

CITY OF CHELSEA
CAPITAL IMPROVEMENT PROGRAM
FY 2013 – 2017



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CITY MANAGER

FEBRUARY 2012



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February 1, 2012

To the Honorable City Council and Other Stakeholders of Chelsea:

I am pleased to share the attached five-year capital improvement plan for the period FY' 13-'17. This filing complies with the City Charter mandate and will be augmented by a bounded submission with additional supporting information later in February.

In making this filing, I first wish to congratulate the City Council for continuing to work with the Administration to ensure that we remain fiscally able to plan for and carry out an annual CIP. Not all communities have the financial and managerial capabilities to continually upgrade capital, but, like so many actions we take in City government to promote professional and effective municipal operations, we continue to meet and exceed the expectations we and others have for the conduct of City oversight.

Specifics regarding each of the projects to be included in the FY' 13 portion of the CIP are found in the attached pages. Potential out-year projects are listed with current cost assumptions. To start with, this transmittal communication is divided into sections to allow it to better inform readers of important commentary contained within it.

FY' 13-'17 CIP COSTS

The FY' 13 CIP calls for \$5.6m in spending from a variety of sources, including \$0.6m from the operating budget and \$1.9m 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 fund capital needs. Overall, the FY' 13-'17 CIP assumes \$20.1m in spending. The FY' 13 plan represents the City's seventeenth straight year at undertaking a comprehensive review of the City's infrastructure and putting into place a thoughtful plan to undertake needed updates while maintaining a watchful eye on how capital spending allocations impact future budgets.

GENERAL CIP PHILOSOPHY

Those projects provided for 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 again allows for the City to invest in its capital while not overburdening the City's financial health. In particular, with non-school local aid

remaining well below historic highs and other sources of revenues barely covering anticipated increases in costs, this CIP continues to be responsive to the City's overall need to balance budgets and remain at relatively low debt levels.

In fact, efforts are being made through the funding piece of this CIP to reduce the impact the various projects could have on debt service levels. 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 stretch farther, and provides the City with the financial flexibility to ratchet down spending in lean years. The results continue to allow debt levels to reduce, and the amount spent on annual interest charges to reduce with it. Obviously, that means that more money can be spent on more capital or other operational needs, instead of on interest payments.

More specifically, the FY'13 spending plan requires only \$590k in General Obligation bonds. The City will continue to try to limit general borrowing to around \$500k annually, and will commit that borrowing to projects that have a long life expectancy. That \$500k threshold is significantly lower than the two straight years (FY'09-'10) when borrowing hit \$1.6m annually. Additionally, the City is continuing to fund water and sewer upgrades, but borrowing at lower levels to reduce the impacts of debt service on user charges.

The combined operating budget and Free Cash projects totaling approximately \$2.5m are pay-as-you-go projects (which excludes smaller capital projects that will also be funded in the upcoming operating budget). 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 to be spent out of Free Cash and/or operating funds. This CIP successfully incorporates that philosophy.

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. By funding one million in capital projects through the pay-as-you-go approach, the City saves that \$220,000 in year ten, or, uses that \$220,000 for additional projects. This is another example of how well managed entities with financial flexibility allowed by that management can produce even more financial flexibility.

The City will only reference known grant funding as part of the CIP, and will not project grant funding only to have that funding not be secured and the CIP to not accurately reflect projects most likely to be undertaken. Thus, only Chapter 90 grant funding, secured through the State for street and sidewalk projects, is listed in this CIP. In FY'12, the City did receive competitive grant funding for park construction (the Box District Park), as well as a special State appropriation for surface and utility enhancements (the Everett Avenue and Spruce Street Intersection Project). Because neither were assured at the time of the FY'12 filing, neither was included in the last CIP. As noted below, the Administration will catalogue such projects in a "year-end" report as part of

this and future CIPs (the format is still under development). In terms of potential grants for FY'13, the City remains hopeful that a PARC and a MassWorks grant may be secured.

Carrying out the plan indicated above requires tremendous fiscal discipline, both in terms of avoiding the temptation to program even more capital improvements though borrowing 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'13 CIP

Twenty-five projects totaling \$5,577,7000 are proposed to be funded through the FY'13 CIP. That, in addition to projects being funded outside of the CIP in FY'12 and FY'13, including \$6m the City is spending on the Washington Avenue reconstruction project, more than \$1m in State grant funds to support work on Everett Avenue and Spruce Street and \$200k just approved by Council for the rehabilitation of Washington Park (an \$820k project, of which \$500k comes from a State grant, \$120k from the FY'12 CIP and the remainder as a result of the Council vote). Again, the Council deserves a great deal of credit for providing City government the ability to invest such sums in our community.

Regarding those 25 projects, 7 for a total of \$496,250 are funding Equipment Acquisitions, 2 for a total of \$315,300 are funding Open Space, 4 for a total of \$194,550 are funding Public Buildings, 2 for a total of \$152,000 are funding Public Safety, 3 for a total of \$630,000 are funding Surface Enhancements and 7 for a total of \$3,789,600 are funding Utility Enhancements projects.

The latter category, Utility Enhancements, is particularly noteworthy because it is typically the source of the City's greatest spending, and, yet, because much of the work is underground, it typically contains projects which the public does not see and may only think of if the projects were not done and the utilities then fail. In addition to the underground utility work included in the Lash Street, John Street and Urban Renewal Streets projects, funding in this category will pay for Central Avenue drainage, continued storm water management activities (the previous of which has helped the City avoid fines that neighboring communities incurred as a result of ignoring storm water needs) and for the second phase of engineering for what could be a \$10m Upper Broadway project that could begin construction in FY'15. Conversely, we would expect the public to see, and see brightly, the LED street light conversion project that we will hopefully accelerate into a FY'12 project, although it is presented herein as a FY'13 priority.

The next most costly category is Surface Enhancements. The City will continue the work around the Powderhorn Hill neighborhood, where more than \$7m has been spent over the last decade to address drainage issues and overall street repairs. This year's Powderhorn Hill project will add more streets for resurfacing. Other projects in this category include more spending on general sidewalk repairs and a directional signage program to help guide motorists to burgeoning districts in the community.

Regarding the remaining categories, the City continues to spend on technology, update our fleet of vehicles, make renovations to our public buildings and support our parks and open spaces. On the latter, the City has been recognized for its investment in renovating existing and especially creating new parks. By one account, the City has created the second most number of new parks in the state over the last decade, a tremendous achievement given the city's small size and build-out history. A new park is under construction in the Box District, and the City hopes to have another new park project ready for joint State/City funding later in 2012.

FY'14 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'14-'17 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'17 is consistent with the City's financial forecasting and plans for balancing overall budgets during the period.

As already noted, the City does not include in the CIP 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. The final submission of this FY'13-'17 CIP will therefore contain information regarding the status of passed CIPs adopted and closed out. 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, 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 may be more of a concern in that numerous major roadway and subsurface reconstruction needs still 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. The City is currently considering a rehabilitation or new school project involving the Clark Avenue School (the former CHS). 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. The City is preparing to enter into a major energy audit of each of its municipal buildings with the intention of financing the cost of energy updates through anticipated energy savings (that is typically referred to as "performance contracting).

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 \$20m 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. In particular, the general Everett Avenue area could also use \$20m or more in utility and roadway upgrades. 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 those issues of substance could be quantified and programmed. In this less than perfect world, though, it is important to be conscious of those 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 the 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 seventeenth 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 style with a large, looped initial "J" and a distinct "A" and "S".

Jay Ash
City Manager



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EXECUTIVE SUMMARY

Chelsea's five-year Capital Improvement Program (CIP) is the City's seventeenth consecutive capital planning document. Keeping with the City Charter, this FY 2013-2017 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 \$496,250 for FY' 13, 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. An appropriation from Free Cash completes the financing of this year's Equipment Acquisition. The planned projects maintain our annual critical investment in City Information Technology infrastructure including servers for the network system, an upgrade to Microsoft office software and desktop and green terminal replacements; and DPW vehicle and equipment rolling stock replacement,

Parks and Open Space will receive a commitment of \$315,300 for FY' 13 to provide an opportunity to improve and/or expand the City's open space resources. Much need repairs to the Stebbins fountain will be undertaken this year.. 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 \$194,550 for FY' 13. The City's continues its modest but critical expenditure focus is on the building envelope. Engine #1 will have its emergency generator replaced. The city clerk's office will receive an environmental control system for the vault. A new office for Veteran's Services will be constructed on the first floor. Finally, an appropriation of \$40,000 will be made in the Public Works budget to address renovation needs to offices in city hall.

Public Safety will total approximately \$152,000 for FY' 13. 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 command vehicle in the Fire Department.

EXECUTIVE SUMMARY

Surface Enhancement projects will total approximately \$630,000 for FY'13, a greatly reduced number from the prior year. Surface Enhancements feature a roadway and sidewalk improvements in the Powderhorn Hill district. Pedestrian focused improvements again include the regular sidewalk repair/replacement program. Also, six decorative signs will be installed at various locations to identify entrances to the city.

Utility Enhancement projects will total approximately \$3,789,600 in FY'13, an important investment in our infrastructure, following a similar amount in FY'12. Utility Enhancements planned for the fiscal year include the replacement of drain facilities on Central Avenue and improvements to infrastructure on Lash Street and John Street. Funding for the final design of the Broadway thoroughfare will come from Chapter 90, MWRA and sewer bonding. LED streetlight conversion will be completed. Also, funds are included for the 4th 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'13 CIP.

INTRODUCTION

In a similar process as has been undertaken for the last sixteen 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 2013-2017 (July 1, 2012 - June 30, 2017) CIP which includes the FY' 13 Capital Budget (July 1, 2012 - June 30, 2013). 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 2013-2017 CIP includes General Obligation borrowings supported by the General Fund totals \$590,300 in FY'13 and \$2,166,300 over the five years of the plan. General Obligation borrowing supported by the Enterprise Funds totals approximately \$948,372 in FY'13 and \$6,548,372 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
2013	\$ 3,769	\$ 0	\$ 3,769	3.22%
2014	\$ 3,418	\$83	\$ 3,507	2.94%
2015	\$ 3,359	\$55	\$ 3,414	2.81%
2016	\$ 3,191	\$55	\$ 3,247	2.62%
2017	\$ 2,948	\$55	\$ 3,003	2.37%

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 2013-2017 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
2013	\$2,505	\$ 0	\$2,505	15.05%
2014	\$2,312	\$ 133	\$2,445	13.97%
2015	\$2,332	\$266	\$2,598	14.10%
2016	\$2,327	\$266	\$2,593	13.37%
2017	\$2,219	\$266	\$2,485	12.17%

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.

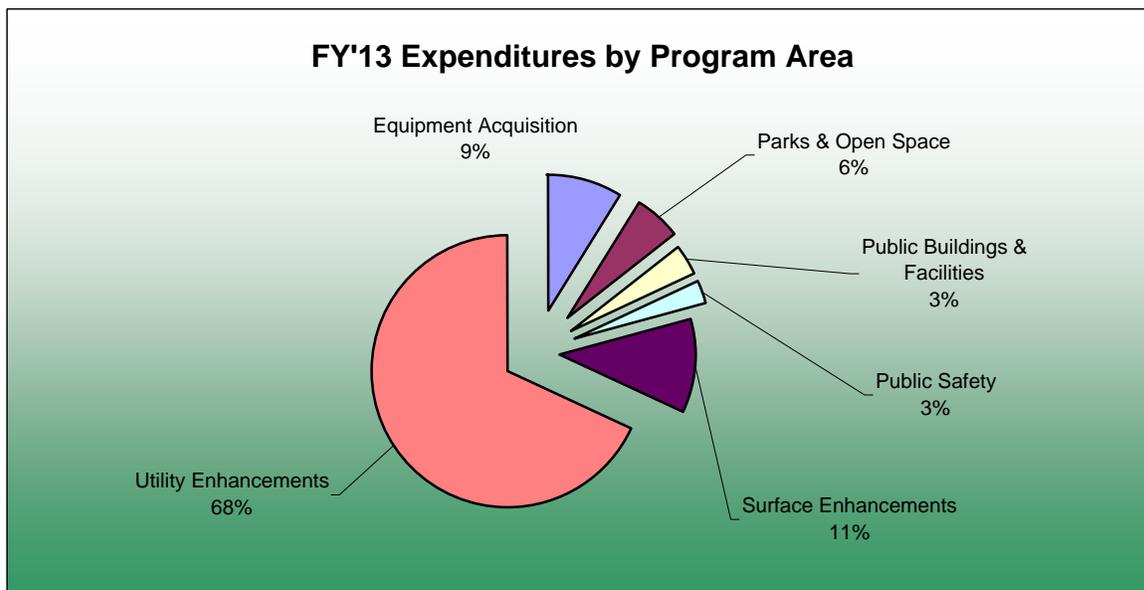
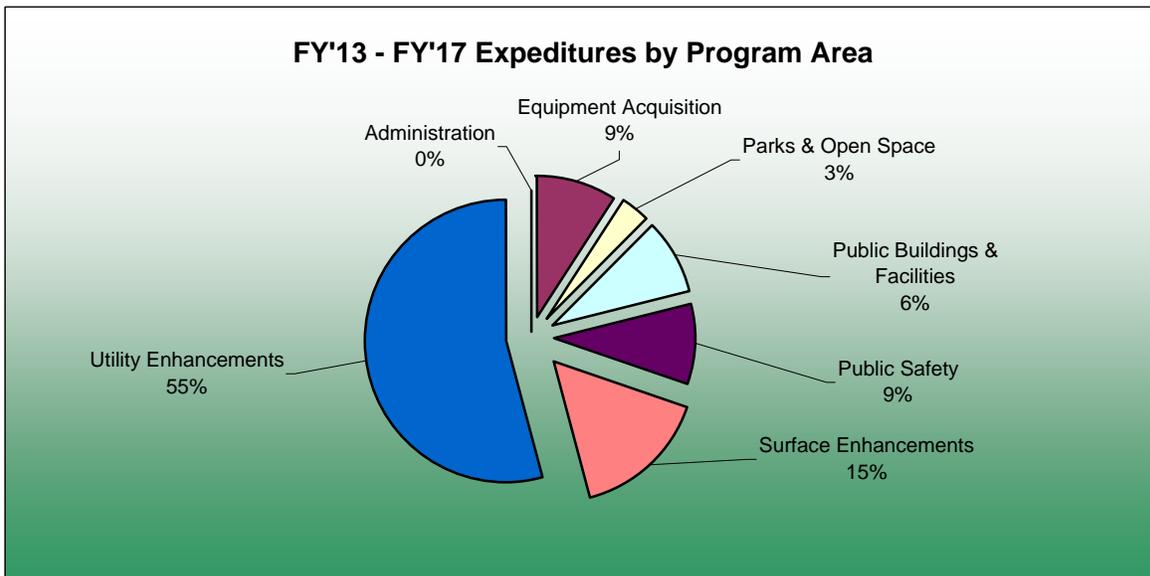
CAPITAL PROGRAM IMPACTS

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'13 - FY'17

	FY'13	FY'14	FY'15	FY'16	FY'17	Total
Administration	\$0	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
Equipment Acquisition	\$496,250	\$350,000	\$350,000	\$350,000	\$350,000	\$1,896,250
Parks & Open Space	\$315,300	\$100,000	\$100,000	\$100,000	\$100,000	\$715,300
Public Buildings & Facilities	\$194,550	\$400,000	\$400,000	\$400,000	\$400,000	\$1,794,550
Public Safety	\$152,000	\$450,000	\$450,000	\$450,000	\$450,000	\$1,952,000
Surface Enhancements	\$630,000	\$650,000	\$650,000	\$650,000	\$650,000	\$3,230,000
Utility Enhancements	\$3,789,600	\$1,900,000	\$1,900,000	\$1,900,000	\$1,900,000	\$11,389,600
Total	\$5,577,700	\$3,852,000	\$3,852,000	\$3,852,000	\$3,852,000	\$20,985,700



CAPITAL PROGRAM SOURCES

Capital investment for the FY 2013-2017 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 \$1,417,331, including LPAP funding or 25% of the total capital expenses for FY'13 and \$9,017,331 or 43% of the total over the five years of the CIP. The great majority of these expenses will be paid by proceeds from new bonds issued under the rules of the Enterprise Fund. The actual amount of debt issued will depend on the ability of the rate system to sustain annual principal and interest payments related to the bond debt as well as ongoing wholesale costs. The single largest expense of the Water and Sewer Enterprise Fund is the wholesale costs of water and sewer services provided by the MWRA. The ability of the City to issue Water and Sewer bonds to finance capital improvements is directly tied to the projected rate increases from the MWRA and the corresponding budget impact.

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 \$981,121.

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,

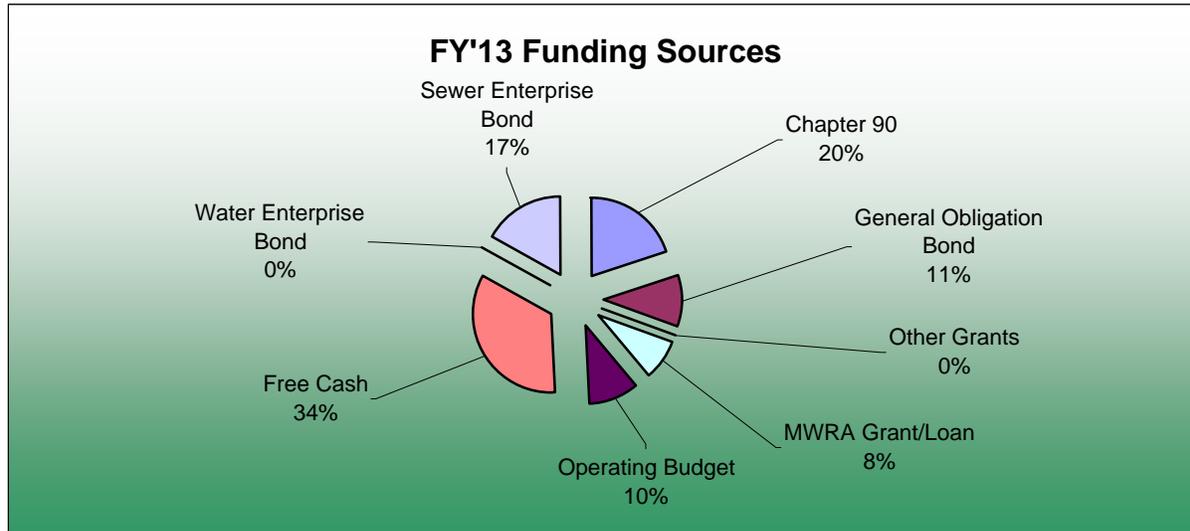
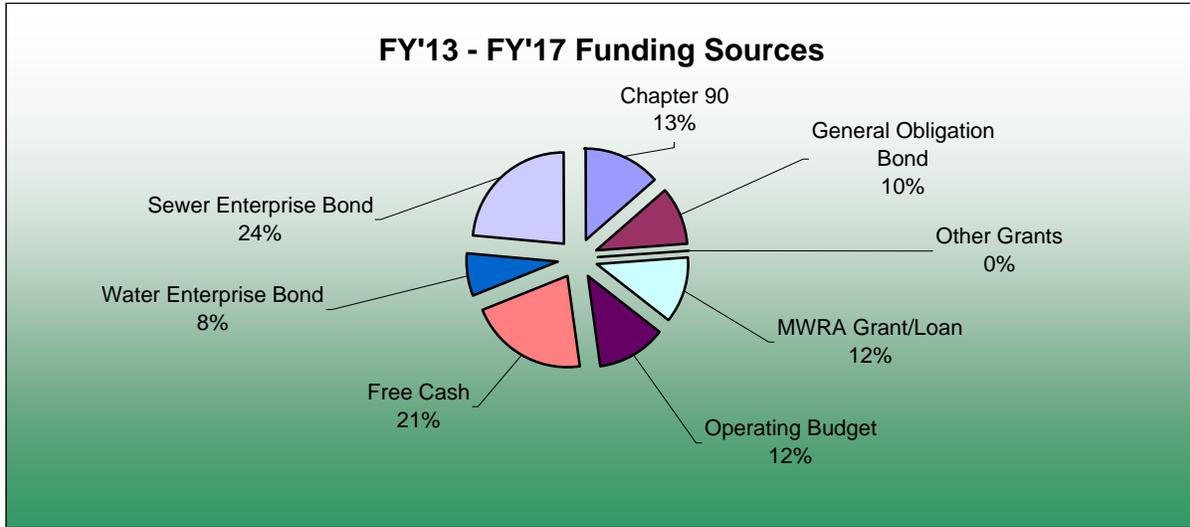
CAPITAL PROGRAM SOURCES

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'13 - FY'17

	FY'13	FY'14	FY'15	FY'16	FY'17	Total
Chapter 90	\$1,112,269	\$430,000	\$430,000	\$430,000	\$430,000	\$2,832,269
General Obligation Bond	\$590,300	\$394,000	\$394,000	\$394,000	\$394,000	\$2,166,300
Other Grants	\$0	\$0	\$0	\$0	\$0	\$0
MWRA Grant/Loan	\$468,959	\$500,000	\$500,000	\$500,000	\$500,000	\$2,468,959
Operating Budget	\$563,250	\$500,000	\$500,000	\$500,000	\$500,000	\$2,563,250
Free Cash	\$1,894,550	\$628,000	\$628,000	\$628,000	\$628,000	\$4,406,550
Water Enterprise Bond	\$0	\$400,000	\$400,000	\$400,000	\$400,000	\$1,600,000
Sewer Enterprise Bond	\$948,372	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,948,372
Total	\$5,577,700	\$3,852,000	\$3,852,000	\$3,852,000	\$3,852,000	\$20,985,700



EQUIPMENT ACQUISITION

Overview FY 2013-2017

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 2013-2017

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 2013-2017

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 2013-2017

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 2013-2017

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’13 Projects

FY’13 will see continuing investment IT, and after several years’ interruption, the acquisition of new heavy equipment vehicle in DPW.

Strategic replacement of Police Cruiser computers on a 4-year rotation schedule;

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 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;

Replacement of the Storage Area Network (SAN), a collection high speed hard drives where city data is stored, the fifth year on a 3-5 year rotation cycle;
Upgrade of Microsoft Office Software from 2003 version;
Replace DPW Two-Way Radio hand-held communications, and
Acquire 1-DPW Front end loader.

MICROSOFT OFFICE UPGRADE

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

Description

Upgrade from office 2003

Justification

The currently used Microsoft software is from 2003, and this software has gone through multiple revisions since then. We have avoided the expense of upgrading this desktop application for many years now, but with the advances and improvements we should take advantage of the new features.



Impact

Greater compatibility

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



DESKTOP REPLACEMENT

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

Description

Rotation of Desktops

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.

For certain specialized applications, such as law enforcement where green terminals are not appropriate, standard desktop cpu's will continue to be used to support the replacement program.

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 overtaxing the city in terms of finances and manpower.

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.

Impact

Continued 99.8% uptime



General Fund

Operating Budget	35,000.00
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 35,000.00



POLICE CRUISER COMPUTER REPLACEMENT

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

Description

4 year rotation of Computers

operations such as E911, Email or Police/Fire Operations.

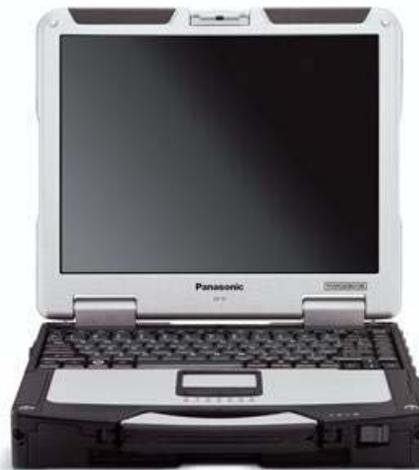
Justification

Strategic replacement of Police Cruiser Computers is a vital part of every large network phase out every 3-4 years. These computers are used in our every day operations, and their expected end of life is 3-4 years. The current plan is to balance these replacements, swapping out 4 to 5 cruiser computers every year. This prevents these necessary replacements from overtaxing the city in terms of finances and manpower.

Impact

Continued 99.8% uptime

To maintain the 24/7, 99.8% uptime operation it is critical to keep the computer 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



General Fund

Operating Budget	20,000.00
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 20,000.00



SAN REPLACEMENT

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

Description

Update Data Storage

Impact

Continued 99.8% uptime and network space

Justification

The original SAN was installed in 2003, a replacement in 2007, and the next 3-5 year end of life cycle brings us to 2012. The SAN, or Storage Area Network for its full name, is essentially a huge collection of high speed hard drives where all the city data resides, from the police and fire databases, to email, to documents saved on individual computers as well as our utility billing system. As with the other technology, we have become very reliant on these backups and the need for reliable and stable data storage is by far no exception to that rule. Running out of space on a network is not something we ever want to witness first hand – which is another reason to replace and expand our available storage when it approaches end of life.



General Fund

Operating Budget	0.00
Free Cash Appropriation	100,000.00
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 100,000.00



SERVER REPLACEMENT

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

Description

3 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 systematic replacement program avoids overtaxing the city in terms of finances and staff capacity. These servers also support the new desktop green 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 supporting City Hall, E911, Email and Police/Fire Operations.

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

Operating Budget	60,000.00
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 60,000.00



FRONT END LOADER

Sanford Hampton,
Operations Manager DPW
380 Beacham St
Chelsea, MA 02150
(617) 466-4302
SHampton@chelseama.gov

Description

Front End Loader heavy
Equipment

Justification

The current Front end loader is eleven years old and has high operation hours. The cost of repairs for this vehicle has increased over the last two years. DPW has only one loader and it is crucial to have this machine available during snow operations, tree planting, tree removal, concrete work and many other DWP tasks.



Impact

Decrease in cost of repairs and greater reliability

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	170,000.00	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	170,000.00



TWO-WAY RADIOS FOR DPW CREWS

Sanford Hampton,
Operations Manager DPW
380 Beacham St
Chelsea, MA 02150
(617) 466-4302
SHampton@chelseama.gov

Description

Thirty Motorola Portable CP200
VHF 5w 4 channel radios

Justification

To modernize hand held radios used by DPW crews in the field. DPW's current Motorola XTS 3000R radio's have been discontinued and are not supported by Motorola. If these radios should develop a problem, they cannot be repaired.



Impact

Better communication reliability

General Fund		Enterprise Funds	
Operating Budget	11,250.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	0.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	11,250.00



PARKS AND OPEN SPACE

Overview FY 2013-2017

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, the construction of a passive park on unutilized City owned waterfront land, 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, was installed and put into play in 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 the 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 the installation of street trees.

Challenges FY 2013-2017

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 beneficial 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 2013-2017

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 2013-2017

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, to provide amenities for pedestrians, and to provide connections to the City's open spaces.

Projects FY 2013-2017

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'13 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, Cipiella Park, and Highland 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, Island End Park, "Kaboom" park, and Box District 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;
- ◆ Construction of an artificial turf field at Highland Park, and offering of concession services at the park by a private contractor;
- ◆ 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 2011--12 include:

- ◆ Secured State-PARC funds and commenced construction of a new park in the Box District, on a parcel acquired at the corner of Gerrish Avenue and Highland Avenue, to support the neighborhood redevelopment effort, with completion for June, 2012;
- ◆ Finalized the design of the “PORT” (public open recreational territory) space “flex” space on Marginal Street along the Chelsea River;
- ◆ Secured State-PARC funds to renovate Washington Park, for a 2013 construction effort;
- ◆ Conducted the annual street tree installation to improve neighborhood streets and City parks;
- ◆ Finalized improvements to the Little League fields to include a concession stand with bathroom for a 2012 installation;
- ◆ Completed with local non-profits teaming with KABOOM – a national open space advocate, to develop a new playground and community garden in the Addison/Orange neighborhood, at the corner of Spruce Street and Heard Street, and
- ◆ Completed a Study of the former CSX right-of-way in a cooperative planning and assessment effort of the state-acquired (Department of Transportation) land as a shared transportation and public open space corridor, through an EOEPA funded grant.

In FY'13 the City will strive to:

- ◆ Implement elements of the seven-year 2010-2017 Open Space and Recreation Plan;
- ◆ Finalize the design and construct improvements to Washington Park, using \$500,000 in state funds awarded through the PARC program;
- ◆ Restore the granite pavers at the Stebbins Fountain to maintain pedestrian access and to preserve that City asset;
- ◆ Execute the annual program to purchase and install street trees to improve neighborhood streets and City parks;
- ◆ Construct major elements of the “PORT” (public open recreational territory) space, the community recreation “flex” space on Marginal Street along the Chelsea River;
- ◆ Advance planning recommendations from the DOT-CSX right-of-way corridor Study to advance the conversion of the corridor and make it 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,
- ◆ Review and methodically continue to make capital improvements to existing parks, including improvements for the Voke Park playing field, 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.

STEBBINS FOUNTAIN REPAIR

Bertram Taverna
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Description

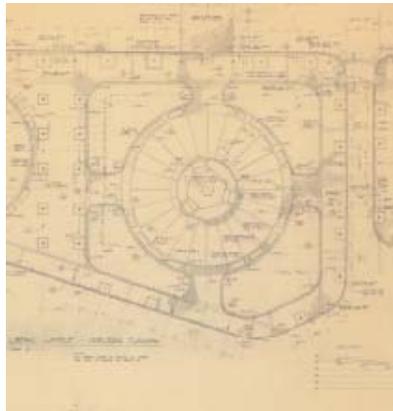
Restoration of granite pavers to correct alignment, removal and replacement of brick paver surround. Cut and point existing fountain structure's mortar joints and chemically clean and power wash new masonry.

Justification

Reset granite pavers to remove tripping hazard from public space. Repoint deteriorated mortar joints on existing fountain to insure its longevity.

Impact

Reduction in liability costs to the City. Preservation of unique City asset.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	90,300.00

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 90,300.00



ANNUAL CITY PARK PROJECT

John DePriest,
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Description

Acquisition, development and renovation of parkland

Justification

As open space and play demand changes and increases in Chelsea, and as the City's open space and recreation facilities age, it is important that the City have the opportunity to renovate existing parks and playgrounds and/or acquire and develop land for new parks and playgrounds. In addition, whereas the City has partnered with the MGH Chelsea Clinic to address childhood obesity, it is important that we provide space for active recreation to improve and maintain the health of the population. Our work on acquisition and renovation of parks is generally funded through State grants, which reimburse the City up to 70% of the cost of acquisition, development, or

renovation. The requested CIP funds are to provide the City with funds to apply toward the State grant matches and park/playground/open space design and construction.

Impact

Improve access to and quality of open space for residents



General Fund

Operating Budget	225,000.00
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 225,000.00



PUBLIC BUILDINGS AND FACILITIES

Overview FY 2013-2017

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.

This year, the City began a cooperative effort with the Metropolitan Area Planning Council, our regional planning agency, on a municipal energy services contract. That effort will continue with an energy audit of our municipal buildings, followed by the potential of financing major energy savings programs with the projected savings from those programs.

Performance contracts fund the cost of energy savings projects through the actual energy savings generated from those projects. Energy services companies, commonly called ESCOs, engage a community in that relationship. An ESCO will coordinate an energy audit to determine the benefits of a variety of energy savings options and the payback period that is achievable, based on those options. Then together with a municipality, the ESCO will help plan and implement the projects selected for implementation and how the projects are to be financed. These programs have been very successful in financing capital projects using savings from existing utility expense lines. Fourteen city buildings are included in the scope of the upcoming Investment Grade Audit. It is anticipated that between \$5 and \$10 million dollars worth of capital projects may be identified for potential implementation.

An ongoing 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 renovation of Engine 3 (the Mill Hill Fire Station on Broadway) that received a stimulus award will be constructed during 2012-2013. 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 2013-2017

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 2013-2017

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 and energy use;
- ◆ Increasing building longevity;
- ◆ Eliminating building barriers;
- ◆ Updating facilities with new technology;
- ◆ Improving the quality of service areas, and
- ◆ Creating safe working environments.

Programs FY 2013-2017

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, including the systems and controlling of energy use;
- ◆ Improving maintenance facilities, and
- ◆ Continuing ADA renovations to ensure compliance and access to public buildings.

Projects FY 2013-2017

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 expected to begin by the end of 2012;
- ◆ Police Station – replace carpeting, installation of a new energy management system to reduce heating and cooling costs, upgrades to the former E911 office section to provide for other uses, and
- ◆ City Yard – roof replacement, complete renovation and/or replacement recommended.

FY'13 Projects

Public Buildings and Facilities improvements will continue during FY'13. 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 that will be significantly informed by the Energy Audit Initiative.

FY'13 projects include:

- ◆ Public Building office space renovations and improvements are essential to support changing technology and service needs in our public buildings – as these needs arise it is expected this capital line will address two projects per year.
- ◆ Equipment upgrades are required to support ongoing operations in our buildings at the:
 - Prattville Fire and Public Safety Building - Emergency Generation replacement
 - City Clerk – Vault – Replacement of Environmental Control System for document storage
- ◆ City Hall – Conversion of old, inaccessible office space to provide flexible office space facilities in City Hall on the ground floor, possibly by HHS – Veterans Services.

PUBLIC BUILDINGS RENOVATIONS

Joan Lanzillo,
Supt. Of Buildings & Grounds
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Description

An annual appropriation in the Public Works Budget in order to support the systematic renovation of city office space.

Justification

Changing office needs and technology advances require renovation to promote efficiency of operations and proper customer service.

Impact

Increased productivity and improved customer service



General Fund

Operating Budget	40,000.00
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 25,000.00



ENGINE #1-EMERGENCY GENERATOR REPLACEMENT

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Description

Replace/upgrade emergency generator at Engine #1

Justification

The existing unit is antiquated. Its dependability is failing and is constantly requiring costly repairs. The unit is undersized and is incapable of providing sufficient auxiliary power required to operate even the bare necessities of this fire station.

Impact

The fire station will be capable of operating at full capacity during power outages without any interruption of services expected to be provided by and through this public safety building and its occupants.



General Fund

Operating Budget	0.00
Free Cash Appropriation	74,550.00
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 74,550.00



CITY CLERK - VAULT ENVIRONMENTAL CONTROL SYSTEM REPLACEMENT.

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Description

Replace existing system which controls the cooling and ventilation of the vault located in the City Clerk's Office.

Justification

In accordance with governing regulations, the custodian of public records has a responsibility to protect public records against a variety of threats, environmental damage being one. Since 1975 all new vaults constructed for the storage and maintenance of public records must have air conditioning equipment so as to maintain a constant temperature and relative humidity to help protect and preserve these public records.



Impact

Compliance with State regulations

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	35,000.00	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	35,000.00



VETERANS SERVICES- CITY HALL OFFICE CONSTRUCTION

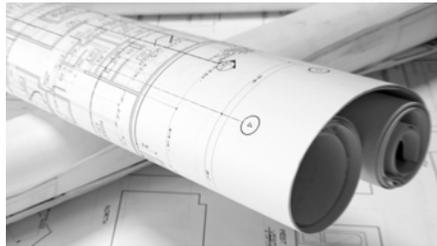
Joan Lanzillo,
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Description

Build out office space including construction of a raised floor system for handicap accessibility.

Justification

This project will provide the additional space required to enhance the ability of the director to work with veterans, to make provisions for administrative support and to insure confidentiality of the clients this department serves.



Impact

Improve customer service

General Fund		Enterprise Funds	
Operating Budget	45,000.00	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	45,000.00



PUBLIC SAFETY

Overview FY 2013-2017

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 2013-2017

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, has 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'13 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 2013-2017

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 2013-2017

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 2013-2017

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'13 Projects

The Public Safety Program area is designed to expand the responsiveness and effectiveness of the City's public safety departments. Fortunately, equipment and technology services improvements to public safety officers is in relatively good shape or getting better with planned acquisitions and operations, including a new fiber connection to the Prattville Public Safety building replacing a less reliable micro-wave system, reworking of the on-board computers in the police cruisers to ensure connectivity and reliability; and the current year planned rotation/replacement of the Police on-board computers, and office computers in Police, Fire and E-911.

In FY' 13, Public Safety will:

- ◆ Acquire a new command vehicle for the fire department and three new cruisers for the police department.

FIRE - INCIDENT COMMAND VEHICLE

Robert Better
Chief of Fire
311 Chestnut Street
Chelsea, MA 02150
(617) 466-4600
RBetter@chelseama.gov

Description

Acquire a new command vehicle

Justification

The 2007 command vehicle used by the department is no longer suitable as the primary response vehicle. This unit will be redeployed as the back up unit replacing a 1999 vehicle.

Impact

The impact will be immediate on residents, firefighters and operations



General Fund		Enterprise Funds	
Operating Budget	40,000.00	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	40,000.00



POLICE CRUISERS-LIFE CYCLE

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

Description

(3) Crown Victorias or
Comparable plus radios.

Justification

Annual planned replacement of
patrol cruisers optimizes fleet
performance.

Impact

Fewer cars are out of service with
less frequent repairs



General Fund		Enterprise Funds	
Operating Budget	112,000.00	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	112,000.00



SURFACE ENHANCEMENTS

Overview FY 2013-2017

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 2013-2017

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, and 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 2013-2017

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 2013-2017

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 2013-2017

In various locations, targeted work will include:

- ◆ Hot-in-place recycling and micro-paving 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'13 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.

Surface highlights of 2011-12 include:

- ◆ Installed traffic calming infrastructure on Grove Street, a pilot program to support neighborhood efforts in the neighborhood;
- ◆ Began the Washington Avenue Improvement Project, the first year of a two-plus year construction effort for the comprehensive replacement of sewer, water and drainage lines, and reconstruction of the sidewalks, roadway and streetscape, and
- ◆ Completed roadway surface improvements in the County Road, Reynolds Ave and Basset Street and Evelyn Road area, Spencer Avenue, Clark Avenue, Cherry Street, Shawmut Avenue, Parker Street, Washburn Avenue, Cottage Street and Summit Avenue.

FY' 13 funding will focus on:

- ◆ Replacement of cement concrete sidewalks and roadway surfaces in the Powderhorn Hill area, including Warren Avenue, Hillside Avenue, Summit Avenue from Warren to Webster Avenue;
- ◆ Continuing the annual replacement of deteriorated cement concrete sidewalks, and
- ◆ Installation of six decorative gateway signs to identify entrances to the city.

POWDERHORN HILL PROJECT: ROADWAY AND SIDEWALK IMPROVEMENT

Bertram Taverna
Capital Projects Manager
500 Broadway
Chelsea, MA 02150
(617) 466-4205
BTaverna@chelseama.gov

Description

Replacement of Cement Concrete Sidewalks and Roadway Surfaces: Warren Avenue, Hillside Avenue, Summit Avenue from Warren to Webster Avenues

Justification

The road wearing surfaces and sidewalk have deteriorated due to utility cuts and normal wear.

Impact

Decrease the need for continual maintenance activities



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	450,000.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	0.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	0.00

Total Project Funding 450,000.00



CITY WIDE SIDEWALK IMPROVEMENTS

Bertram Taverna
 Capital Projects Manager
 500 Broadway
 Chelsea, MA 02150
 (617) 466-4205
BTaverna@chelseama.gov

Description

Replacement of cement concrete sidewalks in various locations city wide

Justification

Maintain safe code compliant walking surfaces city-wide.

Impact

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



General Fund		Enterprise Funds	
Operating Budget	150,000.00	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	150,000.00



GATEWAY SIGNAGE PROGRAM

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

Description

Purchase & installation of six decorative signs at various locations to identify entrances to city.

Justification

With all the new development that has occurred over the last several years, along with the current and planned development, it is important to identify the city boundaries..

Impact

An influx of new residents, employees and visitors is expected in the coming years as a result of on-going development within the City.



General Fund

Operating Budget	0.00
Free Cash Appropriation	30,000.00
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 30,000.00



UTILITY ENHANCEMENTS

Overview FY 2013-2017

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.

Also included for FY 13 in the Utility Enhancement category is the conversion of the remaining 1,600 street lights from High Pressure Sodium to Light Emitting Diodes (LED). When the conversion of all streetlights to LED is completed, the city anticipates a possible annual reduction of 50% in energy consumption for street lighting, with an attendant reduction of carbon emissions and a more appealing color rendering to be additional benefits.

Challenges FY 2013-2017

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 2013-2017

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 storm water 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 2013-2017

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 2013-2017

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'13 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 storm waters. 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' 13, 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 storm water 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 storm water 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 storm water 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'13 Utility Enhancements will include:

- ◆ Replacement of corrugated metal drain pipe and catch basins and manholes on Central Avenue at Shawmut Street and Shurtleff Street Intersections;
- ◆ Replacement of 760 ft. of 6 inch unlined cast iron water main with 8 and 10 inch line ductile iron water main on Lash Street;
- ◆ Complete final design of roadway, sidewalk, water, sewer and drain improvements for Broadway;
- ◆ Replacement of 840 feet of unlined cast iron water main on John Street, and
- ◆ Implementing Year 4 of the Five Year Storm Water Management Plan.

CENTRAL AVENUE DRAINAGE

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

Description

Replacement of corrugated metal drain pipe and catch basins and manholes on Central Avenue at Shawmut Street and Shurtleff Street Intersections.

Justification

Failures of drain facilities have occurred at both intersections, a repair was made at one intersection and the other intersection is currently plated as the work involved goes beyond the normal limits of the contract for Emergency and Ordinary repair of sewers and drains.



Impact

Undertaking these projects will alleviate the need for any repairs in the foreseeable future and decrease the likelihood of catastrophic failure resulting in road closure.

General Fund		Enterprise Funds	
Operating Budget	0.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	0.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	0.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	229,000.00
		Total Project Funding	229,000.00



LASH STREET INFRASTRUCTURE

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

Description

Replacement of 760 ft. of 6 inch unlined cast iron water main with 8 and 10 inch line ductile iron water main, replacement of 750 ft. of existing 8" clay sewer main with 8" PVC sewer main, replacement of 450 ft. of 8" clay drain with 10 and 12" reinforced concrete drain line, full depth roadway and sidewalk reconstruction.



Justification

Flooding and sanitary sewer backups have constantly occurred in this area during significant rainfall events. Change in water pipe from unlined cast iron to lined ductile iron improves water quality and system reliability in accordance with recommendations from water distribution study.

Impact

Likelihood of property damage from flooding greatly reduced

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	217,000.00
		Water Bonds	0.00
Grants		Sewer Fund	
Chapter 90	160,000.00	MWRA Loan	0.00
Other Grants	0.00	Sewer Bonds	311,000.00
		Total Project Funding	688,000.00



STORMWATER MANAGEMENT PLAN

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

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.



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-

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	75,000.00
		Total Project Funding	125,000.00



BROADWAY INFRASTRUCTURE IMPROVEMENTS - FINAL 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

Justification

Reconstruction of major thoroughfare; continuation of sewer separation in drainage area and needed water distribution improvements.

Impact

Improvements to water and sewer services, decreased flooding problems, reduced DPW road maintenance costs and improved pedestrian and driver safety.



General Fund

Operating Budget	0.00
Free Cash Appropriation	0.00
General Obligation Bonds	0.00

Grants

Chapter 90	50,000.00
Other Grants	0.00

Enterprise Funds

Water Fund

MWRA Grants	0.00
MWRA Loans	25,000.00
Water Bonds	0.00

Sewer Fund

MWRA Loan	0.00
Sewer Bonds	25,000.00

Total Project Funding 100,000.00



JOHN STREET INFRASTRUCTURE AND ROADWAY

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

Description

Replacement of 840 feet of unlined 6 inch cast iron water main with cement lined ductile iron water main, replacement of 750 feet of 14 inch brick combined sewer with 12 inch PVC sanitary sewer, installation of 150 ft. of 12 inch storm drain, full depth reconstruction of roadway and sidewalks.



Justification

Change in water pipe from unlined cast iron to lined ductile iron improves water quality and system reliability in accordance with recommendations from water distribution study. Brick sewer previously repaired and internal video inspection shows pipe to be in poor condition.

Impact

Improved delivery of water and sewer services. Reduced city maintenance costs.

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	226,959.00
Grants		Water Bonds	0.00
Chapter 90	162,269.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	308,372.00
		Total Project Funding	697,600.00



LED STREET LIGHT CONVERSION

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

Description

Convert the remaining 1,600 street lights from High Pressure Sodium to Light Emitting Diodes (LED).

Justification

LED street lights require less energy, and will result in a savings in electricity costs while reducing carbon emissions. LEDs also produce enhanced visibility with better color rendering which make the light appear more natural.

Impact

The city will realize a savings in energy costs while residents will find the color of the lights to be more appealing.



General Fund

Operating Budget	750,000.00
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 750,000.00



URBAN RENEWAL AREA – CROP DISTRICT INFRASTRUCTURE – PHASE I

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

Description

Construction of Roadway, Sidewalk, Water, Sewer And Drain Improvements for Phase I of the Chelsea Residential Overlook Project (CROP), Phase I, on the block surrounded by Spruce Street, Sixth Street, Maple Street and Heard Street.

redevelopment of an important gateway parcel.

Justification

Residential development planned for land formerly used for industrial warehouse purposes requires the wholesale replacement of existing utility systems, and installation of a streetscape to attract investment and related property tax growth. This roadway/utility construction effort is estimated at a total cost of 4.1M.



Impact

Support the revitalization of the Orange/Addison neighborhood through street and utility improvements that will drive the

General Fund		Enterprise Funds	
Operating Budget	410,000.00	Water Fund	
Free Cash Appropriation	0.00	MWRA Grants	0.00
General Obligation Bonds	500,000.00	MWRA Loans	0.00
Grants		Water Bonds	0.00
Chapter 90	290,000.00	Sewer Fund	
Other Grants	0.00	MWRA Loan	0.00
		Sewer Bonds	0.00
		Total Project Funding	1,200,000.00



2013 Projects

Project Description	Area	Operating Budget FY2013 Pay-As-You-Go	Free Cash	Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		Total
				MWRA Grant &/ 45% of Project	Chapter 90 Approved (April 2010)	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA &/ 55% of Project Sewer Debt	From Enterprise Retained Earnings		
Information Technology- Microsoft Office Upgrade	EQ		\$100,000									\$100,000
Information Technology- Life Cycle Desktop Replacement	EQ	\$35,000										\$35,000
Information Technology- Police Cruiser Computer Replacement	EQ	\$20,000										\$20,000
Information Technology- SAN Replacement	EQ	\$100,000										\$100,000
Information Technology- Server Replacement	EQ	\$60,000										\$60,000
Public Works- Front End Loader	EQ	\$170,000										\$170,000
Public Works- Two Way Radios	EQ	\$11,250										\$11,250
Stebbins Fountain Repair	OS		\$90,300									\$90,300
Annual City Park Project	OS		\$225,000									\$225,000
PW: Public Buildings Renovations	PB	\$40,000										\$40,000
Engine #1- Replace Emergency Generator	PB	\$74,550										\$74,550
City Clerk- Vault Environmental Control System	PB	\$35,000										\$35,000
Veterans Services Office Construction	PB	\$45,000										\$45,000
Fire- Incident Command Vehicle	PS	\$40,000										\$40,000
Police Cruiser - Life Cycle Replacement (3)	PS	\$112,000										\$112,000
Public Works- Powderhorn Hill Project	SF	\$0		\$450,000								\$450,000
Public Works- City Wide Sidewalks	SF	\$150,000										\$150,000
Public Works- Gateway Signage Program	SF	\$30,000										\$30,000
Public Works- Central Avenue Drainage	UT	\$0								\$229,000		\$229,000
Public Works- Lash Street Infrastructure	UT	\$0		\$160,000				\$217,000		\$311,000		\$688,000
Public Works- Stormwater Management Plan	UT	\$50,000								\$75,000		\$125,000
Public Works- Broadway Infrastructure- Final Design	UT	\$0		\$50,000				\$25,000		\$25,000		\$100,000
Public Works- John Street Infrastructure and Roadway	UT	\$0		\$162,269				\$226,959		\$308,372		\$697,600
Public Works- LED Street Light Conversion	UT	\$750,000										\$750,000
Public Works- Urban Renewal Project: CROP District Infrastructure	UT	\$410,000		\$290,000		\$500,000						\$1,200,000
Total		\$563,250	\$1,894,550	\$0	\$1,112,269	\$590,300	\$0	\$468,959	\$0	\$948,372	\$0	\$5,577,700

General Fund Bonds	\$590,300.00
Water Enterprise Bonds	\$0.00
Sewer Enterprise Bonds	\$948,372.00
Total General Obligation Bonds	\$1,538,672.00
Massachusetts Water Resource Authority Local Pipeline Assistance Note paid by the Water Enterprise Fund	\$468,959.00
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	\$563,250.00
Free Cash	\$1,894,550.00
Misc Grants	\$0.00
MWRA I&I Grant	\$0.00
Chapter 90 State Roadway Grant	\$1,112,269.00
Total Capital Improvement Program	\$5,577,700.00

2013 Projects by Program Area

Program Area: Equipment Acquisition										
Project Description	Operating Budget FY2013 Pay-As-You-Go		Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing	
	Free Cash		Misc. Grant	MWRA Grant 1/1.45% of Project	Chapter 90 Approved April 2010	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA 1/1.55% of Project Sewer Debt	Sewer Bonds
IT-Microsoft Office Upgrade	\$100,000.00									
IT-Life Cycle Desktop Replacement		\$35,000.00								
IT-Police Cruiser Computer Replacement		\$20,000.00								
IT-SAN Replacement		\$100,000.00								
IT-Server Replacement		\$60,000.00								
PW-Front End Loader		\$170,000.00								
PW-Two Way Radios		\$11,250.00								
Total		\$115,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
										\$100,000.00
										\$35,000.00
										\$20,000.00
										\$100,000.00
										\$60,000.00
										\$170,000.00
										\$11,250.00
										\$496,250.00

Program Area: Parks & Open Space										
Project Description	Operating Budget FY2013 Pay-As-You-Go		Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing	
	Free Cash		Misc. Grant	MWRA Grant 1/1.45% of Project	Chapter 90 Approved April 2010	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA 1/1.55% of Project Sewer Debt	Sewer Bonds
Stebbins Fountain Repair										
Annual City Park Project		\$225,000.00								
Total		\$225,000.00				\$90,300.00				
										\$225,000.00
										\$90,300.00
										\$315,300.00

Program Area: Public Buildings										
Project Description	Operating Budget FY2013 Pay-As-You-Go		Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing	
	Free Cash		Misc. Grant	MWRA Grant 1/1.45% of Project	Chapter 90 Approved April 2010	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA 1/1.55% of Project Sewer Debt	Sewer Bonds
PW-Public Buildings Renovations		\$40,000.00								
Fire: Engine #1- Replace Emergency Generator		\$74,550.00								
Clerk: Vault Environmental Control System		\$35,000.00								
Veterans Services: Office Construction		\$45,000.00								
Total		\$109,550.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
										\$40,000.00
										\$74,550.00
										\$35,000.00
										\$45,000.00
										\$194,550.00

2013 Projects by Program Area

Project Description		Operating Budget FY2013 Pay-As-Your-Go		Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		Total
		Free Cash	Misc. Grant	MWRA Grant I&I 45% of Project	Chapter 90 Approved April 2010	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt	Sewer Bonds		
Fire: Incident Command Vehicle		\$40,000.00										\$40,000.00
Police: Life Cycle Replacement (3)		\$112,000.00										\$112,000.00
Total		\$152,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$152,000.00

Project Description		Operating Budget FY2013 Pay-As-Your-Go		Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		Total
		Free Cash	Misc. Grant	MWRA Grant I&I 45% of Project	Chapter 90 Approved April 2010	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt	Sewer Bonds		
PW: PowderhornHill Project												\$450,000.00
PW: Citywide Sidewalks		\$30,000.00										\$30,000.00
PW: Gateway Signage Program		\$150,000.00										\$150,000.00
Total		\$180,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$330,000.00

Project Description		Operating Budget FY2012 Pay-As-Your-Go		Grant Funding		General Fund Borrowing		Water Fund Borrowing		Sewer Fund Borrowing		Total
		Free Cash	Misc. Grant	MWRA Grant I&I 45% of Project	Chapter 90 Approved April 2010	Gen Bonds	Water Bonds	MWRA LPAP Water Debt	MWRA I&I 55% of Project Sewer Debt	Sewer Bonds		
PW: Central Avenue Drainage												\$229,000.00
PW: Lash Street Infrastructure					\$160,000.00			\$217,000.00				\$311,000.00
PW: Stormwater Management Plan		\$50,000.00										\$75,000.00
PW: Broadway Infrastructure- Final Design					\$50,000.00			\$25,000.00				\$25,000.00
PW: John Street Infrastructure and Roadway					\$162,269.00			\$226,959.00				\$308,372.00
PW: LED Street Light Conversion		\$750,000.00										\$697,600.00
PW: Urban Renewal Project: CROP District Infrastructure		\$410,000.00										\$750,000.00
Total		\$500,000.00	\$0.00	\$0.00	\$662,269.00	\$500,000.00	\$0.00	\$468,959.00	\$0.00	\$0.00	\$948,372.00	\$3,789,600.00

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 2014-2017 and beyond) has been modified to facilitate project analysis and selection. Unlike those projects identified for FY' 13 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.

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 FY13.

Capital Projects Status FY2007 - 2012

	Original Cost	Current Balance	Available to Reprogram	Status
FY07 Capital Projects				
City Hall Skylight Replacement	\$115,000	\$31,866	\$31,480	Project secured add'l funds in CIP11 \$133,000; Reserve funds for Summer/Fall FY12 construction
Island End River Park Grant Match	\$70,000			Project Complete - balance will be reprogrammed to FY13 park project
FY08 Capital Projects				
Tideflex Valve Installation	\$150,000	\$5,248		Construction completed - final engineering accounting pending
Chelsea Public Library Carpet Replacement	\$35,000	\$9,352		Project ongoing with main circulation areas complete; FY12 phase - reference rooms
Fire Station Windows	\$70,000		\$4,554	Project construction complete - available for reprogramming in FY13
Imaging of Water & Sewer Records	\$34,000		\$34,000	Project earmark for Treasury/Central Billing & Research upgrades - FY12
FY09 Capital Projects				
ISD Tablet Computers	\$42,000	\$35,125		Tech conversion full implementation projected for 4th Qtr FY12, 1st Qtr FY13
ISD Scanning Project	\$150,000	\$40,185		Scanning of project files complete - final accounting pending by end FY12
Senior Center Heating Project	\$116,125		\$83,508	Boiler install complete; EMS not needed;
Sidewalk Improvement Project	\$110,000	\$1,021		Propose reprogramming request to FY12 Senior Center roof repair to supplement FY12 project. Construction activity ongoing thru Spring 2012
FY10 Capital Projects				
ISD Office Renovations	\$69,750	\$66,958		Office plan finalized and construction planned for 4thQ FY12/1stQ FY13
Sidewalk Repairs - Various Locations	\$100,000	\$15,000		Sidewalk work is programmed for CY11 (Summer/Fall)
Stormwater Management Project	\$125,000	\$31,100		Assessment and engineering work ongoing to improve system during CY11
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
Fire Alarm Cable System Upgrade City-wide	\$225,000	\$19,490		Project - \$373,755 plus FF&E; Remainder balance TBD. Installation of cable upgrades ongoing thru June, 2012
FY11 Capital Projects				
City Hall Skylight	\$133,200	\$133,200		Specifications in-process; Construction expected in FY13
Library Rounda	\$220,000	\$220,000		Specifications in-process; Construction expected in FY13
Washington Ave Project	\$2,423,456	\$398,850		Roadway/sidewalks portion of project planned for 2nd, 3rd and 4th Qtr
John Street Infrastructure	\$160,000	\$160,000		Project deferred pending request for additional funds in the FY13 CIP
Lash Street Design	\$90,000	\$5,000		Design complete. Hold funds for proposed FY13 Lash Street construction project
Reynolds Water Main	\$50,000		\$50,000	Project came in under budget. LPAP funds available for reprogramming
Webster Ave Sewer	\$400,000	\$393,400		Project bid on 4/5/12; Bid Award pending for work in 4thQ FY12
Washington Ave Sewer Replacement Project	\$1,406,252	\$150,441		Sewer/Drain portion of project ongoing through 1stQtr FY13. Hold for possible sewer/drain change orders.
FY12 Capital Projects				
Projects at Various Stages of Work	\$2,219,430	\$1,900,753		