

City of Chelsea
Capital Improvement Program
FY 2010-2014

“Managing”



Jay Ash
City Manager
Presented to the Chelsea City Council

Brian Hatleberg, President / Matthew Frank, Vice President
Roy Avellaneda / Paula Barton / Roseann Bongiovanni
Mike MeKonnen / Ron Morgese / Leo Robinson
Stanley Troisi / Marilyn Vega-Torres / Deborah Washington

February 2009

CITY OF CHELSEA
CAPITAL IMPROVEMENT PROGRAM
FY 2010 – 2014
“MANAGING”



JAY ASH
CITY MANAGER

FEBRUARY 2009



Jay Ash
City Manager

CITY OF CHELSEA

Executive Office
City Hall, Room #302, 500 Broadway
Chelsea, Massachusetts 02150
Telephone (617) 889-8666 / Fax (617) 889-8360
Email: jash@chelseama.gov



February 1, 2009 (Amended March 1, 2009)

Dear Honorable City Council:

It is with mixed feelings that I submit the City's annual Capital Improvement Program (CIP). While we will all acknowledge the tremendous financial pressures the entire world is facing, "Managing" is what we do in good times and, unfortunately, in bad. As this CIP title would suggest, despite global crises and their various impacts on municipalities, the City is managing the administration of local government and is managing to still undertake critical projects typically found in CIPs or other work plans. It is a credit to your leadership that we can absorb various difficulties, most of which are not of our own doing and well beyond local control, and still move forward on our agenda to revitalize our community and support our local residents and businesses.

So, without bemoaning over trying financial times, I am pleased that we still can deliver a CIP, albeit a slimmed-down version. As important as it is for us to manage our budget wisely, it is also critical that we manage our resources so as to maintain and enhance the infrastructure supporting our community. To that end, each project in this CIP, added to hundreds of other projects undertaken over the thirteen years since the City began coordinating infrastructure improvements through such a methodical plan, will continue the improvements to and reliability of infrastructure. Ranging from roadway repairs to technology advancements, the CIP allows the City 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. Managing continues to serve the City well, allowing us to deliver needed service to the residents and business of our great city.

As the City Charter requires, this CIP is a five-year plan. The first year of the plan reflects actual spending, while years two through five provide insight into projects under future consideration. An added feature of this and, hopefully, future CIPs is a review of the implementation of previous CIPs, including the closeout of CIP years when the projects for those years are completed. In particular, as the City seeks to be more transparent in its operations, reporting on the status of previous CIPs is an important next step in the direction of openness and accountability.

In total, the FY'10-'14 CIP calls for \$19.8 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'10 calls for \$4,386,805 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.

What is also different about this CIP is that the Administration has already amended the CIP prior to your review. The CIP was filed on time, per the City Charter. However, with the uncertainty

surrounding federal stimulus support for projects local projects, the City has developed a range of plans depending upon the likely available of stimulus funding. Two projects of critical importance to the City, the reconstruction of a large portion of Washington Avenue and the rehabilitation of the Engine 3 Firehouse, are among several that have been proposed for consideration through stimulus packages being considered by the State and Federal governments. Because it appears that neither will receive financial support in FY'10, the City will make even further difficult choices among competing and worthwhile projects to determine which should go forward. In this CIP, therefore, the City is weighing more heavily the financial impacts of the CIP rather than a more systematic approach to maintaining infrastructure. Regarding the latter, and while not trying to dwell on the negative, it is important to realize that a prolonged period of financial difficulty will take a great toll on the City's ability to keep up with the costs of pressing infrastructure demands.

So, the most significant consideration in the drafting of this annual CIP is that projects must remain affordable, both in terms of 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. It is also possible that the City might consider accelerating funding from a second year when projects cannot be split into phases. No matter the approach, the City continues to utilize these CIPs to plan efficiently and work within the budgets established for particular projects. Also, in respect to the impact on finances, the City is careful to ensure that spending does not overly impact present and future budget considerations.

The following CIP provides spending in six of seven program areas, with no funding being appropriate for Contingency & Administration. That seventh program area will continue to be managed in-house. While the importance of each project and the remaining six program areas has merited funding at the expense of other desired, but less critical, projects, 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 Washington Avenue Project, which has price tag of \$6.7 million, 65% of which funds utility improvements. The City hopes to find stimulus funding for the construction of Washington Avenue. As noted, though, no such funding appears available for FY'10. Thus, the City will postpone this much needed and very expensive project until FY'11, with the hopes of successfully advocating for its inclusion in stimulus funding. Without such an inclusion, the Washington Avenue Project will singularly eclipse the regular spending level for *all* projects in a typical CIP.

Two more modest, but still costly utility projects that provide for the full-depth reconstruction of Chester and Jefferson Avenues will be funded for FY'10. Combined, the two will account for \$1.3 million in spending, or 30% of the entire FY'10 CIP. This reflects another significant commitment by the City to maintain and enhance the city's roadway and utility networks.

Despite the availability of stimulus money, the City believes the rehabilitation of Engine 3 must happen. A circa 1887 firehouse last saw a significant renovation in 1974, Engine 3 requires a complete overhaul to be brought up to an acceptable standard for today's fire service. That project has been planned through a design study financed in FY'09 which calls for \$1,300,000 in renovations to the Broadway location. City officials, including the Fire Chief, continue to refine

the work plans, with the hopes of reducing the project's overall cost and, perhaps, splitting the project into multiple fiscal years. Elsewhere, the City has prioritized preventive maintenance to allow public buildings to continue to be functional without major remedial action being necessary. However, fiscal realities have resulted in only one other project being funded through the \$1,350,000 in this Public Buildings program area for FY'10, that being a necessary cooling system to protect various technological components of the E911 Center. The lack of additional building projects is one of many impacts of the financial limitations under which the City is operating.

In Public Safety, other than the Engine 3 rehab, all major expenditures have been shelved. Those include the acquisition of two fire trucks, costing a combined \$1.6 million, and one car. Three of the four cars requested by the Police Department have not been approved for funding. While on the subject of vehicles, the replacement of the City Manager's vehicle, which was a FY'09 project, was eliminated in FY'09 and is not being funded in FY'10. The City needs to be mindful of the increased maintenance costs of an aging fleet, but hopes that a year or two of reduced purchases will not overly impact maintenance. In this area, therefore, a modest \$142,055 is being programmed for a Police and a Fire vehicle, two smaller Police purchases and four new security cameras. Regarding the larger Fire requests, the City continues to work on a strategy to address those needs, which could include using project savings from past CIPs and savings that might be achieved on the Engine 3 rehab to be redirected to the acquisition of one fire truck.

The modest amount (\$100,000) programmed this upcoming year for Surface Enhancements will allow for the City to undertake sidewalk improvements to rectify deficient sidewalks throughout the community. Other funding sources are being considered for other surface enhancements, including State funding through the Small Cities Program. However, because those funds have not been committed as of yet, it has been the City's practice to not list them as part of the CIP.

Equipment Acquisition has also been restrained. Typically, the City commits several hundreds of thousands of dollars to this area, much of it coming from the Operating Budget as pay-as-you-go expenditures. That is reflective of the City's philosophy that recurring expenses should be paid for through operating and not borrowed funds. An example of this would be the life cycle replacement of computers. A reduced amount of \$135,000 is being budgeted for the acquisition of computers, servers and back-up systems. Such expenditures could be borrowed, but the City anticipates that similar expenditures will be required annually. To avoid borrowing and debt service costs, therefore, the City has informally "reserved" funding in each operating budget to support such acquisitions. The remaining project that brings the total to be spent in this program area to \$204,750 includes additional equipment to support the continuing modernization of ISD. Absent from the Equipment Acquisition projects is the purchase of any new DPW vehicles. The purchase of a new truck with plow and sander capabilities has been deferred in response to budget concerns. However, future CIPs do anticipate such purchases.

Within the Parks & Open Space area, a \$1,200,000 project is envisioned for the update of Highland Park. The centerpiece of that project is the replacement of the natural turf, which has been almost impossible to maintain, with an artificial field. Given the tremendous demand for play and the relative inability of the City to meet that demand, the addition of the City's second artificial field will make more play time available for field users. The project, however, will require approval from several grant sources. Although the City does not typically include projects

not having received final grant approval in a CIP, the exception here is to do so in order to reserve CIP funds of \$100,000 to match a potential grant. If one or more of the grants are not approved, the City will need to consider how to fund the project, or abandon it.

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. Thus, as noted, the City has revisited and amended the original spending plan that was submitted. The City may do so again prior to Council adoption and as more information becomes available.

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 administered communities are managing 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.

A point for repeated emphasis is that the City is not overspending today without a care about the fiscal impacts tomorrow. In fact, some could argue that the City spends too much in pay-as-you-go projects, placing more pressure on operating budgets than is necessary, or that the City is too conservative in borrowing. Those are valid observations, but the City's financial philosophy has been to be conservative and to pay out of pocket where possible to make projects more affordable over the long haul. 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. All of this and more should be expected from a City that prides itself on "Managing."

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 meeting the needs of our 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 to our residents and businesses.

In asking for your favorable consideration of this latest plan, as well as your understanding that ever changing fiscal realities may require us to amend the plan prior to or past its adoption. In FY'09, for instance, you know and supported the Administration's post-adoption reductions to get ahead of looming local aid cuts that have now occurred. While I am unsure of the fiscal twists and turns that are ahead, I do not have the same doubt about your leadership. Together, we will continue to do all that is in our power to make sure that our community receives the maximum service possible. Such is the product of "Managing."

Very truly yours,

A handwritten signature in cursive script that reads "Jay Ash".

Jay Ash
City Manager



City of Chelsea
500 Broadway
Chelsea, MA 02150

CAPITAL IMPROVEMENT PROGRAM WORKING GROUP

Jay Ash
City Manager

Ned Keefe
Deputy City Manager

Finance Departments
Robert Boulrice, Treasurer/Collector
Edward Dunn, Auditor

Information Technology Department
John Hyland, Director

Department of Planning and Development
John DePriest, Director
Carol Ridge-Martinez, Assistant Director

Public Safety Departments
Chief Herbert C. Fothergill, Fire Department
Chief Brian Kyes, Police Department

Department of Public Works
Joseph Foti, Director
Andrew DeSantis, Assistant Director
Joan Lanzillo, Superintendent of Buildings and Grounds
Bert Taverna, Capital Projects Manager

TABLE OF CONTENTS

Message from the City Manager

Executive Summary	1
Introduction	3
Creating the Capital Program	5

Capital Program Fund Impacts	7
Figure 1: Capital Plan Expenditures by Program	10
Capital Program Fund Sources	11
Figure 2: Capital Plan Revenue Source Detail by Year	15

Capital Projects Program Areas	
Equipment Acquisition Utility Enhancements	16
Parks and Open Space	24
Public Buildings and Facilities	29
Public Safety	34
Surface Enhancements	42
Utility Enhancements	46

Capital Projects Tables	
Summary by Project Area	53
Detail by Project Area	54

Tentative Future Capital Projects	56
Tentative Future Capital Projects Detail Table	57
Capital Projects Status Report	60
Capital Projects Status Report FY 2007 - 2009	61

EXECUTIVE SUMMARY

Chelsea's five-year Capital Improvement Program (CIP) is the City's fourteenth consecutive capital planning document. Keeping with the City Charter, this FY 2010-2014 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 thirteen 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 three main parts: a capital budget, which is the upcoming fiscal year's plan; a capital program, which is the plan for capital expenditures for the four years beyond the capital budget; and a review of the status of prior year projects. 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 \$204,750 for FY'10. Planned projects include updating GIS planimetrics, which includes tax maps, building footprints and streets/sidewalks; acquiring; new computers, servers, and a new tape library backup system; and purchasing office equipment for the Inspectional Services Department.

Parks and Open Space will total \$1,200,000 for FY'10. The City's 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. This year the CIP plan includes replacing the turf at Highland Park, with all funding but \$100,000 expected to come from grants.

Public Buildings and Facilities will total approximately \$1,335,000 for FY'10. The City will undertake maintenance projects, including air handling systems for the E911 Data Center and extensive renovation to the Engine #3 station.

Public Safety will total approximately \$142,055 for FY'10. With that expenditure, the Police and Fire Departments will acquire one vehicle, and the Police will acquire new service revolvers for the department, software to enable mobile reading of license plates and four new security cameras.

EXECUTIVE SUMMARY

Surface Enhancement projects will total approximately \$100,000 for FY'10. Surface Enhancements planned for this fiscal year will continue work on sidewalk improvements. (Major surface improvements are typically founding the Utility Enhancement program area.)

Utility Enhancement projects will total approximately \$1,405,000 in FY'10. Utility Enhancements planned for the fiscal year include enhancements on Chester 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. Also, the initiation of a five year Stormwater Management plan will commence.

Administration and Contingency funding was not necessary again 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'10 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 2010-2014 (July 1, 2009 - June 30, 2014) CIP which includes the FY'10 Capital Budget (July 1, 2009 - June 30, 2010). 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.

New in this CIP and to be included in all future CIPs is a summary report of actions taken in past CIPs. As a central purpose of the CIP is to serve as a reporting document, the City believes the inclusion of information on the status of previous CIPs will provide even more information to and secure greater confidence in the process from the public and other observers of the City's planning, financing and operating processes. Thus, the Capital Projects Status Report carries information about the open status of past CIPs following their adoption. Once a project is completed, it will no longer be listed in the status section of the report. The information for open projects will continue to be updated and carried until the CIP for a given year has been completely closed.

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 routine acquisitions of police vehicles, which do not have a useful life of eight years. 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;

INTRODUCTION

- ◆ 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.

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
Ned Keefe, Deputy City Manager
Joseph Foti, Public Works Director
Robert Boulrice, Treasurer/Collector
Edward Dunn, Auditor

- ◆ 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 may hold a sub-committee meeting to review the recommendations and does conduct a public hearing on the CIP;
- ◆ The City Council adopts the CIP by resolution;
- ◆ City staff initiates CIP projects and manages those projects through to completion, and
- ◆ The Steering Committee meets at least 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 2010-2014 CIP includes General Obligation borrowings supported by the General Fund totals \$1,625,950 in FY' 10 and \$8,025,950 million over the five years of the plan. General Obligation borrowing supported by the Enterprise Funds totals approximately \$555,000 in FY' 10 and \$8,155,000 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
2010	\$ 4,296	\$ 0	\$ 4,296	3.57%
2011	\$ 4,311	\$228	\$ 4,539	3.67%
2012	\$ 3,937	\$224	\$ 4,161	3.29%
2013	\$ 817	\$224	\$ 1,041	0.82%
2014	\$ 4,622	\$224	\$ 4,846	3.74%

CAPITAL PROGRAM IMPACTS

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

Debt Service Impact on the Enterprise Funds

A significant portion of the projects identified in the FY 2010-2014 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
2010	\$2,107	\$ 0	\$2,107	14.76%
2011	\$2,045	\$ 78	\$2,123	14.13%
2012	\$1,978	\$266	\$2,244	14.19%
2013	\$2,172	\$266	\$2,438	14.65%
2014	\$2,247	\$266	\$2,513	14.35%

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.

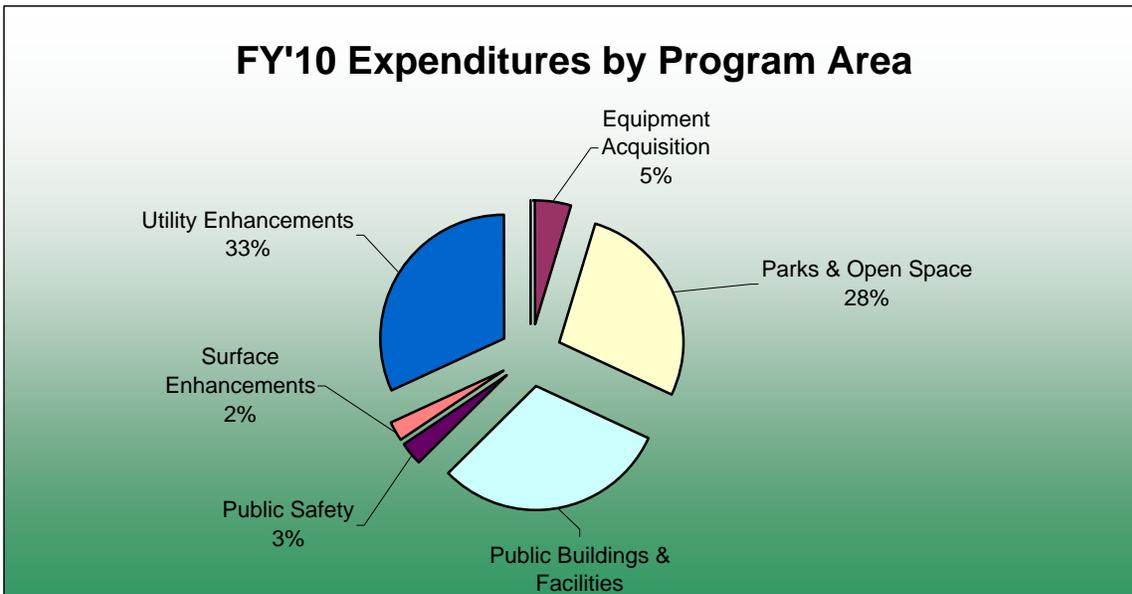
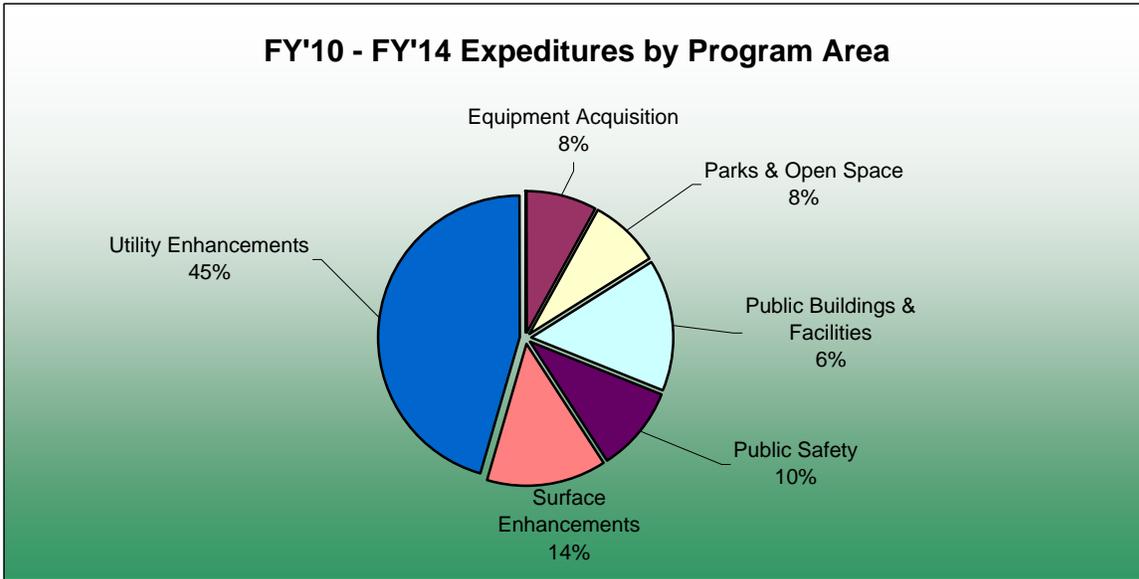
CAPITAL PROGRAM IMPACTS

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'10 - FY'14

	FY'10	FY'11	FY'12	FY'13	FY'14	Total
Administration	\$0	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
Equipment Acquisition	\$204,750	\$350,000	\$350,000	\$350,000	\$350,000	\$1,604,750
Parks & Open Space	\$1,200,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,600,000
Public Buildings & Facilities	\$1,335,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,935,000
Public Safety	\$142,055	\$450,000	\$450,000	\$450,000	\$450,000	\$1,942,055
Surface Enhancements	\$100,000	\$650,000	\$650,000	\$650,000	\$650,000	\$2,700,000
Utility Enhancements	\$1,405,000	\$1,900,000	\$1,900,000	\$1,900,000	\$1,900,000	\$9,005,000
Total	\$4,386,805	\$3,852,000	\$3,852,000	\$3,852,000	\$3,852,000	\$19,794,805



CAPITAL PROGRAM SOURCES

Capital investment for the FY 2010-2014 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 \$555,000 or 13% of the total capital expenses for FY'10 and \$7,355,000 or 31% 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 control 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 needed 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. The City is positioning itself to access additional 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 Community Development Block Grant Program (MCDBG Program), formerly the Massachusetts Small Cities Program (MSCP), a program administered by the Division of Housing and Community Development. MCDBG 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 \$750,000 in MCDBG funds. A new grant application is being prepared that will focus on infrastructure improvements and social service programs, including the installation of storm water drain lines and reduce flooding on Chester Avenue, and funding to support English as a Second Language (ESL) for classes at the Chelsea Community School Program and Citizenship Training Classes through Centro Latino de Chelsea.

Through a variety of programs, the City will compete for State funds to support parks and open space development. During 2008, the City received approximately \$500,000 in parks and open space funds administered by the Massachusetts Executive Office of Energy and Environmental Affairs (EOEEA) 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. EOEEA has recently provided \$400,000 for the construction of a park on Island End River. During 2009, the City anticipates competing for additional park funds to support projects identified in the 5-Year Open Space Plan, which is currently being updated. Should a project be approved, the City may seek an additional capital appropriation from the City Council to fund a matching requirement.

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 Chester Avenue. 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 four 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,

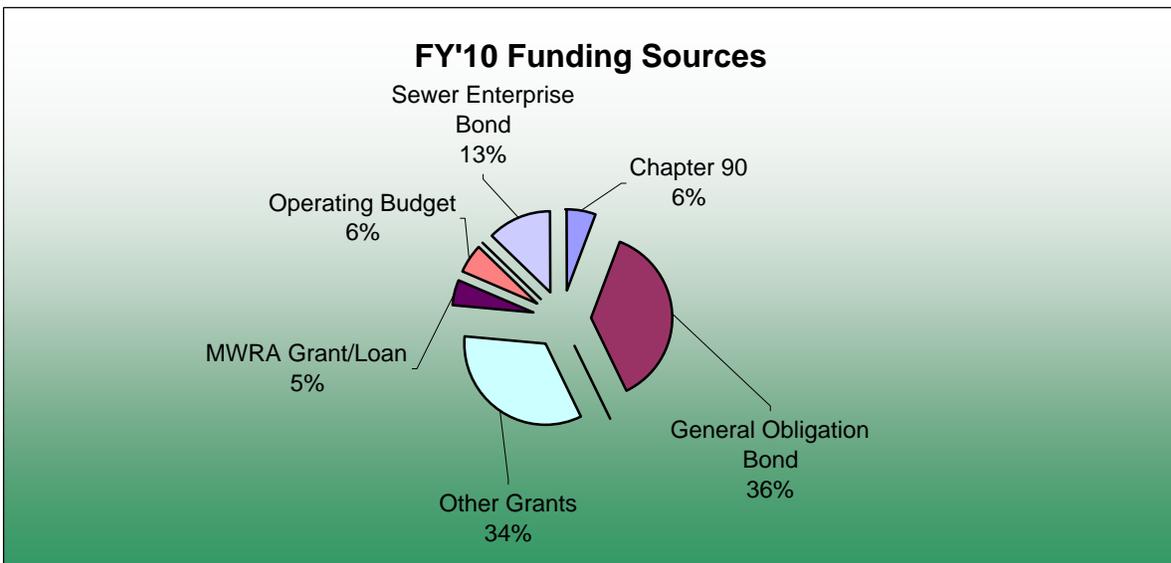
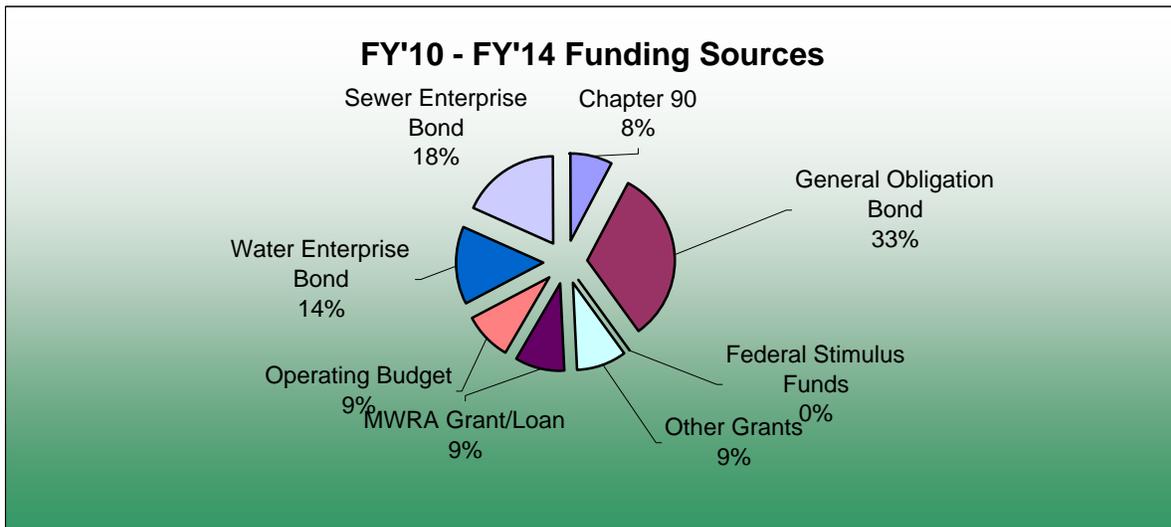
CAPITAL PROGRAM SOURCES

and the renovated Early Learning Center, the former 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.

In 2009, the City is actively pursuing Federal stimulus funds passed down to the State for potential local projects. Numerous projects that are critical to the City for a variety of reasons may be eligible for funding. Most notably, a \$6.7 million reconstruction of a large portion of Washington Avenue is being sought through stimulus funding. In order to be eligible for stimulus funding, a project must be “shovel-ready” within 180 days of the award. Washington Avenue meets that criterion.

Capital Plan Revenue Source Detail By Year FY'10 - FY'14

	FY'10	FY'11	FY'12	FY'13	FY'14	Total
Chapter 90	\$250,000	\$430,000	\$430,000	\$430,000	\$430,000	\$1,970,000
General Obligation Bond	\$1,625,950	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$8,025,950
Federal Stimulus Funds	\$0	\$0	\$0	\$0	\$0	\$0
Other Grants	\$1,475,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,275,000
MWRA Grant/Loan	\$225,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,225,000
Operating Budget	\$255,855	\$500,000	\$500,000	\$500,000	\$500,000	\$2,255,855
Water Enterprise Bond	\$0	\$900,000	\$900,000	\$900,000	\$900,000	\$3,600,000
Sewer Enterprise Bond	\$555,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,555,000
Total	\$4,386,805	\$5,130,000	\$5,130,000	\$5,130,000	\$5,130,000	\$24,906,805



(Note: Available revenues listed above are in excess of planned expenditures in the Capital Plan Expenditure chart provided on a previous page. This chart is meant to identify potential funding availability, helping to guide project approvals and plan for balanced budgets into the future.)

EQUIPMENT ACQUISITION

Overview FY 2010-2014

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.

The CIP's annual investment in technology has enabled the City to provide an increasing level of service. In FY'10, this trend will continue with the focus on upgrading the City's GIS system and other upgrades to City's technology resources.

Challenges FY 2010-2014

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 might require 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.

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 2010-2014

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 2010-2014

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 2010-2014

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'10 Projects

FY'10 projects will include:

- ◆ Update Planimetrics and GIS data, including buildings, roads and other important data points;
- ◆ Life cycle replacements of IT servers and desktop computers and replacement of robotic tape backup system, and
- ◆ New office equipment to complete the renovation of the Inspectional Services Department office.

Note: Budgetary constraints have prevented the desired replacement of a vehicle in the Public Works fleet. Tentative future acquisition projects include this vehicle.

UPDATE PLANIMETRICS

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

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



General Fund

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

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

Four year rotation of desktop computers as part of a life cycle replacement plan.

approach end of life, before they create problems that will impact network operations such as E911, Email or Police/Fire Operations. These replacement desktops are for the Fire, Police, City Hall and the Senior Center staff.

Justification

Strategic replacement of employee desktops is a vital part of every large network phase out every 3-4 years. Desktops are used in our every day operations, and their expected end of life is 3-4 years. The current plan is to balance these replacements, swapping out a few desktops every year. This prevents these necessary replacements from overtaxing the City in terms of finances and manpower.



Impact

To maintain the 24/7 99.8% uptime operation it is critical to keep the Desktop hardware and software as current as possible. Part of this maintenance is replacing the units when they

General Fund		Enterprise Funds	
Operating Budget	15,000.00	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	15,000.00



LIFE CYCLE REPLACEMENT OF SERVERS

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

Description

Four year rotation of servers as part of a life cycle replacement plan.

approach end of life, before they create problems that will impact network operations.

Justification

Strategic replacement of critical system servers is a vital part of every large network phase out every 3-4 years. Servers are running all the time without days off, and their expected end of life is 3-4 years. The current plan is to balance these replacements, swapping out a few servers every 2-3 years. This prevents these necessary replacements from overtaxing the City in terms of finances and manpower.



Impact

To maintain the 24/7 99.8% uptime operation it is critical to keep the Desktop hardware and software as current as possible. Part of this maintenance is replacing the units when they

General Fund		Enterprise Funds	
Operating Budget	60,000.00	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	60,000.00



REPLACEMENT OF ROBOTIC TAPE LIBRARY BACKUP

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

Description

Replacement of the four year old Robotic Tape Library.

Justification

The current sole tape backup unit for archiving and restoring critical data for all City departments is approaching end of life – it was recently out for repairs for almost 3 weeks, which reinforced the need for a newer, more reliable and stable unit for continued restores and backups.



Impact

Having the ability to restore lost files/archive old documents without delays is vital to keep the confidence of the user community in the network data equipment.

General Fund		Enterprise Funds	
Operating Budget	50,000.00	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	50,000.00



ISD OFFICE EQUIPMENT

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 overall efficiency of the busy department. 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		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	69,750.00	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	69,750.00



PARKS AND OPEN SPACE

Overview FY 2010-2014

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. A dozen neighborhood parks, playgrounds, and play lots of various sizes, and 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 on-going 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 Parkland Acquisition and Renovation for Communities (formerly the 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

Challenges FY 2010-2014

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

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 a new park on a former State-owned site, 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 and new park, the new artificial field expanded the stadium's use by 17-times, from an estimated 250 hours per year to 4,400 hours per year.

To support additional planning and programming support, the City is in the process of updating its five-year Open Space Plan. The new plan will identify and prioritize action items for implementation, and makes the City eligible to apply for grants through 2013.

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 will be 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.

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

PARKS AND OPEN SPACE

Challenges FY 2010-2014 (continued)

community schools director. The director has developed programs to make the community school programs more accessible to a greater number of city residents.

The update to the City's Open Space Plan will provide a framework for promoting use of the City's recreation facilities and a plan for management of the City's parks. Implementation of the open space plan has been, and will continue to be, a priority.

The City's efforts at building lines of communication to anticipate the recreational needs of local residents through more interactive planning processes that incorporate underrepresented groups 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 2010-2014

The City's park and open space planning must:

- ◆ Identify existing needs;
- ◆ Provide for maximizing use of existing facilities, and
- ◆ Include underrepresented groups in the process.

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 2010-2014

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. It is anticipated that specific programs will include:

- ◆ Continue to implement a Five Year Action Plan to guide development of the park system;
- ◆ Continue to implement 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 2010-2014

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

- ◆ Completion the update of the Open Space and Recreation Plan to maintain the City's eligibility for open space and recreation funding;
- ◆ Development of a waterfront park on City-owned land on Island End River;
- ◆ Construction of a park on donated land at the former Parkway Plaza shopping center;
- ◆ Installation of artificial turf field and other improvements at Highland Park;
- ◆ 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
- ◆ Improvements to Little League fields including a concession stand with bathroom.

PARKS AND OPEN SPACE

FY'10 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, Dever Park, and Cipiella Park;
- ◆ Expansion of the park system with new parks at Bellingham Hill Park, Eden Park, Fifth Street 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
- ◆ Implementation 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 2009, thereby creating a continuous walkway from Broadway to Locke Street. A one-acre public park adjoining the RiverWalk, being undertaken in collaboration with the residential developer, the City, and the Chelsea Greenspace and Recreation Committee, is now in construction. Together, this new open space provides another connection to the city's once access-restricted waterfront. In addition, the developer of a market-rate condominium project on Admiral's Hill constructed a boardwalk along the banks of the Island End River, extending the walkway along that river by approximately a quarter-mile and connecting the walkway to a City-owned parcel which will be developed for open space. A concession stand will be built at the Little League fields at the Burke School complex to complete improvements there which included the installation of lights and upgrading of the playing surface, fences and bleachers.

In FY'10 the city will undertake:

- ◆ The update of the five-year Open Space and Recreation Plan;
- ◆ The construction of the park on the one-acre site adjacent to the Riverwalk on Mill Creek. The project, valued at \$1.4 million and supported by the Massachusetts Urban Self-Help Program, will include artificial ice for year-round skating, water play features, climbing structures, a therapeutic garden, bocce and horseshoe courts;
- ◆ Construction of a passive recreation park on City-owned land owned on the Island End River, which will include walkways, benches, a gazebo, bike racks, art features, and interpretive signage;
- ◆ The construction of a second turf field park, this at Highland Park, to expand the use of the field for soccer play, subject to the availability of grant funding;
- ◆ Continue to 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; and
- ◆ Continue to work with private entities and non-profits to maintain and expand the open space network and recreation opportunities in Chelsea.

HIGHLAND PARK TURF

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

Description

Replace natural turf with synthetic turf.

Justification

Use of field is very limited due to damage caused to natural turf by soccer play.

Impact

Field play time would increase from 900 hours per season to 2,600 hours per year to meet the needs and demands of youth and adult soccer programming as well as other seasonal sports.



General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	100,000.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	1,100,000.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	1,200,000.00



PUBLIC BUILDINGS AND FACILITIES

Overview FY 2010-2014

The City's public buildings and facilities play an essential role in the delivery of municipal services and 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 enhance the City's service delivery capability, and aid 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 2010-2014

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 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 2010-2014

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 2010-2014

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 2010-2014

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'10 Projects

Public Buildings and Facilities improvements will continue during FY'10. 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. Especially noteworthy are terra cotta renovations completed on the exterior of City Hall during 2009, in advance of the 100 year anniversary of the building, to be observed during 2010.

A comprehensive feasibility study was commissioned by the City in 1999 regarding the existing fire station facilities. Following completion of the feasibility study, local officials reviewed the findings and recommendations contained within the study and determined there was a need to renovate the existing fire stations. Based on the information contained in the study, the City determined Central Fire Station would be the first facility to undergo renovation followed by the Engine #3 Fire Station. Having completed the renovations at Central Fire Station, the City is now moving ahead with renovating Engine #3 Fire Station.

The station was constructed in 1887. Over the years upgrades and repairs have been completed and the apparatus bay floors have been stabilized as the weight of apparatus has increased. No major restoration has been completed at Engine #3 in over thirty years.

There are a number of challenges renovating a building of that size on such a restricted site. Those challenges include addressing code issues related to life and safety, egress and quality of life while trying to accommodate the basic needs of the department as it must operate today.

FY'10 projects include:

- ◆ Installation of a cooling system and other utilities at the E911 Center, and
- ◆ Reconstruction for Engine #3, as discussed above.

ENGINE #3 BUILDING RENOVATIONS

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

Description

Restoration of Engine #3 Fire Station.

the likelihood of additional significant costs in the future.

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

There is the need for a major expenditure; 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

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	1,300,000.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
Stimulus Funding (if available)		Sewer Bonds	0.00
		Total Project Funding	1,300,000.00



E911 DATA CENTER COOLING SYSTEM

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

Description

Adequate cooling capacity to assure proper functioning of essential data and communications equipment.

Justification

Current air handling system is entirely inadequate to protect investment in emergency management facilities, or to maintain an appropriate environment in the facility.



Impact

Effective operation of Emergency Management Center at all times.

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



PUBLIC SAFETY

Overview FY 2010-2014

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 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 emergency communications.

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 2010-2014

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 2010-2014

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 2010-2014

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 2010-2014

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'10 Projects

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

In FY' 10, Public Safety will:

- ◆ Acquire four security cameras;
- ◆ Acquire mobile license plate reading capacity;
- ◆ Acquire a police vehicle and a fire vehicle, and
- ◆ Replace guns for all patrolmen.

SURVEILLANCE CAMERAS

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

Description

4 Video Surveillance Cameras

Justification

Curtail violent crimes at designated high crime areas.

Impact

Expanding the City's existing surveillance system will assist in the identification and prosecution of assailants and provide for a greater level of safety and service in higher crime areas.



General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	48,000.00	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	48,000.00



PATROLMAN GUN REPLACEMENT

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

Description

Glock23 trade in program with night sights and magazines.

Justification

Many guns are over 10 years old. Night sights are failing and guns are misfiring.

Impact

Officer safety greatly enhanced.



General Fund

Operating Budget	12,915.00
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 12,915.00



MOBILE LICENSE PLATE READER

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

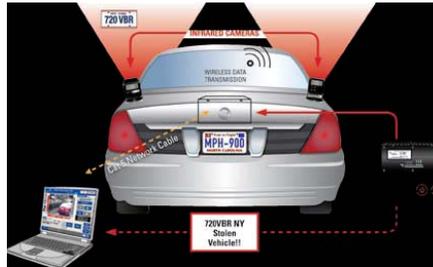
Description

MPH 900 License Plate Reader

Justification

The primary purpose of acquiring the technology is to use existing and new data bases to locate vehicles that may have been involved in a crime. Using the same technology, unregistered and uninsured vehicles can also be identified and impounded, thereby improving public safety. The system has numerous other applications, including recording and storing the presence of vehicles in an area prior to the commission of a crime.

informed of vehicles of interest, all while the officer otherwise conducts his/her regular patrol. The equipment, therefore, improves policing and public safety in an efficient manner.



Impact

The police will be able to utilize the reader on a patrol car and be

General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	21,200.00

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 21,200.00



POLICE VEHICLE FY10

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

Description

1 Dodge Charger

Justification

Rotation of Fleet

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.



PHOTO: CHASE

General Fund		Enterprise Funds	
Operating Budget	33,000.00	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	33,000.00



ARSON UNIT K3

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

Description

Replace existing 1999 Ford Taurus

Justification

The 1999 Ford Taurus utilized by the captain assigned to Fire Prevention has 95,000 miles and is 10 years of age. The vehicle has many more service hours on scene at idle during inspections and investigations. The vehicle is well out of warranty and is experiencing expensive necessary repairs related to the engine and suspension systems due to wear and tear. This is an unmarked vehicle that is also used for arson investigations.

Impact

A new unit would reduce the cost of current and frequent expensive repairs with added fuel efficiency. The passenger compartment and trunk area of the 2009 Explorer will provide adequate space to accommodate arson related tools and equipment as well as firefighting equipment carried by the officer.



General Fund

Operating Budget	26,940.00
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 26,940.00



SURFACE ENHANCEMENTS

Overview FY 2010-2014

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.

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.

Challenges FY 2010-2014

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.

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.

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

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

SURFACE ENHANCEMENTS

Goals FY 2010-2014

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 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 2010-2014

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 2010-2014

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'10 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'10 funding will focus on:

- ◆ Repairing and improving defective sidewalks at various locations.

It should be noted that other Surface Enhancement projects are part of the Utility Enhancement program area.. Additionally, a major reconstruction of Washington Avenue is being advocated for through stimulus discussions.

SIDEWALK REPAIRS

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	100,000.00	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	100,000.00



UTILITY ENHANCEMENTS

Overview FY 2010-2014

Thirteen years of investing in the City's water, sewer and drain infrastructure through these CIPs 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 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 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 2010-2014

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 improved the system by decreasing 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 2010-2014

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;
- ◆ Maintaining quality drinking water;
- ◆ 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 2010-2014

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 2010-2014

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'10 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' 10 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' 10.

In FY' 10, 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'10 Utility Enhancements will include:

- ◆ Phase 1 of the Chester Avenue reconstruction, and
- ◆ Year 1 Implementation of the Storm Water Management Plan.

JEFFERSON AVENUE INFRASTRUCTURE IMPROVEMENTS

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

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, and 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	0.00

Grants

Chapter 90	250,000.00
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	430,000.00

Total Project Funding

680,000.00



STORM WATER MANAGEMENT PLAN (5 YR)

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

Description

Continued Implementation of NPDES Storm Water Permit Compliance Activities, including storm water sampling and pipe condition data collection, internal pipe inspection, polluter identification, engineering analysis and design, and physical correction of deficiencies.

project is also important in helping to maintain the environment.

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 non-compliance issues, the

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.



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	125,000.00

Total Project Funding 125,000.00



CHESTER AVENUE RECONSTRUCTION

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

Description

Design and construction of infrastructure improvements including the replacement of 6" cast iron water main with 8" ductile iron water main, and replacement of 15" combined sewer main with 15" PVC.

emergency water and sewer repairs for the foreseeable future.



Justification

Chester Avenue sewer has been repaired several times over the last 15 years. The replacement of unlined cast iron water main improves drinking water quality and dramatically decrease the likelihood of the occurrence of the need for emergency repairs.

Impact

Replacement/rehabilitation of the infrastructure on Chester Avenue will eliminate the need for

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	480,800.00	MWRA LPAP	225,000.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
MSCP Grants	375,000.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	1,080,800.00



2010 Projects

Project Description	Area	Operating Budget FY2010 Pay-As-You-Go	Free Cash	Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		Total
				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		
Update Planimetrics	EQ	\$10,000.00										\$10,000.00
Life Cycle Replacement - Computers	EQ	\$15,000.00										\$15,000.00
Life Cycle Replacement - Servers	EQ	\$60,000.00										\$60,000.00
IT Tape Library Backup System	EQ	\$50,000.00										\$50,000.00
Inspectional Services Office Renovation	EQ					\$69,750.00						\$69,750.00
Highland Park Turf	OS			\$1,100,000.00		\$100,000.00						\$1,200,000.00
Engine #3 Renovations	PB					\$1,300,000.00						\$1,300,000.00
E911 Data Center Cooling System	PB	\$48,000.00				\$35,000.00						\$83,000.00
Security Cameras (4)	PS	\$12,915.00										\$12,915.00
Patrolmen Gun Replacement	PS					\$21,200.00						\$21,200.00
License Plate Reader	PS											\$33,000.00
Life Cycle Replacement- Police Cruiser	PS	\$33,000.00										\$33,000.00
Life Cycle Replacement- Fire Arson Unit K3	PS	\$26,940.00										\$26,940.00
Sidewalk Repairs	SF											\$100,000.00
Jefferson Ave. Infrastructure Improvements	UT				\$250,000.00							\$250,000.00
Storm Water Management Plan	UT											\$430,000.00
Chester Ave Reconstruction Phase 1	UT											\$125,000.00
Total		\$255,855.00	\$0.00	\$1,475,000.00	\$0.00	\$250,000.00	\$1,625,950.00	\$0.00	\$225,000.00	\$0.00	\$555,000.00	\$4,386,805.00

2010 Projects by Program Area

Project Description	Operating Budget FY2010 Pay-As-You-Go			Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		Total
	Free Cash	Misc. Grant	MWRA Grant I&I 45% of Project	Chapter 90 Approved April 2007	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt	Sewer Bonds			
Update Planometrics	\$10,000.00											\$10,000.00
Life Cycle Replacement - Computers	\$15,000.00											\$15,000.00
Life Cycle Replacement - Servers	\$60,000.00											\$60,000.00
IT Tape Library Backup System	\$50,000.00											\$50,000.00
Inspectional Services Office Equipment					\$69,750.00							\$69,750.00
Total	\$135,000.00	\$0.00	\$0.00	\$0.00	\$69,750.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$204,750.00

Project Description	Operating Budget FY2010 Pay-As-You-Go			Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		Total
	Free Cash	Misc. Grant	MWRA Grant I&I 45% of Project	Chapter 90 Approved April 2007	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt	Sewer Bonds			
Highland Park Turf	\$1,100,000.00											\$1,200,000.00
Total	\$1,100,000.00	\$0.00	\$0.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,200,000.00

Project Description	Operating Budget FY2010 Pay-As-You-Go			Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		Total
	Free Cash	Misc. Grant	MWRA Grant I&I 45% of Project	Chapter 90 Approved April 2007	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt	Sewer Bonds			
Engine #3 Building Renovations												\$35,000.00
E911 Data Center Cooling System					\$1,300,000.00							\$1,300,000.00
Total	\$0.00	\$2,200,000.00	\$0.00	\$0.00	\$1,535,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,335,000.00

2010 Projects by Program Area

Project Description	Operating Budget FY2010 Pay-As-You-Go			Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		Total
	Free Cash	Misc. Grant	Chapter 90 Approved April 2007	MWRA Grant & I 45% of Project	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt	Sewer Bonds			
Security Cameras (4)												\$48,000.00
Patrolmen Gun Replacement												\$12,915.00
License Plate Reader												\$21,200.00
Life Cycle Replacement - Police Cruiser												\$33,000.00
Life Cycle Replacement - Fire Arson Unit K3												\$26,940.00
Total	\$120,855.00	\$0.00	\$0.00	\$0.00	\$21,200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$142,055.00

Project Description	Operating Budget FY2010 Pay-As-You-Go			Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		Total
	Free Cash	Misc. Grant	Chapter 90 Approved April 2007	MWRA Grant & I 45% of Project	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt	Sewer Bonds			
Sidewalk Repairs												\$100,000.00
Total	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00

Project Description	Operating Budget FY2010 Pay-As-You-Go			Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		Total
	Free Cash	Misc. Grant	Chapter 90 Approved April 2007	MWRA Grant & I 45% of Project	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt	Sewer Bonds			
Jefferson Ave Infrastructure Improvements												\$680,000.00
Storm Water Management Plan												\$125,000.00
Chester Ave Reconstruction Phase 1												\$600,000.00
Total	\$0.00	\$375,000.00	\$0.00	\$0.00	\$250,000.00	\$0.00	\$225,000.00	\$0.00	\$0.00	\$555,000.00	\$0.00	\$1,405,000.00

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 2011-2014 and beyond) has been modified to facilitate project analysis and selection. Unlike those projects identified for FY’10 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

Life Cycle Replacement - Computers and Servers	\$80,000
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
Update GIS Orthography	\$15,000
Printer/Plotter Replacement	\$10,000
Data Redundancy Center	\$50,000
Storage Area Network Replacement	\$100,000
Fiber Network Redudancy	\$165,000

Total for Program Area \$630,000

Program Area: Open Space

Box District/Gerrish Avenue Neighborhood Park	\$800,000
Annual City Park Renovation	\$120,000
Conversion of Abandoned Railroad Spur (Library St to Eastern Ave)	\$1,500,000
Chelsea Creek Park at Chelsea Street Bridge	\$800,000

Total for Program Area \$3,220,000

Tentative Future Projects by Program Area

Estimated Cost

<i>Program Area:</i>	<i>Public Buildings & Facilities</i>	
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
	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
	Replace rotunda	\$216,410
	Replace windows	\$984,549
	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
Police Station	Create 7 year building renovation plan	\$75,000
	Carpet replacement program (1 floor per year)	\$20,000
<i>Total for Program Area</i>		\$5,632,228

Tentative Future Projects by Program Area

Estimated Cost

Program Area: Public Safety

Fire Hose Replacement (every other year)	\$11,120
Life Cycle Replacement - Police Cruisers - 2 per year	\$60,000
Fingerprint Scanner	\$10,000
Vehicle - Fire HazMat Unit	\$28,065
Tower Ladder 1	\$1,100,000
Vehicle - Fire Code Enforcement K4 Unit	\$28,065
Fire Engine 2 Replacement	\$550,000
Tower Ladder 2 Replacement	\$1,100,000
Bunker Gear Dryer Stations (2)	\$11,390
Bunker Gear Extractors	\$11,120
Firefighter Personal Escape System	\$22,750

Total for Program Area \$2,851,390

Program Area: Surface Enhancements

Various Locations	\$5,546,000
Washington Ave Roadway and Sidewalk Replacement	\$2,345,491
Broadway Roadway and Sidewalk Replacement	\$2,100,000
Marlborough Street Roadway and Sidewalk Replacement	\$450,000
Spencer Avenue Roadway and Sidewalk Replacement	\$425,000
Marginal Street Roadway	\$450,000
Micropaving (annual effort)	\$175,000

Total for Program Area \$11,491,491

Program Area: Utility Enhancements

Englewood Avenue Infrastructure Upgrade	\$375,000
Stormwater Management Plan (125,000 for 4 years)	\$500,000
Washington Ave Stormwater, Sewer and Drainage Construction	\$4,324,770
Broadway Water, Sewer and Drainage Design	\$329,000
Broadway Water, Sewer and Drainage Construction	\$5,326,655
Webster Avenue Sewer Replacement	\$400,000
Marlborough Street Sewer and Water Replacement	\$600,000
Spencer Avenue Sewer and Water Replacement	\$700,000

Total for Program Area \$12,555,425

CAPITAL PROJECTS STATUS REPORT

The CIP has been the centralized planning tool for capital projects in Chelsea for fourteen years. Over this period, a variety of planning, project management and fund tracking systems have been designed to guide the implementation of the plan, all with the goal of gaining the greatest possible cost efficiencies and highest quality projects outcomes.

The challenge is considerable as projects grow more complex, and success requires cooperation and technical assistance from staff members spread out among several departments. With each year and project, the organization has gained in its understanding of how to manage this process.

This year, the City has begun a new effort to report on the status of adopted capital projects, beginning with the most recent Capital Improvement Plans of FY08 and FY07. Since it is the City's intent to complete any approved CIP project within a reasonable period of time, only those projects with an "open" status – defined as not completed - are reported with the current project balance and a brief project status explanation. Projects that are canceled for various reasons are shown as available for reprogramming.

Now begun, this effort will be expanded to include prior CIP years, with additional project status and fund details to follow during FY10.

Capital Projects Status FY2007 - 2009

	<i>Original Cost</i>	<i>Current Balance</i>	<i>Available to Reprogram</i>	<i>Status</i>
<i>FY07 Capital Projects</i>				
Carter Street Pumping Station	\$20,000		\$20,000	Improvements accomplished from other sources
Carter Street Sewer Replacement	\$700,000	\$59,049		Contract Awarded - FY09 Completion; Hold for Contingency
Fourth Street Water Main	\$40,000		\$40,000	Bid Savings on Carter Project used for Fourth Street
NE Produce Center Water Meters	\$150,000	\$144,000		Project on-hold pending outcome of roadway reconstruction
City Hall Skylight Replacement	\$115,000	\$31,866		Project on-hold for additional funding
Island End River Park Grant Match	\$70,000	\$70,000		Design in-process; Funding Secured; Anticipated Start Fall 09
Fire Department Bunker Gear	\$31,000		\$31,000	Special Grant secured - Available for Reprogramming
<i>FY08 Capital Projects</i>				
Tideflex Valve Installation	\$150,000		\$127,000	Design in-process. Anticipate Summer 09 Construction
Various Water & Sewer Repairs	200,000	\$133,694		Reserved for Emergency and Stormwater Mngt response projects
Chelsea Public Library Carpet Replacement	\$35,000	\$35,000		Project on-hold pending water leak repair; Spring 09 Start
Library Security System	\$15,000	\$3,152		Design Complete; Partial Contract Award for Summer Installation
Fire Station Windows	\$70,000	\$52,600		Design Complete; Construction FY09; Additional funds required
Municipal Fire Alarm System	\$343,000	\$321,318		Design on-hold pending technology review / alternatives study
Imaging of Water & Sewer Records	\$34,000		\$34,000	Project canceled; Funding reprogrammed for billing software acquisition
Vinyl Sign Cutter	\$40,000	\$40,000		Planned purchase for Spring 09
<i>FY09 Capital Projects</i>				
Projects in Various Stages of Implementation	\$2,432,565		\$932,696	



THANKS JOAN LANZILLO

Joan has been central to the completion of many important public improvement projects, including the installation of the artificial field at Memorial Stadium that continues to receive rave reviews, the completion of the renovated Police Station and the historic restoration of the City Hall Tower. The latter project is perhaps her most significant and reflects her dedication to the building that was designed with the appeal and grandeur of its model: Independence Hall.

Outside of City Hall, Joan commits her talents to Zonta International, a women's service organization. She has served as President of the local chapter, which includes Chelsea, Everett, Revere and Winthrop, and currently serves as an Area Director assisting the District Governor. Through Zonta, Joan has been able to focus on advancing the status of women and children, including in areas of domestic violence, breast cancer, homelessness and scholarships.

Joan has been regularly called to aid organizations in putting on events in City parks and buildings. Time and again, organizers praise the cooperation they received and the dependability of the City's commitments. Such marks Joan's tenure and dedication to the advancement of the city she dearly loves and served. So appreciative has been the community that, among the many tributes she has received, community leaders awarded her the Public Servant of the Year award in 2004.

This CIP is dedicated in her honor, recognizing her tremendous stewardship of those very assets that CIPs like this support. More so, this tribute recognizes Joan Lanzillo for a lifetime of unparalleled commitment to the residents of Chelsea. While her smile may no longer fill the offices and her laughter may no longer echo through the hallways of City Hall, she has embedded in our departments the spirit of selfless service that she embodied and exemplified. The City and its stakeholder will therefore be forever touched by her legacy and grateful for her contributions to a better community.