

City of Chelsea
Capital Improvement Program
FY 2012

“Stewardship”



Jay Ash
City Manager
Presented to the Chelsea City Council

Marilyn Vega-Torres, President / Roseann Bongiovanni, Vice President
Paula Barton / Kathleen Bishop / Calvin Brown /
Dan Cortell / Brian Hatleberg / Richard Maronski
Mike McKonnen / Leo Robinson / Deborah Washington

February, 2011

Stewardship: (defined) the conducting, supervising, or managing of something; *especially* : the careful and responsible management of something entrusted to one's care <*stewardship* of natural resources>.

CITY OF CHELSEA
CAPITAL IMPROVEMENT PROGRAM
FY 2012 – 2016
“STEWARDSHIP”



JAY ASH
CITY MANAGER

FEBRUARY 2011



Jay Ash
City Manager

CITY OF CHELSEA

Executive Office
City Hall, Room #302, 500 Broadway
Chelsea, Massachusetts 02150
Telephone (617) 466-4100 / Fax (617) 466-4105
Email: jash@chelseama.gov



February 28, 2011

To the Honorable City Council and Other Stakeholders of Chelsea:

It is especially rewarding during this most turbulent financial time that I present this Capital Improvement Plan (CIP) for the five year period of 2012-2016. While pleased to file this CIP, I note that the Administration's desire to further examine project administration and financial matters involving this plan and those in the future required an additional four weeks beyond the CIP's traditional filing date. That time, though, which should not inhibit the thorough review, vote on adoption and implementation of the CIP in a timely manner, has resulted in a more informed product.

Part of the more informed product is in the remainder of this letter of transit. This communication is now broken up into sections to allow it to better inform readers of important commentary contained within it.

FY'12-'16 CIP COSTS

The FY'12 CIP calls for \$6m in spending from a variety of sources, including \$1.25m from Free Cash. There will be more discussion below on the City's emerging philosophy of utilizing more pay-as-you go options, through the operating budget or Free Cash, to pay for capital needs. Overall, the FY'12-'16 CIP assumes \$21.4 million in spending, although that number is likely to increase and will also be discussed below.

NON CIP CAPITAL PROJECTS PROJECED FOR FY'12

Prior to discussing the FY'12 plan and to put the City's capital spending intentions in full view, it should be noted that at least two major projects are not included in this CIP. The first, the \$6 million, Washington Avenue Reconstruction Project, was advanced ahead of the CIP process to take advantage of market conditions that have led to better project pricing. The second, the replacement of street lights, was hoped to be determined by this filing, but several outstanding questions of light types and costs have resulted in the project being omitted from the CIP. It is anticipated that Council will receive a request prior to June 1st to fund that project, which could cost as much as \$900,000. It should also be noted that not included in this CIP are projects which are being advanced for grant applications, but have not been awarded any grant money yet. Those projects include a potential open space project and a roadway project, with a combined cost of \$2 million. It is tradition that projects that have not received grant funding not be included in a CIP.

GENERAL CIP PHILOSOPHY

Those projects filed in this CIP do continue the tradition of supporting economic development initiatives, the revitalization of neighborhoods, the enhancement of quality of life issues and the desire to meet high municipal service delivery goals. Projects included in this CIP have been planned, and will be carried out, to have a positive impact on public safety, public convenience, public health and/or legal mandates imposed upon the City.

Most importantly, and under constant review, this CIP allows for the City to invest in its capital while not overburdening the City's financial health. In particular, with local aid reductions continuing and other sources of revenues barely covering anticipated increases in costs, this CIP remains responsive to the City's overall need to balance budgets and remain at relatively low debt levels. Fortunately, this plan accomplishes all of those goals.

FURTHER REDUCING FUTURE DEBT LEVELS

In fact, efforts are being made through the funding piece of this CIP to reduce the impact that important projects could have on debt service levels, especially in water and sewer enterprise accounts. Regarding the latter, aggressive water and sewer upgrades add significantly to utility rates the City charges users. Balancing the need for projects versus the impacts of user charges is a delicate undertaking. Additionally, this CIP purposefully relies on one-time revenues to pay for the one-time expenses of several projects. The City is attempting to make regular financial commitments to capital spending out of existing funding, thereby avoiding future interest costs. That makes projects more affordable, allows for City capital funding to go farther, and provides the City with the financial flexibility to ratchet down spending in lean years. The results continue to see debt levels reducing, and the amount spent on annual interest charges reducing with it. Obviously, that means that more money can be spent on more capital or other operational needs.

More specifically, the FY'12 spending plan reflects \$394,00 in General Obligation bonds, down 45% from FY'11 borrowing and 75% from what was originally projected to be a \$1.6m amount to be borrowed for FY'12. The difference between the projected and the actual amounts is recommended to be paid for through a Free Cash appropriation. In the out-years of this CIP, the Administration continues to recommend GO bond spending of that same \$394,000. Similar to the FY'12 plan, the Administration would anticipate dedicating Free Cash for each of the out-years to make up for the project cost needs. Again, the theory is instead of making a regular debt service payment, which includes both principle and interest, the City should strive to avoid the interest charges by setting an annual amount that the City should be able to budget out of Free Cash and/or operating funds.

To further illustrate the attractiveness of the effort, over the life of a ten year bond, assuming 4% interest, the savings on avoiding an interest charge on a million dollar project could be \$200,000. If the City borrowed that one million dollars each year for ten years and beyond, to a point where principle charges equaled one million a year, the annual cost in addition to the one million in principle payments would be \$220,000. This is another example of how well managed entities with financial flexibility allowed by that management can produce even more financial flexibility. In the example cited, much needed capital repairs are performed, and the City saves more than \$1m in interest charges over the ten year period.

Carrying out the plan indicated above requires tremendous fiscal discipline, both in terms of avoiding the temptation to program even more capital improvements in a given year and by ensuring that ample Free Cash and other reserves exist to balance the operating budget, provide for a regular capital expenditure and protect the City's fiscal health going forward. Ultimately, it would be hoped that the "Free Cash capital projects" could be blended into the operating budget as revenues may increase. Either way, it remains critical that the City be able to maintain a sound replacement program that makes annual expenditures affordable and helps the City avoid the need for major emergency capital needs.

THE FY'12 CIP

Council will recall that a significant financial commitment is already being made to reconstruct Washington Avenue. That project is being financed through a variety of sources that do impact the City's ability to commit to financing other projects in this CIP proposal. It remains unclear as to what local aid levels will be, as well as other important State transfers that impact the City's CIP, most notably Chapter 90 funding for roadway reconstruction. As the City awaits word from Beacon Hill about this critical information, this CIP reflects the most conservative of estimates.

As noted during the debate about accelerating the Washington Avenue project, the City has abandoned the thought of securing additional State funding for Washington Avenue and is instead focused on positioning an even more costly Broadway project for future State funding consideration. To begin that process, this CIP seeks \$325,000 in funding to undertake design work on what could be a \$10m overall Upper Broadway project that could begin construction in FY'14 or FY'15. While that design work is underway, several other projects will be funded in FY'12. Projects supporting development in the urban renewal and Mystic Mall areas will be initiated, including costly water, sewer and drain work, lane widening and general roadway resurfacing. Three small roadway enhancement projects will be funded to improve general driving conditions. Additional utility work is necessary and will be supported through this CIP for projects on Garfield Avenue and Lower Broadway. Pedestrian improvements at the Williams School and a storm water management plan are also planned for in FY'12.

Financial pressures over the last several years have resulted in the City delaying purchases of rolling stock. Such can no longer be tolerated, so the City will be recommending the purchase of three police cruisers, one fire staff vehicle and four DPW vehicles, each of the latter necessary to replace aging equipment that has been especially battered during this particularly tough winter. Also regarding winter conditions, new equipment is being sought for the snow plow the City uses to clear certain sidewalks. The previous equipment was ineffectual and resulted in many lost man hours and too much inconvenience for pedestrians on busy walking routes.

Nominal funding is proposed for IT equipment. However, it should be noted that less costly desktop devices are being utilized instead of more costly hard drives as the City replaces aging computer equipment. Several other modest projects, including replacing the Senior Center roof, Library carpeting and City Hall door and camera equipment, are recommended, as well as heating and software upgrades at the Police Station. The only park spending recommended in the CIP is for minor maintenance needs. However, two major projects, the Highland Park reconstruction and the construction of a new park in the Box District, are already funded for the calendar year and soon to be in construction.

FY'13 AND BEYOND

These CIPs have contained out-year projects which are more illustrative of the need and less scheduled in their implementation. Each subsequent year, some projects are advanced from illustrative to actual, while others are left on future projections or dropped all together. The FY'13-'16 list should provide some insight into the projects that are identified today as being important over the next five years. However, a major water main break here or a shot engine there could easily create new priorities in the out-years.

Perhaps what is more important in the out-years is the City's sense of financial commitment to be made. Efforts are made to program debt, especially in the area of water and sewer spending, so as to understand the impact that spending today can have on the City's financial flexibility tomorrow. As it is currently constituted, the City's spending plan through FY'16 is consistent with the City's financial forecasting and plans for balancing overall budgets during the period.

As already noted, the City does not included grant funding that is projected but not approved. Thus, while it can be anticipated that grant funding may be received for numerous capital projects in the out-years, such funding is not confirmed and therefore not currently reflected in those out-year budgets. Additionally, more modest Free Cash appropriations are currently forecasted in the out-years, with those amounts to grow or decrease depending upon the City's ability to continue to generate Free Cash or other reserves.

MORE THAN A NOTE OF CONCERN

Looking forward, several issues exist that should capture the attention of the City's leadership. First, from a process side, the CIP reporting continues to evolve. Ideally, each CIP year would become a self-contained episode, with a beginning and an end that is clearly explained out and closed out. We continue to move to that end, but additional work is necessary to set up a process that informs to that point. Second, the annual CIP does not always contain every capital project proposed for a particular year. Thus, the Administration is working towards a year-end reporting that reflects all capital projects approved during the year. For example, in FY'11, the aforementioned Washington Avenue and street light projects should be catalogued in a form that allows for Council and other interested parties to see them as capital projects. Another example of this is the City's annual park project, which is mostly supported by a State grant but not readily identifiable at the time the CIP is filed.

From the process to the substance, the third note of concern is that numerous major roadway reconstruction needs exist. Presently and as noted, the reconstruction of Broadway looms out there as a potential \$10m project. It is the City's intention to line that project up for State funding, however, the process to do so is anything but easy to navigate or sure in its outcome. In total, the major roadway reconstructions that are outstanding may exceed the ability of the City to financially afford without a separate stream of revenue. It is therefore incumbent upon future CIP planners and those who watch over them to consider such.

Fourth, several other more expensive projects are also in need of attention, including, most notably, provisions for a new City Yard which could cost on the magnitude of \$5 million or more. Also, the City's new schools are not so new anymore, at 14 years old and aging. City Hall requires

several million dollars of continuing maintenance, including those that could be funded through energy savings achieved as a result of that maintenance.

Lastly, major infrastructure improvements are required in the area of the produce centers and to support economic development efforts elsewhere. Regarding the produce centers, the responsibility for aging infrastructure there is not clear, but the need is. More than \$20 million could be spent on reconstructing Beacham Street and repairing utilities in that area. While the City has proven an ability to promote greater development, aging and inadequate infrastructure must be addressed to support such opportunity. Some are quick to point out that developers should bear that burden, but that is a perspective that is more appropriate for major city projects, like those found in Boston. Frankly, development margins are so thin in Chelsea that the City is often providing tax relief to help balance otherwise unbalanced pro-formas. Until the day arrives that projects are more financially lucrative, or that more grant money becomes available, the City may bear a larger share of infrastructure costs for widening roadways and improving underground utilities. That burden is often paid off after years of increased property taxes achieved from those projects, but those increased property taxes are also sought as sources of revenue to pay for other increases in spending elsewhere in the City budget.

In the perfect world, especially these issues of substance could be quantified and programmed. In this less than perfect world, though, it is important to be conscious of these matters, but not paralyzed by them. Raising them in this forum is an appropriate way to continue to ensure that City government is open to the issues confronting it, whether the news is good or not.

CONCLUSION

In presenting that attached, I do so being very mindful that the work of both the City Administration and City Council are again reflected in this CIP. The combine financial stewardship is allowing us to make a continuing investment in our community through this, the sixteenth such CIP. Congratulations and thank you for your role in making that possible. I am also quite proud of the team of City professionals who assembled this plan and regularly stress over the very issues described above. Lastly, I must also thank Chelsea's numerous other stakeholders for their contributions to this plan. Input received from many quarters is factored in to the decision making that supports this plan. We are all fortunate to have such a process and product!

Respectfully submitted,

A handwritten signature in black ink that reads "Jay Ash". The signature is written in a cursive, flowing style.

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
Acting Chief David LaFond, 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

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EXECUTIVE SUMMARY

Chelsea's five-year Capital Improvement Program (CIP) is the City's sixteenth consecutive capital planning document. Keeping with the City Charter, this FY 2012-2016 CIP adheres to the same planning framework as was employed in past documents. While the basic planning framework remains consistent, 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 to support 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 addressed through fifteen 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 an outline 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 \$277,000 for FY'12, an increase from the prior year expenditures – that was much-reduced from earlier years due to budgetary restrictions. Equipment purchases are primarily Pay-As-You-Go expenditures in the General Fund and so are subject to annual budgetary restrictions. The planned projects maintain our annual critical investment in City Information Technology infrastructure including servers for the network system and desktop and green terminal replacements; and DPW vehicle and equipment rolling stock replacement,

Parks and Open Space will receive a commitment of \$120,000 for FY'12 to provide an opportunity to improve and/or expand the City's open space resources. The neighborhood planning initiative in the Addison/Orange Neighborhood District has generated an identified need for additional parks, and additional planning is required to transition built-out parcels for this use. Meanwhile, the regular performance of park improvements will include a program for targeted improvements within the existing park system.

Public Buildings and Facilities will total approximately \$190,000 for FY'12. The City's continues its modest but critical expenditure focus is on the building envelope – roof replacement at the Senior Center (funded in part from funds remaining on the FY'09 Senior Center Boiler project) and roof replacement at the City Yard (administrative offices section only). Also included this year is replacement of 20-year old carpets in the Library Reference Rooms (carpets in the circulation areas were replaced last year), and undertaking assessment and the design of to upgrade to an integrated security system at City Hall.

Public Safety will total approximately \$118,000 for FY'12. It was possible to defer typical vehicle replacement and equipment expenditures in FY'11, and reduce vehicle replacement to single-vehicle purchases in FY'10 and FY'09, because of the consistent investment provided over a number of prior years. However, in the current year, the Police Departments requires replacement of three cruisers to reflect the current needs of the Life Cycle Replacement program, and one staff vehicle in the Fire Department.

EXECUTIVE SUMMARY

Surface Enhancement projects will total approximately \$2,226,000 for FY'12. Surface Enhancements represent a range of initiatives, including pavement replacement for planned water main utility work on Broadway (Williams Street to Commandant's Way) and Garfield Avenue (Washington Avenue to Clyde Street), and replacement of badly deteriorated pavement on Cherry Street, Clark Avenue, and Shawmut Street. Pedestrian focused improvements include the regular sidewalk repair/replacement program, and improvements at three locations near the Williams School, as part of a pilot program funded through the Mass. Safe Routes to School Program. Improvements are planned through a public/private partnership to Everett Avenue from Arlington Street to the MBTA Commuter Rail line and at the intersection at Everett and Spruce Street. Major surface improvements are planned following utility work – see below – on Heard Street and other streets surrounding the new residential development at Crescent Court in the Everett Avenue Urban Renewal Area; these surface improvements are funded through Everett Avenue Urban Renewal bonds and are not part of this FY'12 CIP. Finally, engineering plans for new infrastructure on Broadway (City Hall to Revere Beach Parkway) will enter a Phase I effort in order to position the project for federal funding in FY'14 or FY'15.

Utility Enhancement projects will total approximately \$3,040,820 in FY'12. Utility Enhancements planned for the fiscal year include the construction of new utilities on Broadway and Garfield Street (water), Everett Avenue at Carter Street (sewer disconnect from storm water drain line), and in the Everett Avenue Urban Renewal area surrounding the planned Crescent Court Residential Project – Phase I (sewer, water, drainage). 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, funds are included for the 3rd year of a 5-year Stormwater Management plan.

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'12 CIP.

INTRODUCTION

In a similar process as has been undertaken for the last fourteen 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 2012-2016 (July 1, 2011 - June 30, 2016) CIP which includes the FY'12 Capital Budget (July 1, 2011 - June 30, 2012). 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.

A recent addition to the CIP is a summary report of actions taken in past CIPs. In order for the CIP 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 2012-2016 CIP includes General Obligation borrowings supported by the General Fund totals \$394,000 in FY'12 and \$1,970,000 over the five years of the plan. General Obligation borrowing supported by the Enterprise Funds totals approximately \$575,000 in FY'12 and \$6,175,000 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
2012	\$ 3,880	\$ 0	\$ 3,880	3.40%
2013	\$ 3,694	\$59	\$ 3,754	3.25%
2014	\$ 3,406	\$55	\$ 3,461	2.96%
2015	\$ 3,320	\$55	\$ 3,375	2.84%
2016	\$ 3,153	\$55	\$ 3,208	2.66%

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 2012-2016 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
2012	\$2,285	\$ 0	\$2,285	14.17%
2013	\$2,218	\$ 81	\$2,299	13.55%
2014	\$2,116	\$266	\$2,382	13.34%
2015	\$2,265	\$266	\$2,531	13.47%
2016	\$2,256	\$266	\$2,522	12.75%

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.

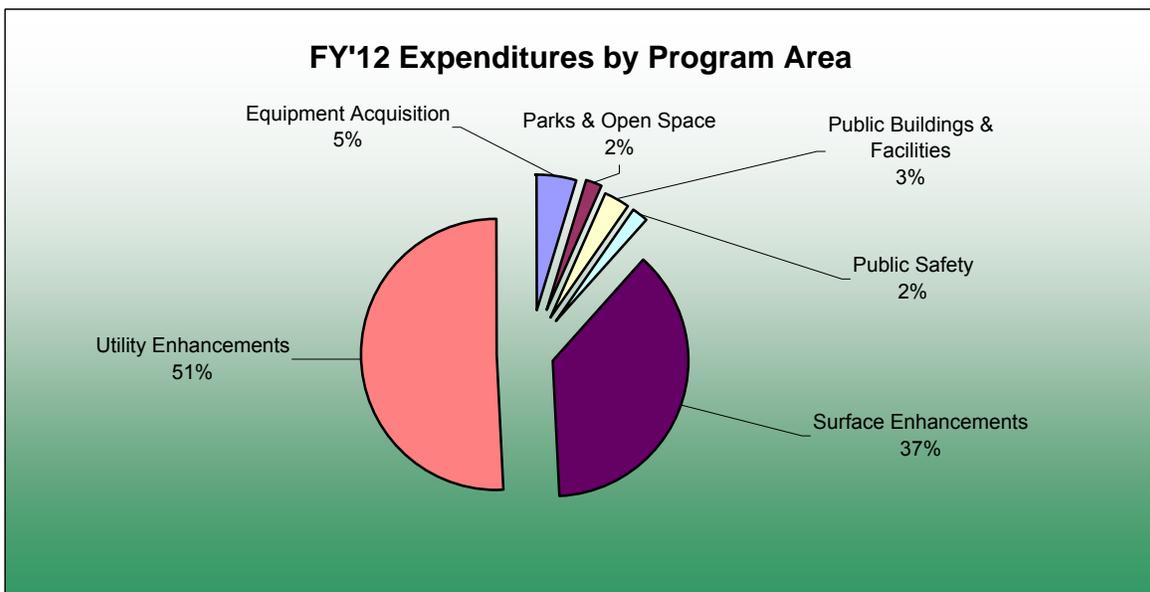
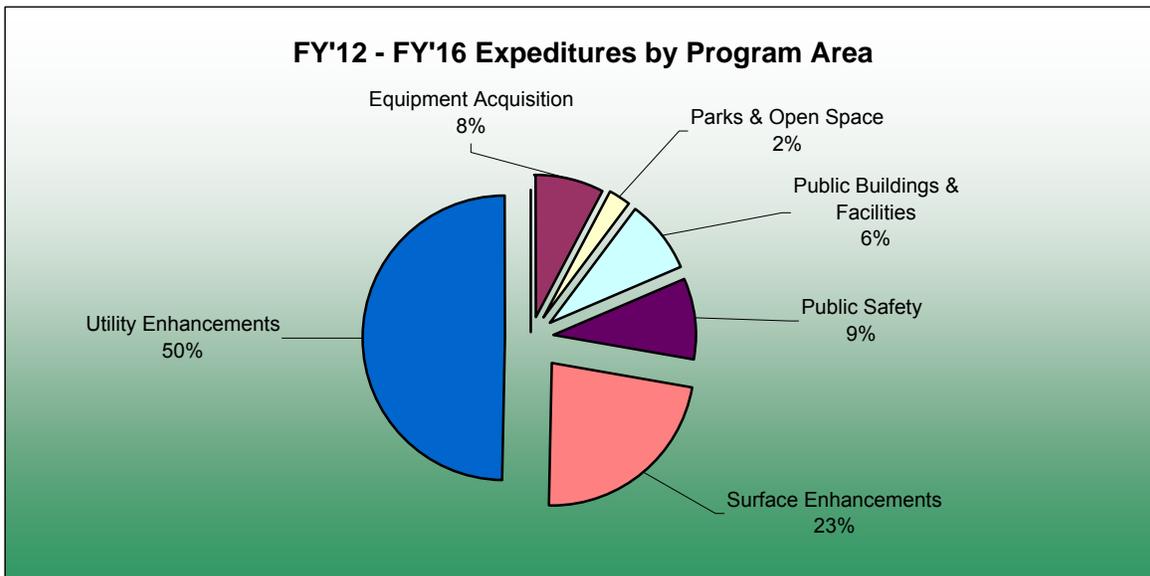
CAPITAL PROGRAM IMPACTS

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'12 - FY'16

	FY'12	FY'13	FY'14	FY'15	FY'16	Total
Administration	\$0	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
Equipment Acquisition	\$277,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,677,000
Parks & Open Space	\$120,000	\$100,000	\$100,000	\$100,000	\$100,000	\$520,000
Public Buildings & Facilities	\$190,000	\$400,000	\$400,000	\$400,000	\$400,000	\$1,790,000
Public Safety	\$118,000	\$450,000	\$450,000	\$450,000	\$450,000	\$1,918,000
Surface Enhancements	\$2,226,000	\$650,000	\$650,000	\$650,000	\$650,000	\$4,826,000
Utility Enhancements	\$3,040,820	\$1,900,000	\$1,900,000	\$1,900,000	\$1,900,000	\$10,640,820
Total	\$5,971,820	\$3,852,000	\$3,852,000	\$3,852,000	\$3,852,000	\$21,379,820



CAPITAL PROGRAM SOURCES

Capital investment for the FY 2012-2016 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 expenditures of \$575,000 or 9.6% of the total capital expenses for FY'12 and \$6,175,000 or 29% 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. The current balance of this fund is \$962,000.

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,

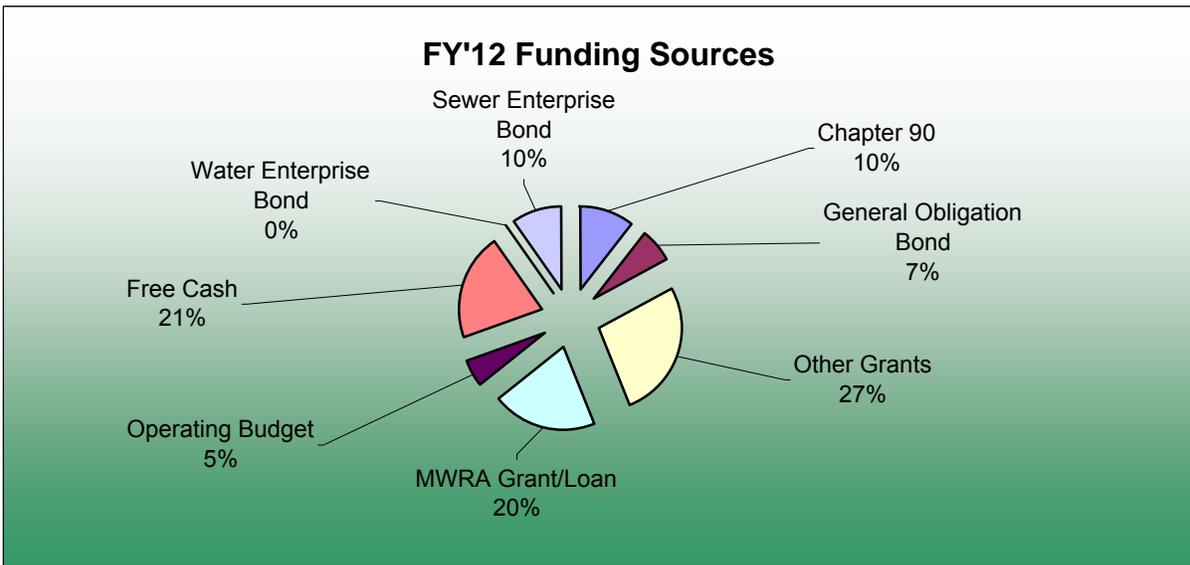
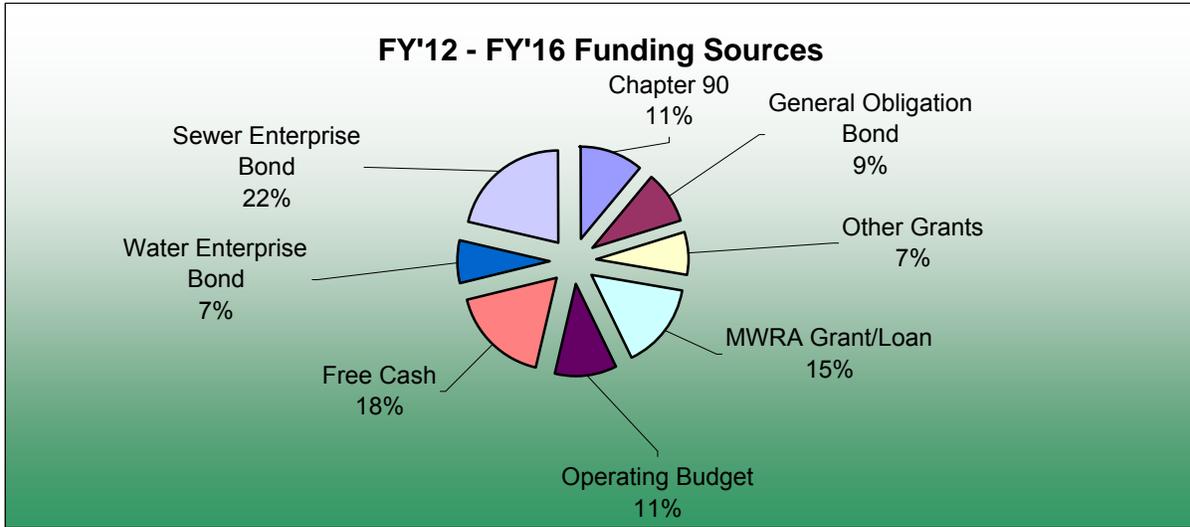
CAPITAL PROGRAM SOURCES

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 December 2010, the Debt Service Fund was fully liquidated as the City took advantage of favorable market conditions to 1) redeem, in full, the outstanding balance of the school construction general obligation bonds and 2) create new stabilization funds to provide for future general operating needs of the City and to provide for future capital needs of the school department.

Capital Plan Revenue Source Detail By Year FY'12 - FY'16

	FY'12	FY'13	FY'14	FY'15	FY'16	Total
Chapter 90	\$627,000	\$430,000	\$430,000	\$430,000	\$430,000	\$2,347,000
General Obligation Bond	\$394,000	\$394,000	\$394,000	\$394,000	\$394,000	\$1,970,000
Other Grants	\$1,601,000	\$0	\$0	\$0	\$0	\$1,601,000
MWRA Grant/Loan	\$1,208,390	\$500,000	\$500,000	\$500,000	\$500,000	\$3,208,390
Operating Budget	\$316,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,316,000
Free Cash	\$1,250,430	\$628,000	\$628,000	\$628,000	\$628,000	\$3,762,430
Water Enterprise Bond	\$0	\$400,000	\$400,000	\$400,000	\$400,000	\$1,600,000
Sewer Enterprise Bond	\$575,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,575,000
Total	\$5,971,820	\$3,852,000	\$3,852,000	\$3,852,000	\$3,852,000	\$21,379,820



EQUIPMENT ACQUISITION

Overview FY 2012-2016

Equipment Acquisition involves the purchase of items necessary to properly outfit staff and allow for desired municipal functions to be performed. Equipment can range in size from a small computerized device to a large piece of rolling stock. Through this program area, the City seeks to ensure that equipment is updated or newly acquired to meet the current and projected future demands of various departments and those they serve. This program area typically facilitates purchases to support the Public Works and Information Technology Departments, although the requirements of all non-public safety departments (public safety has its own program area) are also addressed when the need arises.

The Public Works Department has in its inventory of rolling stock and equipment twenty-seven in-service pieces consisting primarily of light and medium duty trucks that have an average age of eight years. The current value of this inventory is over \$500,000, with about 45% of that value reflecting purchases over the last five years. The new replacement value of the vehicles and over-the-road equipment is more than \$1,400,000. The decline in aging equipment reflects the improving value of that same equipment. In 1998, about 75% 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 30% of the DPW fleet is five years old or newer. The status of the DPW fleet, however, has slipped from the immediate past years, as poor financial conditions have resulted in less equipment purchases. In the coming years, the City anticipates making a greater commitment to the fleet to better assure its reliability and cost efficiency.

The Information Technology Department has in its inventory a collection of devices including over 510 desktops, 92 network printers, 10 physical servers and 22 virtual servers. The replacement value of this inventory is over \$2.0 million. Since 2003, the City has continued to replace legacy systems with more energy efficient units and more recently since 2007 the City has replaced 16 6-year old physical servers with virtual servers to reduce electrical power consumption and cooling demands – saving 900 watts per server. We continue to push the green initiative to save energy while delivering a stable reliable environment of technology systems for all City departments and more recently have introduced virtual desktop terminals for city employees to replace their desktop PC with an efficient unit - we currently have around 12 units in different departments including fire, senior center, library and city hall.

Past CIP's have also provided funding through this area for the purchase of hybrid vehicles for parking enforcement operations, tablet computers for use by inspectors while out in the field and public computers for library patrons.

Challenges FY 2012-2016

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. That must be accomplished, though, in the context of affordability and with various budgetary pressures in mind. 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.

Goals FY 2012-2016

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 2012-2016

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 to maintain processing functionality, upgrading of office desktops, and where possible, strategic replacement of desktops with green terminals, for functionality, operating and system support efficiencies.

Projects FY 2012-2016

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;
- ◆ Imaging records on a department by department basis, and
- ◆ Network system upgrades and desktop conversions for operating, cost, and energy efficiencies.

FY’12 Projects

FY’12 will see modest continuing investment IT, and after several years’ interruption, the acquisition of new vehicles in DPW.

- ◆ Strategic replacement of employee desktops with green terminals. A pilot program showed that the new green terminal devices support 90% of the City user community. The terminals are less expensive, have a longer life than desktops, and system software upgrades are done centrally without interrupting the user.
- ◆ Conduct a modest program of Desktop upgrades on ageing equipment in critical delivery areas at Police, Fire, E911, and City Hall, the Library and the Senior Center.

- ◆ Strategic replacement of critical system servers. Maintaining the functionality of a large network is vital, and servers are running all the time, with an expected end of life is 3-4 years.
- ◆ Acquire 2-Medium Duty Trucks (F550 – Dump Body Trucks with plow and sander), to replace 2, 12 year old vehicles;
- ◆ Acquire 1-Medium Duty Truck (F550 – Rack Body Trucks with plow and sander), to replace a 34 year old vehicles, and
- ◆ Expand the snow fighting capacity of the existing MT Trackless Vehicle with a sander, and v-plow attachment.

DESKTOP REPLACEMENT

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

Description

Rotation of Desktops

overtaxing the city in terms of finances and manpower.

Justification

Strategic replacement of employee desktops with a green terminal is a vital part of every large network phase out. With the new terminals these devices can support 90% of the City user community and do not require replacements every 3-4 years anymore – system software/hardware upgrades are done centrally and operating systems can be upgraded without affecting the user at all.

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 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.



Desktops are used in our every day operations, and their expected current end of life is 3-4 years. (terminal desktops 5-10yrs) The current plan is to balance these replacements, swapping out a few desktops every year. This prevents these necessary replacements from

Impact

Continued 99.8 uptime

General Fund

Operating Budget	12,000.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 12,000.00



SERVER REPLACEMENT

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

Description

3-4 Year Rotation of Servers

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. These servers also support the new desktop terminal initiative currently underway across City departments.

maintenance is replacing the units when they approach end of life, before they create problems that will impact network operations such as E911, Email or Police/Fire

Impact

Continued 99.8 uptime



To maintain the 24/7 99.8% uptime operation it is critical to keep the server hardware and software as current as possible. Part of this

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



PURCHASE OF SANDER AND V-PLOW FOR EXISTING MT TRACKLESS VEHICLE

Andrew B. DeSantis,
Assistant Director DPW
500 Broadway
Chelsea, MA 02150
(617) 466-4206
ADesantis@chelseama.gov

Description

Sander and V-Plow for
Attachment to Existing MT
Trackless Vehicle

Justification

To enable better snow and ice
clearing of sidewalk areas

Impact

Increases the usefulness of the
trackless vehicle



General Fund

Operating Budget	11,000.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 11,000.00



2 - F550 SUPER DUTY CHASSIS DUMP BODY TRUCK

Andrew B. DeSantis,
Assistant Director DPW
500 Broadway
Chelsea, MA 02150
(617) 466-4206
ADesantis@chelseama.gov

Description

Medium Duty Trucks for general DPW use and winter time snow fighting operations

Justification

Replacement of two 12 year old vehicles

Impact

Increase of fleet reliability and decrease 10 yr. old average age of fleet



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	136,000.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 136,000.00



PURCHASE OF 1 – FORD F550 SUPER DUTY CHASSIS

Andrew B. DeSantis,
Assistant Director DPW
500 Broadway
Chelsea, MA 02150
(617) 466-4206
ADesantis@chelseama.gov

Description

Medium Duty Truck for general DPW use and winter time snow fighting operations

Justification

Replacement of one 34 year old vehicle

Impact

Increase of fleet reliability and decrease 10 yr. old average age of fleet



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	68,000.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 68,000.00



PARKS AND OPEN SPACE

Overview FY 2012-2016

The City continues its partnership with the State, community based 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 five citywide parks with recreational facilities that can host athletic play. Sixteen neighborhood parks, playgrounds, and play lots of various sizes, and six such spaces under the control of the Chelsea Housing Authority, provide active and passive recreation outlets as well. The City also maintains a historic cemetery and several historic public squares. Added to that inventory are five State open spaces and recreational facilities, including a swimming pool and skating rink, the latter on the border with Revere. An envisioned Chelsea waterfront open space system, parts of which already exist, is planned for on-going implementation through incremental design and development. Currently, three waterfront walkways exist. More open space is in the planning and is coordinated through the Chelsea Open Space Plan.

Historically, park funding has been derived from grants, which often require a match that is typically City funding. The primary vehicle for renovations and new construction has been through the State's Parkland Acquisition and Renovation for Communities (PARC - formerly the Urban Self-Help Program). That program, which does require a match, has provided a funding base that has greatly accelerated improvements to the overall park system. Initiatives by the Massachusetts Historic Commission and the Department of Environmental Management for the preservation of historic landscapes have also offered opportunities to accomplish improvements to local historic spaces. Most recently, private donations have also enabled the City to address its desire to expand open space resources. Those projects include the establishment of the Chelsea Commons Park and addition of a Mill Creek walkway.

Despite longstanding and successful efforts, the City may still be underserved by open space. In recognizing the constraints of finding new open space options in a community which was fully built out generations ago, the City has looked at other ways of maximizing open space availability. Initiatives have 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, the renovation of two Chelsea Housing Authority tot lots, and the prioritization of a Community Schools Program within the Williams School. Regarding the artificial field, the stadium's use has expanded by 17-times, from an estimated 250 hours per year to 4,400 hours per year. In fact, the turf has been so well received that a second turf field, this one at Highland Park, will be put into play by July, 2011. The Community Schools Program coordinates nearly 200 classes and activities that are utilized by more than 2,000 program participants.

To support additional planning and programming support, the City updated its Open Space Plan in 2010. The new plan identifies and prioritizes action items for implementation, and makes the City eligible to apply for grants through 2017. Among the priorities included in the Open Space Plan or otherwise on the City's agenda are the construction of a second artificial turf field, that one at Highland Park; the creation of a new neighborhood park to support the Box District, and the development of recreational opportunities on the CSX rail right-of-way. The City also hopes that the eventual development of Forbes Park will extend waterfront recreational opportunities there, as well as the potential creation of a community "flex-space" on the Chelsea River, where asphalt holding tanks currently stand.

In addition to promoting parks and other open spaces, pleasant streetscapes enhance the livability and appearance of local neighborhoods. The City's look and feel can be enlivened dramatically by attention to streetscapes and street trees. As is indicated in the City's Open Space Plan update, providing sidewalk and street tree amenities to roadway projects will continue to be a priority, as will a stand-alone program for street trees.

Challenges FY 2012-2016

Any discussion of investment challenges must include a concern about the future availability of funding. If not for the State's PARC program and its predecessors, the City's ability to carry out the substantial improvements on its own would be greatly curtailed. Given the budgetary issues plaguing the State, as well as the greater needs of other communities to similarly pursue this same grant source, it could be possible that the City's future needs may not be met by the current funding practice. Thus, some consideration of alternatives must be recognized, although the City's own budgetary issues may preclude greater future contributions as well.

Financing aside, the constraints on the City's open space and recreational resources and the limitations that the City faces in developing new parkland mean that the City must continue to make every effort to maintain and rehabilitate existing facilities in order to optimize their use. Additionally, the City must continue to seek traditional and non-traditional ways of expanding that resource, from tapping new development to create new parks to looking at shared uses of existing space to maximize recreational opportunity. Regarding the latter, for example, the City is currently reviewing the potential to utilize existing parking lots for off-hour conversions to active recreation areas and examining underutilized land under bridges for other potential open space uses. The placement of artificial fields where natural turf is tough to maintain resulting in a poor playing surface is another example of the City consciously trying to better manage what resources that currently exist.

Competing uses for limited redevelopment opportunities also present challenges. New development has been prioritized in the City because of its ability to expand the local tax base and to provide the financial resources to undertake so much more, including an open space plan. While open space has a beneficially impact on development, limited land and the high cost of development often render meaningful open space enhancements as a secondary concern. However, the successful Chelsea Commons project may provide a pathway to future balancing of development versus open space.

Advocacy for open space is at an all-time high in the city. That success can be attributed to local stakeholders, both individuals and organizations, prioritizing the cause of open space. It, too, has at its root the City's willingness and eagerness to be engaged in the advocacy. 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.

In the end, open space achievement can 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.

Goals FY 2012-2016

The City's park and open space planning must:

- ◆ Identify existing needs, both in terms of the condition and potential renovation of existing facilities and determining how underserved neighborhoods or activities could be accommodated through the construction of improved or new spaces;
- ◆ 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 2012-2016

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 opportunities on other parcels in the city. The programs also provide for the enhancement of the city’s streetscape features through landscaping and other methods. It is anticipated that specific programs will include:

- ◆ Continuing to implement a Seven Year Action Plan to guide development of the park system;
- ◆ Continuing to implement a Comprehensive Maintenance Program for all City open space and recreation facilities, coordinated with the school playground and playfield facilities;
- ◆ Renovating 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 2012-2016

With the recently adopted 2010 Open Space and Recreational Plan, the City will endeavor to utilize the Open Space Program area within the CIP and other opportunities to focus on making the following types of enhancements over the next five years:

- ◆ Envision the development of a connected open space system along the Chelsea River and Island End River, focused on creating the community “flex” space on Marginal Street along the Chelsea River, improving other existing access points, and planning for new ones, for example, following the completion of the Chelsea Street Bridge Project;
- ◆ Manage and improve the artificial turf fields, with consideration for possible expansion;
- ◆ Formalize a program of tree plantings to improve neighborhood streets and City parks;
- ◆ Extend efforts to integrate the existing State-owned CSX right-of-way for limited public access;
- ◆ Study the potential of creating a dog park in the city and implement a plan to do so if viable;
- ◆ Consider improvements to “hardscaped” public areas, like Bellingham and Chelsea Squares;
- ◆ Undertake maintenance activities in existing parks;
- ◆ Review options and determine an approach for creating a skate board park in the city, and
- ◆ Search for additional opportunities to expand open space when uses on existing parcels change.

FY’12 Projects

Over the past decade, 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, O’Neill Tot Lot, 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, the Mace Tot Lot, Mill Creek River Walk, Kayem Park, Creekside Common Park and Island End Park;

- ◆ Installation of a 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;
- ◆ Planting of new street trees and installation of other streetscape improvements, and
- ◆ Implementation of the Open Space Plan 2010-2017.

Open Space highlights of 2010--11 include:

- ◆ Completed the development of a waterfront park on City-owned land at Island End River, thereby extending the Mystic River/Island End waterfront walkway from Mary O'Malley Park by another ¼ mile along a developer-improved public marina walkway and boardwalk path to the Island End Park;
- ◆ Secured State-PARC funds to construct an artificial turf field and lighting improvements at Highland Park for a 2011 installation;
- ◆ Conducted the annual street tree installation to improve neighborhood streets and City parks, including a pilot 'green' tree planting scheme on Chester Avenue where street runoff provides natural irrigation for the trees;
- ◆ Finalized improvements to the Little League fields to include a concession stand with bathroom for a 2011 installation;
- ◆ Refined the design of the community "flex" space on Marginal Street along the Chelsea River;
- ◆ Secured funding to acquire land for a new park in the Chelsea Box District, and then to construct the park during 2012;
- ◆ Collaborated with local non-profits teaming with KABOOM – a national open space advocate, to develop a new playground in the Addison/Orange neighborhood, which is still in the predevelopment phase;
- ◆ Initiated a cooperative planning and assessment effort of the state-acquired (Department of Transportation) former CSX right-of-way as a shared transportation and public open space corridor, through an EOE funded grant, and
- ◆ Conducted a preliminary site study as a pilot for creating a dog park and skate park in the city, and reviewed options for how to implement a plan to do so if viable.

In FY'12 the City will strive to:

- ◆ Implement elements of the seven-year 2010-2017 Open Space and Recreation Plan;
- ◆ Purchase and install street trees to improve neighborhood streets and City parks;
- ◆ Approve the design of the community "flex" space on Marginal Street along the Chelsea River;
- ◆ Construct a new park in the Box District, on a soon to-be acquired parcel at Gerrish Avenue and Highland Avenue;
- ◆ Undertake the recommendations from the Study being conducted on the DOT-CSX right-of-way corridor to plan for it as a contributing resource to the City's transportation and open space needs;
- ◆ Study the potential of creating a dog park in the city and implement a plan to do so if viable;
- ◆ Review options and determine an approach for creating a skate board park in the city,
- ◆ Methodically continue to make significant capital improvements to existing parks, and develop a plan for improvements at the Voke Park playing field, and Washington Park, and
- ◆ Search for additional opportunities to expand open space when uses on existing parcels change, with particular focus on recommendations made in the Addison/Orange Neighborhood Study.

ANNUAL CITY PARK PROJECT

John DePriest,
 Director of Planning
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4182
JDePriest@chelseama.gov

Description

Local match for annual state park grants

Justification

Provide funding match to qualify for state park acquisition and renovation grants. Said grants leverage said funds on a 30/70 (local/state) ratio

Impact

Expanded park space increases the quality of life for residents, improves the look of the city, and makes for a healthier environment



General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	120,000.00	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	120,000.00



PUBLIC BUILDINGS AND FACILITIES

Overview FY 2012-2016

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 promoting a program which considers 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, maybe 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.

A significant initiative to update the Public Safety Buildings (Police, Fire and E911) that was identified in previous Capital Plans and has been funded through a variety of local sources is now being advanced with the aid of Federal stimulus money. Thus, the complete rehabilitation of Engine 3 (the Mill Hill Fire Station on Broadway) that received a stimulus award in 2010 will be constructed during 2012. That project continues the methodical update of all the City's public safety buildings, leaving only Engine 1 (the Public Safety Building in Prattville) as the only facility that has not seen a complete renovation over the past fifteen years, but has received a new HVAC system, along with window and overhead door replacements.

Challenges FY 2012-2016

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 functionality 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 are 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? For example, this year, a minor effort at City Yard will repair a section of roof but not address the overall declining condition of the facility, 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.

Goals FY 2012-2016

The goal of the Public Buildings and Facilities program area is to 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 2012-2016

The following points will guide the capital initiatives in the Public Buildings and Facilities program areas over the next five years:

- ◆ Assessing municipal service demand to prioritize restoration of existing facilities and expansion to new facilities, where necessary and fiscally prudent in order to meet the needs of users and the general public;
- ◆ Conducting ongoing investigations into the City's computer, telecommunication and building management support systems to enhance operations and interactivity;
- ◆ Managing a program of major improvements to promote energy conservation, and
- ◆ Completing removals of access barriers from municipal buildings.

As such, the five year plan envisions:

- ◆ 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.

Projects FY 2012-2016

The five-year investment plan calls for a master plan for renovation for each of the public buildings and facilities. Specific buildings and facilities are in need of the following work (although not all of the work will be accomplished over the next five years because of funding limitations):

- ◆ City Hall – renovation of the cafeteria/causal conference room, installation of acoustical ceilings in the lower level, installation of an integrated entrance control and surveillance system, replacement of all exterior doors, modifying unused space for ADA-accessible office space, the cosmetic renovation of offices to achieve functionality and efficiency. The most expensive project in this category is the replacement of windows to more energy efficient windows. Roof guards to prevent snow from falling off of the roofs that was prioritized in 2011 has reaped benefits in this year of record snowfall, with no reported personal injury events or damaged vehicles from falling snow. Spring work will include repairing of skylights;
- ◆ Emergency Operations Center – replacing the general HVAC system (cooling of the computer server room was completed in 2011), improving the fire protection system and replacing windows;
- ◆ Senior Center – replacing carpets, continue the painting of interior areas, replacing the condensers on the roof top utilized for building cooling, replacement of certain roofs that were not addressed in the original 1992 renovation, and renovation of the lower level for office use by others. Critical boiler replacement is complete;
- ◆ Library – painting the interior, and installing an air conditioning system. Like City Hall, the Library is in need of energy efficient windows, which represents a major expense for that building, and overall lighting

improvements for security and energy savings. Repair of the architecturally significant rotunda is funded and ongoing;

- ◆ Engine 1 (Public Safety Building in Prattville) –installing a fire protection system;
- ◆ Engine 2 (Central Fire Station) – replacing overhead doors;
- ◆ Engine 3 (Mill Hill Fire Station on Broadway) – complete renovation ongoing;
- ◆ Police Station – replace carpeting, installation of a new energy management system to reduce heating and cooling costs, and
- ◆ City Yard – roof replacement, complete renovation and/or replacement recommended.

FY'12 Projects

Public Buildings and Facilities improvements will continue during FY'12. The City's experience over the past eight 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, 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 (Engine 2) would be the first facility to undergo renovation followed by the Engine 3 Fire Station.

Central has been completed. At Engine 3, design work is nearly complete and construction is expected to be underway for a complete renovation of Engine 3 by the end of 2012. The cost of that work will be approximately \$1.8m, \$1.5m of which has been secured through a Federal stimulus grant. 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.

Elsewhere, FY'12 projects include:

- ◆ Assessment and design of an integrated entrance control and surveillance system in City Hall, to ensure the security of the building and those who work and visit it. The existing door control system is out of date, and offers little functionality or expansion to meet current needs. Surveillance cameras are several years old, and do not meet current performance standards;
- ◆ Replacement of the Senior Center roof to prevent water infiltration on the upper 2nd level, and Chestnut Street extension. The total cost of the project is more than the requested \$15,000, but it is expected that funds remaining from the Senior Center Boiler Replacement Project in FY'09 will fund the \$97,000 roof project. The auditorium room roof requires no current work;
- ◆ Replacement of the City Yard roof over the administrative offices in the Main Building (approximately 20% of the main building roof) to prevent water infiltration. Water infiltration has increased significantly this winter, hampering office operations; and
- ◆ Ongoing carpet replacement at the Library, in the reference room and reading rooms, where water stained and pile condition pose safety risks.

SENIOR CENTER UPPER ROOF REPLACEMENT

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

Description

Remove and replace existing roof with new 3-ply insulated roofing system

Justification

The roof is failing in many locations causing leaks throughout the building, potentially damaging the roof decking and interior insulation. The roof requiring replacement covers the two-story main building, and the one-story Chestnut Street extension, comprising approximately 5,000 SF. The one-story auditorium section roof with the roof deck is in good condition



Impact

Continuation of water infiltration could cause damage to structural elements and may affect building contents and building occupants

General Fund

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

Grants

Chapter 90	0.00
Other Grants	82,000.00

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 97,000.00



CITY YARD ROOF REPLACEMENT - PARTIAL

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

Description

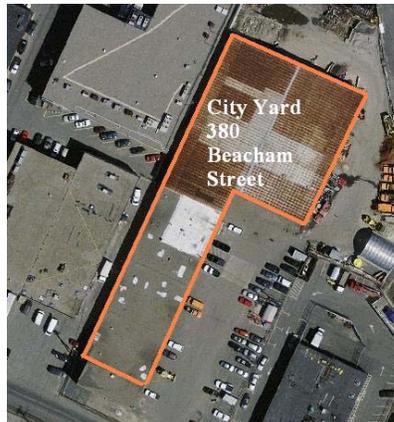
Remove and replace existing roof with new 3-ply insulated roofing system

Impact

Continuation of water infiltration could cause damage to structural elements and may affect building contents and building occupants

Justification

The City Yard complex roof is failing in many locations causing leaks throughout the building, potentially damaging the roof decking and interior insulation and interfering with operations. The work proposed is in the Main building, and will replace the section of roof covering the administrative section of the Main building, approximately 20% of the Main building roof. A future project will address the replacement of the other roof sections of the Main building, and then replacement of the roof in the Vehicle Maintenance and Storage Garage building



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	105,000.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 105,000.00



LIBRARY CARPET REPLACEMENT PHASE II - REFERENCE ROOMS

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

Description

Replace carpets in Reference Room

Justification

Replacement of the interior carpet is important to maintaining the appearance, functionality and safety of the building for general public use. The project has been segmented with Phase I targeting the circulation areas and stairwell, and the auditorium. This work is complete. Phase II will address worn and lifted carpet in the main reference room, and reading rooms on the main level



Impact

Replacement of worn, torn and rolling carpet

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



CITY HALL SECURITY SYSTEM UPGRADE – DESIGN

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

Description

Develop a design for an integrated entrance control and camera surveillance system in City Hall

Impact

City Hall requires an integrated security system (entrance control and camera surveillance) to ensure the safety of the workforce and the general public

Justification

The existing security systems are out-dated (at more than 15-years old) and have limited expansion capacity and performance features. Certain offices not currently covered require entrance control to protect valuable equipment. Further, the camera system has been proven to perform poorly in providing detailed surveillance, and is restricted in its coverage within the building, and outside the building



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	35,000.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 35,000.00



PUBLIC SAFETY

Overview FY 2012-2016

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 2012-2016

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 residents and businesses.

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, costs about \$1,000,000. The City knows that because a tower truck, and a new pumper, have been provided for outside of the CIP process by a City Council vote in 2009. That \$1.4 million commitment represents both the extent to which the City is committed to maintaining and enhancing its infrastructure and the most substantial challenge to doing so; that being the costs involved. 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.

In the current municipal finance climate, all expenditures, small and large, must be measured against such factors as affordability and impact on other necessary expenditures. After several years of expanded CIPs that substantially benefitted public safety, and with major financial commitments to the rehabilitation of the Mill Hill Fire Station and the acquisition of two new pieces of apparatus, the FY'11 appropriation in this program area is being substantially reduced to help balance the City's more urgent need; that being the achievement of budget stability.

Goals FY 2012-2016

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 addressing staffing levels during difficult budgeting times, the City must find the resources to:

- ◆ 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 2012-2016

The City seeks to provide local public safety officials with the necessary resources to successfully carry out their duties. Those resources include reliable vehicles, enhanced technology and functioning buildings. Future projects are guided by the ability of the leadership of the various departments to identify needs, plan for their acquisition and then get the most out of their use. The City is confident in the ability of its respective parties to be able to accomplish each of those steps, but also believes in utilizing consultants or other agents of technical assistance to augment the City's work. It can be expected during the program period that the maintenance plans for the various fleets and facilities will be updated and acted upon, and that technological options will continued to be explored for the effective use of that technology in local public safety efforts. That technology will include the continue review and expansion of the City's network of surveillance cameras.

Projects FY 2012-2016

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 apparatus and equipment to replace aging vehicles and other equipment, while providing sufficient back-up capacity should the need arise.

FY'12 Projects

The Public Safety Program area is designed to expand the responsiveness and effectiveness of the City's public safety departments. Fortunately, equipment servicing public safety officers is in relatively good shape or getting better with planned acquisitions. Considering that and the City's desire to reduce overall spending in FY'11, the City will commit to only one additional project in FY'11, understanding that more than \$3m is being spent during FY'11 on improving Fire facilities and acquiring apparatus.

In FY'12, Public Safety will:

- ◆ Acquire a new fingerprint scanner.

FIRE DEPARTMENT STAFF VEHICLE

David LaFond
 Acting Chief of Fire
 307 Chestnut Street
 Chelsea, MA 02150
 (617) 466-4600
dlafondl@chelseama.gov

Description

Acquisition of a Ford Explorer or its equivalent

Justification

The 2000 Ford Taurus used by the department has over 100,000 miles and is 10 years of age. The vehicle is well out of warranty and is experiencing numerous expensive repairs related to the engine, braking and suspension systems due to wear and tear

surfaces. The unit also responds to fire scenes in all weather conditions including snow. It is anticipated that a "heavier" vehicle will reduce the wear and tear placed on the current vehicle, which is designed to be a passenger vehicle not in such heavy duty



Impact

A new staff vehicle would reduce the cost of current and frequent expensive repairs with added fuel efficiency. The storage compartment of a Ford Explorer has the capacity to hold the weight of the firefighting equipment carried, without impacting the suspension system. This unit is frequently on new construction sites on poor road

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	29,000.00	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	29,000.00



3 POLICE PATROL VEHICLES

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

Description

3 Police Patrol Vehicles

Justification

The current cost for a new marked cruiser (fully equipped) is \$30,000. Regular replacement will guard against an aging fleet that develops engine and power train problems in high city miles. With no new cruisers since FY09, the request is to purchase three (3) cruisers this year and three (3) cruisers next year



Impact

Fewer Repairs and less downtime with cars out of service

General Fund		Enterprise Funds	
Operating Budget	89,000.00	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	89,000.00



SURFACE ENHANCEMENTS

Overview FY 2012-2016

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. The City regularly receives a modest amount of funding through a State program for roadway improvements and a second program to support general infrastructure improvements in the city. Unfortunately, the needs of infrastructure in this program area are far in excess of that which is typically derived from those programs, often leaving a large percentage of the funding burden on the City.

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 2012-2016

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

Among the most difficult aspects of roadway improvements is scheduling and prioritizing work. In determining targets for work, the City considers existing roadway conditions as well as plans for other infrastructure projects. The intent is to target surface improvements for roadways that have ride quality ratings of "deficient" or "intolerable" (provided no infrastructure work is planned over the next five years), and to minimize disturbance of the pavement after resurfacing by coordinating with water, sewer, drain and other public works improvements.

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

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

A final challenge worth noting is the competition that exists for State and Federal funding, especially stimulus money. The City had submitted several potential roadway projects but was unable to secure funding for those projects in large part because design work was not in an advanced stage. Unfortunately, the combination of bad timing and the City's priority in the past to only design work that was immediately prepared to be bid may have worked against the City in qualifying for stimulus money for roadway projects (the City did qualify for stimulus money for fire station rehabilitations and energy programming). The City is considering whether additional stimulus funding or funding from other sources may exist in the future and, if so, what should the City do to be more competitive for that funding.

Goals FY 2012-2016

The City seeks to continue 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 2012-2016

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.

In addition, the City is considering an accelerated design of some roadway projects to improve the likelihood that those projects might qualify for State or Federal grant funding.

Projects FY 2012-2016

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.

FY'12 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'12 funding will focus on:

- ◆ Replacing the pavement on County Road and adjacent streets, this following the City's decision to make emergency repairs to faulty water lines in the area in 2009;
- ◆ Replacing a badly deteriorated driving surface at the end of Marlboro Street, which is also supportive of City efforts with Chelsea Neighborhood Developers to promote the quality of that neighborhood through housing and infrastructure investment;
- ◆ Repave Chester Avenue following utility work there;

- ◆ Repave a portion of Spencer Avenue, again to support a project the City is undertaking there with CND, and
- ◆ Install traffic calming infrastructure on Grove Street, a pilot program envisioned with CND to support that neighborhood.

BROADWAY INFRASTRUCTURE IMPROVEMENTS – PHASE I-DESIGN

Andrew B. DeSantis,
Assistant Director DPW
500 Broadway
Chelsea, MA 02150
(617) 466-4206
ADesantis@chelseama.gov

Description

Design of Roadway, Sidewalk, Water, Sewer and Drain Improvements Phase I

Justification

Needed roadway Reconstruction, continuation of sewer separation in drainage area and needed water distribution improvements

Impact

Improvements to water and sewer services; decreased flooding problems; reduced maintenance costs; improved pedestrian and driver safety



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	100,000.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	75,000.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	150,000.00

Total Project Funding 325,000.00



CHERRY STREET, CLARK AVE AND SHAWMUT STREET - DRIVING SURFACE IMPROVEMENT

Andrew B. DeSantis,
 Assistant Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4206
ADesantis@chelseama.gov

Description

Surface Restoration of Clark Avenue between Parker Street and Crest Avenue, Cherry Street between Second Street and Third Street, Shawmut Street between Bellingham Street and Central Avenue

Justification

The road wearing surfaces of these roadways have deteriorated due to utility cuts and normal wear



Impact

Resurfacing these streets will decrease the need for continual maintenance activities repairing defects by the DPW

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



SIDEWALK IMPROVEMENTS

Andrew B. DeSantis,
 Assistant Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4206
ADesantis@chelseama.gov

Description

Replacement and construction of sidewalks throughout the city

Justification

Several sidewalks or portions of sidewalks are in need of reconstruction

Impact

Improved pedestrian safety and improved visual appearance of City's infrastructure



General Fund

Operating Budget	50,000.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 50,000.00



WILLIAMS SCHOOL AREA STUDENT PEDESTRIAN IMPROVEMENTS

John DePriest,
 Director of Planning
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4182
JDePriest@chelseama.gov

Description

Curb bump-outs on Walnut Street at School Entrance; Install Pedestrian flasher Assembly & bump-out at 5th St & Walnut St; extend sidewalk at 6th St & Arlington St

Justification

The Safe Routes to School Program identified improvements to foster safe pedestrian and bicycle access to the Williams Middle School. The improvements are designed and installed by the State



Impact

Improvements will foster safe pedestrian routes and promote walking and student health

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	0.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	401,000.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	401,000.00



EVERETT AVENUE AND SPRUCE STREET INTERSECTION WIDENING PROJECT

Andrew B. DeSantis,
 Assistant Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4206
ADesantis@chelseama.gov

Description

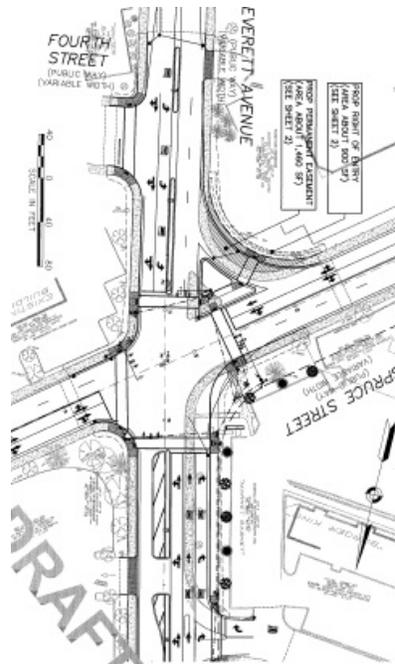
The project consists of the widening and full-depth reconstruction Everett Avenue from Arlington Street to the MBTA Commuter Rail line, and the rehabilitation of existing traffic signal intersection at Everett Avenue and Spruce Street. The project also includes the restriping of Spruce Street between Second Street and to the MBTA Commuter Rail line

Impact

New commercial and residential development accompanied by new infrastructure improvements will create an expanded tax base and retail/office and residential investment in the district

Justification

In a public/private partnership, the City and the owner of the Mystic Mall have undertaken a joint effort for traffic improvements to improve the capacity at the intersection and the Everett corridor in order to meet existing and future traffic related to new commercial and residential investment in the area



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	0.00
Other Grants	1,200,000.00

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 1,200,000.00



UTILITY ENHANCEMENTS

Overview FY 2012-2016

Fifteen 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. Much of that work is paid for through ratepayer charges on water and sewer bills. Thus, although non-ratepayer funds may be 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.

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.

Challenges FY 2012-2016

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. However, a large share of funding for this program area comes from ratepayer charges.

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

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. New development, though, has slowed, and questions exist about whether the “new marketplace” will prevent such add-ons from causing otherwise viable projects to become unaffordable.

Goals FY 2012-2016

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 2012-2016

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 2012-2016

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.

FY'12 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.

Utility 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.

In FY'12, the City will continue with its multi-year program to replace existing in-street lead water services with copper. This work is performed in conjunction with water, sewer, drain and roadway work. For example, lead service replacements were made during the FY'11 Chester Avenue reconstruction project, and will be part of the Washington Avenue reconstruction project.

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). The MWRA has made less frequent allocations to fund this program over recent years, and the City has currently used or committed all of the allocated funds available to it.

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.

As a result of the above, FY'12 Utility Enhancements will include:

- ◆ Replacement of the water service line on Garfield Avenue, between Washington Avenue and Clyde Street, to address repeated breaks in the water line;
- ◆ Replacement of the 16" water service line on Broadway between Williams Street and Commandant's Way, where multiple failures in this large service line have resulted in emergency response conditions and interruptions of water and fire service in the area;
- ◆ Redirect the sewer line from drain line at Everett Avenue and Carter Street, thereby bringing the system into further conformance with DEP and EPA standards;
- ◆ Completing engineering plans and construct new water, sewer and drainage utility mains in the Everett Avenue Urban Renewal Area coordinated with plans for the new Crescent Court residential development, and
- ◆ Implementing Year 3 of the Five Year Storm Water Management Plan.

EVERETT AVENUE AT CARTER STREET - REDIRECT SEWER FROM STORM DRAIN

Andrew B. DeSantis,
 Assistant Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4206
ADesantis@chelseama.gov

Description

Reconstruct 700 linear feet of sanitary sewer main, replacement of 700 linear feet of sanitary sewer service lines, installation of four new sewer manholes to redirect existing sanitary that currently flows to storm drain to the sanitary sewer collection system

Impact

Constructing this improvement will allow the City to avoid a possible notice of non-compliance and subsequent fine

Justification

Illicit connection detection as part of the City's Storm Water Management Activities found this illicit connection. Discharge of sanitary sewer flows to receiving waters via storm drain conduits are not allowed under the Federal Clean Water Act nor state regulations nor can they be permitted



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	250,000.00

Total Project Funding 250,000.00



BROADWAY 16" WATER LINE REPLACEMENT - WILLIAMS STREET TO COMMANDANT'S WAY

Andrew B. DeSantis,
 Assistant Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4206
ADesantis@chelseama.gov

Description

Replacement of 1550 ft. 16 inch Cast Iron Water Main on Broadway between Williams Street and Commandants Way. Abandonment of existing unlined 6 inch cast iron water main in this area and installation of new drainage to separate combined sewer flows from Beacon Street to Medford Street is included

Impact

More reliable water service and provision of better quality drinking water

Justification

Over the course of the last few years, this water main has burst several times resulting in loss of water pressure to the Admirals Hill section of the city and extraordinary repair costs to the City



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	153,000.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	740,000.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	125,000.00

Total Project Funding 1,018,000.00



EAURA - CRESCENT COURT PHASE I WATER, SEWER, DRAIN

Andrew B. DeSantis,
 Assistant Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4206
ADesantis@chelseama.gov

Description

Replacement of sanitary sewer main, water main and drainage line, and full depth reconstruction of roadways and new sidewalks at Sixth Street and Heard Street on and between Maple Street and Spruce Street to support new residential development complex

Impact

New residential development accompanied by new infrastructure improvements will create an expanded tax base and support the existing residential Addison/Orange neighborhood context

Justification

The Everett Avenue Urban Renewal Plan contemplates redevelopment of the former industrial use parcels along the Route 1 corridor adjoining the Addison/Orange neighborhood for residential use. The City land use boards have approved a two-phased redevelopment project but the infrastructure is insufficient to support the new residential uses



General Fund

Operating Budget	0.00
Free Cash Appropriation	1,130,430.00
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 1,130,430.00



STORMWATER MANAGEMENT PLAN

Andrew B. DeSantis,
 Assistant Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4206
ADesantis@chelseama.gov

Description

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

Impact

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

Justification

The City of Chelsea subject to the EPA's MS4 stormwater permitting requirements. The permit renews this calendar year and will include additional requirements for monitoring Stormwater outfalls, illicit connection detection and correction, pollution source discovery, mitigation and elimination



General Fund

Operating Budget	75,000.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	0.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	50,000.00

Total Project Funding 125,000.00



GARFIELD AVE WATER MAIN REPLACEMENT - WASHINGTON AVE TO CLYDE STREET

Andrew B. DeSantis,
 Assistant Director DPW
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4206
ADesantis@chelseama.gov

Description

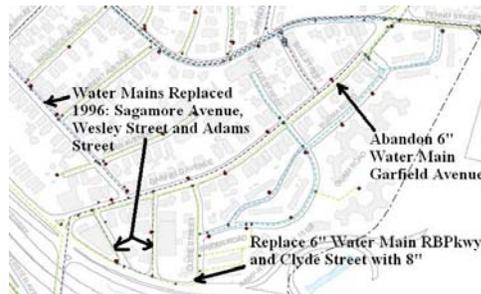
Abandonment of 6 inch unlined cast iron water main on Garfield Avenue from Washington Avenue to Clyde Street, replacement of 6 inch water mains on Clyde Street and Revere Beach Parkway with 8 inch cement lined ductile iron water main

Justification

The water mains in this area are brittle and the City experiences water main bursts on a yearly basis on these streets

Impact

Increased reliability of water system and improvements in drinking water quality



General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	0.00	MWRA Loans	393,390.00
		Water Bonds	0.00
Grants		Sewer Fund	
Chapter 90	124,000.00	MWRA Loan	0.00
Other Grants	0.00	Sewer Bonds	0.00
		Total Project Funding	517,390.00



2012 Projects

Project Description	Area	Pay-As-You-Go	Free Cash	Misc. Grant	Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		From Stimulus Funds	Total
					MWRA Grant &/ 45% of Project	Chapter 90 Approved (April 2010)	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project of Sewer Debt	Sewer Bonds			
Information Technology Replacement/Rotation - Desktop & Green Terminal	EQ	\$12,000												\$12,000
Information Technology Servers - Life Cycle Replacement	EQ	\$50,000												\$50,000
Trackless Vehicle Snow Attachment - V-blade plow and sander	EQ	\$11,000												\$11,000
2 - F550 Super Duty Chassis Dump Body Truck with plow and sander	EQ					\$136,000								\$136,000
1 - F550 Super Duty Chassis Rack Body Truck with plow and sander	EQ					\$68,000								\$68,000
Annual City Park Project	OS	\$120,000												\$120,000
Senior Center Roof Replacement - (Note 3)	PB					\$15,000								\$15,000
City Yard Roof Replacement - Partial	PB					\$105,000								\$105,000
Library Carpet Replacement Phase II - Reference Rooms	PB					\$35,000								\$35,000
City Hall Door and Camera Security Design	PB					\$35,000								\$35,000
Fire Department Staff Vehicle	PS	\$29,000												\$29,000
Police Cruiser - Life Cycle Replacement (3)	PS	\$89,000												\$89,000
Broadway Infrastructure Improvements - Phase I Design	SF					\$100,000								\$100,000
Cherry Street, Clark Ave and Shawmut Street - driving surface improvement	SF					\$250,000								\$250,000
Sidewalk Replacement - Various Locations	SF	\$50,000												\$50,000
Williams School Area Student Pedestrian Improvements	SF					\$401,000								\$401,000
Everett Avenue and Spruce Street Intersection Widening	SF					\$1,200,000								\$1,200,000
Everett Avenue at Carter Street - Redirect Sewer from Storm Drain	UT													\$250,000
Broadway 16" Water Line Replacement - Williams Street to Commandant's Way	UT					\$153,000								\$153,000
EAURA - Crescent Court Phase I Water, Sewer, Drain (Note 1)	UT													\$1,130,430
Storm Water Management Plan	UT	\$75,000												\$75,000
Garfield Ave Water Main Replacement - Washington Ave to Clyde Street	UT					\$124,000								\$124,000
Total		\$316,000	\$1,250,430	\$1,601,000	\$0	\$627,000	\$394,000	\$0	\$1,208,390	\$0	\$575,000	\$0	\$0	\$5,971,820

General Fund Bonds	\$394,000.00
Water Enterprise Bonds	\$0.00
Sewer Enterprise Bonds	\$575,000.00
Total General Obligation Bonds	\$969,000.00
Massachusetts Water Resource Authority Local Pipeline Assistance Note paid by the Water Enterprise Fund	\$1,208,390.00
Massachusetts Water Resource Authority Inflow and Infiltration Note paid by the Sewer Enterprise Fund	\$0.00

Pay-As-You Go as part of FY'12 Operating Budget	
Free Cash	\$316,000.00
Misc Grants	\$1,250,430.00
MWRA I&I Grant	\$1,601,000.00
Chapter 90 State Roadway Grant	\$0.00
Total Capital Improvement Program	\$627,000.00
	\$5,971,820.00

2012 Projects by Program Area

Program Area: Equipment Acquisition		Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		
		Misc. Grant	MWRA Grant /& / 45% of Project	Chapter 90 Approved April 2010	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA /& / 55% of Project Sewer Debt	Sewer Bonds	Total
Project Description	Operating Budget FY2012	Free Cash								
	Pay-As-You-Go									
	IT-Desktop Replacement & Green Terminal	\$12,000.00								\$12,000.00
	IT Servers- Life Cycle Replacement	\$50,000.00								\$50,000.00
	Trackless Vehicles/Snow Attachment	\$11,000.00								\$11,000.00
	2-F-550 Super Duty Dump Body Trucks				\$136,000.00					\$136,000.00
	1-F550 Super Duty Rack Body Truck				\$68,000.00					\$68,000.00
Total		\$73,000.00	\$0.00	\$0.00	\$204,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$277,000.00

Program Area: Parks & Open Space		Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		
		Misc. Grant	MWRA Grant /& / 45% of Project	Chapter 90 Approved April 2010	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA /& / 55% of Project Sewer Debt	Sewer Bonds	Total
Project Description	Operating Budget FY2012	Free Cash								
	Pay-As-You-Go									
	Annual City Park Project	\$120,000.00								\$120,000.00
Total		\$120,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$120,000.00

Program Area: Public Buildings		Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		
		Misc. Grant	MWRA Grant /& / 45% of Project	Chapter 90 Approved April 2010	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA /& / 55% of Project Sewer Debt	Sewer Bonds	Total
Project Description	Operating Budget FY2012	Free Cash								
	Pay-As-You-Go									
	Senior Center Roof Replacement				\$15,000.00					\$15,000.00
	City Yard Roof Replacement- Phase 1				\$105,000.00					\$105,000.00
	Library Carpet Replacement- Phase II- Reference Rooms				\$35,000.00					\$35,000.00
	City Hall Door and Security Camera Design				\$35,000.00					\$35,000.00
Total		\$0.00	\$0.00	\$0.00	\$190,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$190,000.00

2012 Projects by Program Area

Program Area: Public Safety										
Project Description	Operating Budget FY2012 Pay-As-You-Go		Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing	
	Free Cash	Misc. Grant	MWRA Grant &/ 45% of Project	Chapter 90 Approved April 2010	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA &/ 55% of Project Sewer Debt	Sewer Bonds	Total
Fire Dept HazMat Vehicle	\$29,000.00									\$29,000.00
3 Police Cruisers	\$89,000.00									\$89,000.00
Total	\$118,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$118,000.00

Program Area: Surface Enhancements										
Project Description	Operating Budget FY2012 Pay-As-You-Go		Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing	
	Free Cash	Misc. Grant	MWRA Grant &/ 45% of Project	Chapter 90 Approved April 2010	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA &/ 55% of Project Sewer Debt	Sewer Bonds	Total
Broadway Infrastructure Phase I Design				\$100,000.00						\$100,000.00
Cherry St, Clark Ave & Shawmut Street- surface improvement				\$250,000.00						\$250,000.00
Sidewalk Replacement- various locations		\$401,000.00								\$401,000.00
Williams School Area- Pedestrian Improvements		\$1,200,000.00								\$1,200,000.00
Everett Avenue and Spruce Street Intersection Widen		\$1,607,000.00								\$1,607,000.00
Total	\$0.00	\$50,000.00	\$0.00	\$350,000.00	\$0.00	\$0.00	\$75,000.00	\$0.00	\$150,000.00	\$2,226,000.00

Program Area: Utility Enhancements										
Project Description	Operating Budget FY2012 Pay-As-You-Go		Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing	
	Free Cash	Misc. Grant	MWRA Grant &/ 45% of Project	Chapter 90 Approved April 2010	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA &/ 55% of Project Sewer Debt	Sewer Bonds	Total
Everett Ave at Carter St- Redirect Sewer										
Broadway 16" Water Line Replacement				\$153,000.00						\$153,000.00
EAURA- Crescent Court Phase I	\$1,130,430.00									\$1,130,430.00
Storm Water Management Plan		\$75,000.00								\$75,000.00
Garfield Ave Water Main Replacement				\$124,000.00						\$124,000.00
Total	\$1,130,430.00	\$0.00	\$0.00	\$277,000.00	\$0.00	\$0.00	\$1,133,390.00	\$0.00	\$425,000.00	\$3,040,820.00

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 2013-2016 and beyond) has been modified to facilitate project analysis and selection. Unlike those projects identified for FY’12 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

Addison/Orange Neighborhood Park or pocket parks	\$800,000
Annual City Park Renovation	\$250,000
Conversion of Abandoned Railroad Spur (Library St to Eastern Ave)	\$1,500,000
Chelsea Creek Park at Chelsea Street Bridge	\$800,000
Skate Park	\$350,000
Dog Activity Area	\$125,000

Total for Program Area \$3,825,000

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
	Conversion of unused areas for ADA-accessible Offices	\$150,000
	Office renovations for functionality and efficiency	\$85,000
	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 - Phase II	\$53,098
	Replace RTU (upper level)	\$14,000
	Lower level renovation for office space	\$45,000
Library	Create 7 year building renovation master plan	\$75,000
	Replace roof	\$230,000
	Replace windows	\$984,549
	Install A/C system	\$33,050
	Paint interior	\$100,000
	Lighting Improvements for security and energy savings	\$35,000
E#1	Create 7 year building renovation master plan	\$25,000
	Replace/upgrade emergency generator	\$74,550
	Replace overhead door	\$12,000
	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
	Upgrade heating/cooling system - Energy Mngt System	\$120,000
<i>Total for Program Area</i>		\$6,021,693

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
Spruce Street at MBTA Rail Crossing widening and lane addition	\$1,400,000
Everett Ave Urban Renewal-Crescent Court Phase II Rdwy and Sidewalk	\$985,000
Shurtleff Street Roadway and Sidewalk Replacement	\$450,000
Marlborough Street (Broadway to Willow) Roadway and Sidewalk Replacement	\$450,000
Spencer Avenue (Crescent to Vila) Roadway and Sidewalk Replacement	\$425,000
Marginal Street Roadway	\$450,000
Broadway Roadway and Sidewalk Replacement (FY'15)	\$2,900,000
Micropaving and/or Overlay(annual effort)	\$175,000
Sidewalk repair/replacement (annual effort)	\$50,000

Total for Program Area \$12,831,000

Tentative Future Projects by Program Area

Estimated Cost

Program Area: Utility Enhancements

Englewood Avenue Infrastructure Upgrade	\$375,000
Stormwater Management Plan (125,000 for 2 years)	\$250,000
Broadway Water, Sewer and Drainage Design Phase II	\$329,000
Broadway Water, Sewer and Drainage Construction	\$5,326,655
Marlborough Street Sewer and Water Replacement	\$600,000
Spencer Avenue Sewer and Water Replacement	\$700,000
Carter Street Pump Station Force Main Improvements	\$1,800,000
Spruce Street Drain (Everett Ave to Williams Street)	\$1,400,000
Shurtleff Street Sewer Main and Water Replacement	\$600,000
Brook Street Sewer Main Replacement	\$400,000
Congress Ave and Shawmut Sewer Main Replacement	\$350,000
Stockton Street Sewer Main Replacement	\$450,000
Exeter Street, Saipan, Guam Road and Normandy Water R.	\$500,000
Gardner Street from Parker Street to John Street Water R.	\$350,000
Third Street from Carter Street to Everett City line Water R.	\$350,000

<i>Total for Program Area</i>	\$11,380,655
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CAPITAL PROJECTS STATUS REPORT

The CIP has been the centralized planning tool for capital projects in Chelsea for fifteen 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.

The City has begun an 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 FY12.

Capital Projects Status FY2007 - 2011

	<i>Original Cost</i>	<i>Current Balance</i>	<i>Available to Reprogram</i>	<i>Status</i>
<i>FY07 Capital Projects</i>				
City Hall Skylight Replacement	\$115,000	\$31,866	\$31,480	Project secured add'l funds in CIP'11 \$133,000; Summer/Fall FY'12 construction
Island End River Park Grant Match	\$70,000			Project Complete - balance will be reprogrammed to FY'12 park project
<i>FY08 Capital Projects</i>				
Tideflex Valve Installation	\$150,000	\$5,100		Construction completed - final engineering accounting pending
Various Water & Sewer Repairs	200,000	\$20,346		Funds encumbered for emergency capital sewer and water contract
Chelsea Public Library Carpet Replacement	\$35,000	\$8,352		Project ongoing with main circulation areas complete; next phase - reference rooms
Fire Station Windows	\$70,000	\$6,406		Project construction ongoing
Imaging of Water & Sewer Records	\$34,000		\$34,000	Project earmark for billing software acquisition - FY'12
Vinyl Sign Cutter	\$40,000	\$14,183		Purchase partially complete with less expensive system; GO
<i>FY09 Capital Projects</i>				
ISD Tablet Computers	\$42,000	\$42,000		Tech conversion full implementation projected for 1st and 2nd Qtr FY12
ISD Scanning Project	\$150,000	\$40,185		Scanning of project files complete - final accounting pending
Fire Engine #3 Design	\$100,000	\$3,040		Funds needed to supplement ongoing federally funded design/construction
Senior Center Heating Project	\$116,125		\$93,508	Boiler install complete; EMS not needed;
Sidewalk Improvement Project	\$110,000	\$1,021		Propose reprogramming request to FY'12 Senior Center roof repair to supplement FY'12 project. Construction activity ongoing thru Spring 2011
<i>FY10 Capital Projects</i>				
ISD Office Renovations	\$69,750	\$66,958		Office plan finalized; pending staff hire in Bldg & Grounds Department to commence work CY'11
Highland Park Field Project - Artificial Turf	\$1,100,000	\$1,100,000		Design, bid and construction award completed. Construction 3/1 - 6/30/11
Sidewalk Repairs - Various Locations	\$100,000	\$15,000		Sidewalk work is programmed for CY'11 (Summer/Fall)
Stormwater Management Project	\$125,000	\$31,100		Assessment and engineering work ongoing to improve system during CY'11
Fire Department Engine and Tower Vehicles	\$1,300,000		\$884,034	Vehicle acquisition complete - one vehicle funded w/federal grant Proposed re-programming request to federal grant match for FireEngine #3 Renovation Project - \$373,755 plus FF&E; Remainder balance TBD.
Fire Alarm Cable System Upgrade Citi-wide	\$225,000	\$87,261		Installation of cable upgrades ongoing thru June, 2011
<i>CIP Adopted Budget</i>				
<i>FY11 Capital Projects</i>				
Projects in Various Stages of Activity			\$2,966,200	