has been modified to facilitate project analysis and selection. Unlike those projects identified for FY'09 starts, 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 CIP funding sources and Program Area expenditures for the current fiscal year, as well as the out-years. The intention of these listings is to provide an overview of the City's proposed needs and funding sources. The flexibility of this format allows for modifications to the CIP 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 future CIPs. However, inclusion on the Tentative Future Capital Projects Listing does not insure that a project will be programmed as a funded project at any point during the five years covered by the particular CIP. Projects may not be further programmed for a variety of reasons, including lower priority as compared to other projects, potential alternative financing availability, changing technology or the abandonment of the service or program the capital appropriation was meant to support. That some of the projects may not be advanced is not a primary concern of tracking the Tentative Future Capital Projects Listing. Instead, the exercise helps to identify needs and facilitates discussions about those needs well ahead of a time when a decision is required to be made about funding the same.

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

Tentative Future Projects by Program Area

Estimated Cost

Program Area: Equipment Acquisition

Department Document Scanners	\$20,000
Bill Paying Kiosk	\$10,000
Engineering Document Conversion	\$40,000
DPW Vehicle Replacement	\$100,000
Bellingham Square LED Sign	\$40,000

Total for Program Area \$210,000

Tentative Future Projects by Program Area

Estimated Cost

Program Area: Open Space

Island End River Waterfront Overview	\$350,000
Box District/Gerrish Avenue Neighborhood Park	\$500,000
Annual City Park Renovation	\$120,000

Total for Program Area \$970,000

Tentative Future Projects by Program Area

Estimated Cost

Program Area: Public Buildings & Facilities

City Hall	Create 7 year building renovation master plan	\$100,000
	Renovate for cafeteria/casual conference room	\$82,500
	Install acoustical ceilings in lower level	\$65,200
	Install master key system w/ADA compliant hardware	\$32,700
	Replace all exterior doors	\$44,280
	Carpet replacement program (4 rms per year)	\$8,000
	ISD and Licensing office renovation including furniture	\$69,750
	Phase III building restoration (terra cotta & masonry)	\$864,031
	Phase IV building restoration (window replacement)	\$3,202,801
EOC/E911	Create 7 year building renovation master plan	\$25,000
	HVAC replacement	\$91,650
	Fire protection systems	\$65,465
	Window replacement	\$29,400
Senior Center	Create 7 year building renovation master plan	\$50,000
	Carpet replacement throughout center	\$35,540
	Paint interior	\$83,098
	Replace RTU (upper level)	\$14,000
Library	Create 7 year building renovation master plan	\$75,000
	Install security and surveillance systems	\$26,000
	Replace rotunda	\$216,410
	Replace windows	\$984,549
	Build Server Room and install A/C system	\$33,050
	Paint interior	\$100,000
E#1	Create 7 year building renovation master plan	\$25,000
	Replace/upgrade emergency generator	\$74,550
	Replace overhead door	\$12,000
	Replace boiler	\$21,125
	Install fire protection system	\$20,210
E#2	Create 7 year building renovation master plan	\$25,000
	Replace overhead doors	\$20,700
E#3	Replace/upgrade emergency generator	\$74,550
	Replace boiler	\$21,125
	Replace heating system w/ HVAC	\$180,895
	Upgrade electrical service	\$172,673
	Upgrade plumbing	\$91,080
	Renovate space for fitness center	\$26,950

	Replace roof	\$30,000
	Replace windows	\$20,400
	Replace overhead doors	\$14,400
	Replace flooring in living quarters	\$15,800
	Install fire protection system	\$16,698
Police Station	Create 7 year building renovation plan	\$75,000
	Carpet replacement program (1 floor per year)	\$20,000
<hr/> <i>Total for Program Area</i>		\$7,256,580

Tentative Future Projects by Program Area

Estimated Cost

Program Area:

Public Safety

Fire Investigation Unit K3	\$25,933
Tower Ladder	\$1,100,000
Bunker Gear Dryer Stations (2)	\$11,390
Bunker Gear Extractors	\$11,120
Life Cycle Replacement - Police Cruisers - 2 per year	\$60,000

Total for Program Area \$1,208,443

Tentative Future Projects by Program Area

Estimated Cost

Program Area:

Surface Enhancements

Various Locations \$5,546,000

Total for Program Area

\$5,546,000

Tentative Future Projects by Program Area

Estimated Cost

Program Area:

Utility Enhancements

Englewood Avenue Infrastructure Upgrade \$375,000
Stormwater Management Plan \$950,000
Washington Ave Stormwater, Sewer and Drainage Construction \$4,325,420
Broadway Water, Sewer and Drainage Design \$279,932
Broadway Water, Sewer and Drainage Construction \$5,326,655

Total for Program Area

\$11,257,007



THANKS TOM DURKIN

Deputy City Manager Thomas J. Durkin departed City government last month to begin his next professional challenge, that one as Treasurer of the Massachusetts Water Resources Authority. Tom joined the City staff four years ago as City Auditor, and was elevated to the post of Deputy in 2005. City Manager Jay Ash had the following to say about Tom on his departure:

“I have high standards for the position, and Tom never disappointed. Tom has long been recognized as a municipal finance expert; that’s why we brought him here to Chelsea in the first place. Throughout his tenure, Tom demonstrated outstanding managerial capabilities and proved himself to be an impressive governmental leader. I’m very happy that he is moving upward in leaving us for the MWRA. I know he will do a great job there.”

This CIP is the last City document upon which Tom worked. City Manager Ash and the City’s senior staff would like to dedicate this CIP to Tom as a way of saying: “thanks for a job well done!”