

# PUBLIC INVESTMENT

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## CAPITAL BUDGETING PROCESS

The capital budget is one of the most significant components of the City's financial plan. Decisions made during this process will have an impact on the City for many years to come. In order to achieve optimum results from this process, the Capital Investment Committee, which includes the Deputy City Manager; the heads of the Finance, Community Development, Budget, Police, Human Services and Public Works Departments; Chief Financial Officer of the School Department; and other City staff, meets to ensure that citywide needs are addressed in a timely and efficient manner.

The City uses its five-year financial projections for revenues and expenditures, in addition to its five-year capital plan, to formulate budget guidelines for departments. The City's FY21 projections were presented to the credit rating agencies in February 2020, prior to the bond sale.

For the FY21 capital budget process, departments were instructed to submit Pay-As-You-Go capital requests that were equal to or less than the approved amount received in FY20. Departments that did not receive a Pay-As-You-Go appropriation in FY20 or those that wanted to increase their current funding allocation could submit a FY21 supplemental request. This process required departments to focus their priorities and produce a sustainable plan for future years.

The Capital Investment Committee submitted an FY21 Pay-As-You-Go capital budget of \$13,825,000 (\$1,600,000 for citywide projects, \$1,100,000 for E-Gov projects, \$10,000,000 for Affordable Housing, and \$1,125,000 for Participatory Budgeting projects) to the City Manager for approval.

The Budget Office periodically reviews unexpended balances contained in existing capital budgets to determine if balances can be reallocated to other areas or are sufficient to provide funding for ongoing projects. Department heads and project managers also work closely with the Finance Department in developing detailed cash flow forecasts and project schedules for capital projects that will be bonded. The Budget Office reviews arbitrage and authorized and unissued balances quarterly to make sure the City is in compliance. This process will continue throughout the fiscal year as needs arise that were not anticipated during the budget process.

## IT Strategic Plan

The updated IT Strategic Plan outlines the City's information technology plan for the next three years and highlights key initiatives to improve the delivery of services to residents and the community. Implementation of the Strategic Plan guides the decision-making framework for information technology investments. This framework ensures that the City's overall portfolio of IT assets, projects, and programs allows City departments to best serve the Cambridge community.

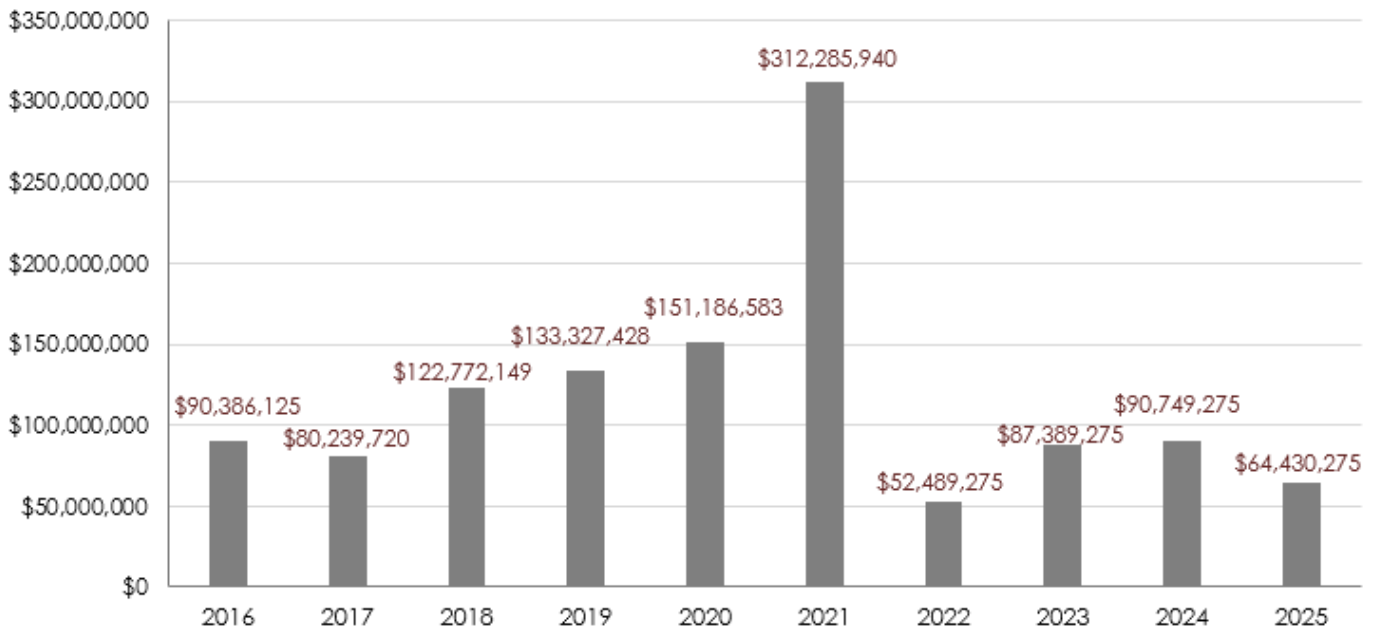
Three IT governing groups collaborate and communicate in complementary roles as part of the budget process: The **Strategy and Innovation Committee** oversees achievement of Strategic Goals, IT Strategic Plan, and value to the public, and fosters customer-centered innovation. The **Tactical and Operations Committee** ensures information, technology, and fiscal stewardship; makes budget recommendations; works to achieve operational efficiencies, IT effectiveness and citywide communication. The **Portfolio Management Group** drives project execution, prioritization and resolution; and works to deliver results and benefits.

# PUBLIC INVESTMENT

## HISTORICAL & PROJECTED EXPENDITURES

The graph below shows the historical and projected expenditure trends for the Public Investment Fund. Actual expenditures are reflected in FY16-19. FY20 shows expenditures as of March 31, 2020. FY21 is the amount budgeted from all funding sources. Projected expenditures are reflected in FY22-25 as per the Five-Year Public Investment Plan.

**PUBLIC INVESTMENT FUND: FY16-FY25 EXPENDITURES**



## CAPITAL CALENDAR

DECEMBER 9, 2019	Briefing on FY21 budget guidelines by City Manager. Distribution of budget notebook and materials to departments. Meeting of departmental finance personnel with Budget staff.
JANUARY 15, 2020	Deadline for Capital and E-Gov Budget submission to the Budget Office.
JANUARY 23, 2020 THROUGH FEBRUARY 27, 2020	Formal department presentations of capital requests to the Capital Investment Committee.
MARCH 12, 2020	Capital Investment Committee makes recommendations to City Manager.
MAY 11, 2020	Submission of the City Manager's Budget to the City Council.
JUNE 2, 2020	Date for public hearing on FY21 Capital Budget.
JUNE 15, 2020	Projected adoption date.
JULY 1, 2020	Begin execution of FY21 allotment plans.

# PUBLIC INVESTMENT FINANCING PLAN

## FY21 FINANCING PLAN BY SOURCE: \$312,285,940



## FY21 -25 FINANCING PLAN

FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Bond Proceeds	\$268,800,000	\$6,800,000	\$18,800,000	\$32,800,000	\$18,300,000	\$345,500,000
Chapter 90	\$2,913,530	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$12,913,530
Community Development Block Grant	\$1,540,200	\$1,279,645	\$1,279,645	\$1,279,645	\$1,279,645	\$6,658,780
Departmental Revenue	\$5,217,960	\$5,076,630	\$5,076,630	\$5,076,630	\$5,076,630	\$25,524,480
Mitigation Revenue	\$1,908,250	\$0	\$0	\$0	\$0	\$1,908,250
Parking Fund Revenues	\$1,833,000	\$1,633,000	\$1,633,000	\$1,633,000	\$1,633,000	\$8,365,000
Property Taxes	\$13,825,000	\$14,700,000	\$15,800,000	\$17,010,000	\$18,341,000	\$79,676,000
Resident Parking Sticker Revenues	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sewer Bond Proceeds	\$6,500,000	\$11,500,000	\$32,500,000	\$19,150,000	\$6,500,000	\$76,150,000
Sewer Service Charges	\$3,050,000	\$4,000,000	\$5,000,000	\$6,500,000	\$6,000,000	\$24,550,000
Street Preservation Offset Fund	\$423,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,223,000
Tree Program Revenues	\$495,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,295,000
Water Fund Balance	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
Water Service Charges	\$4,680,000	\$4,500,000	\$4,300,000	\$4,300,000	\$4,300,000	\$22,080,000
GRAND TOTAL	\$312,285,940	\$52,489,275	\$87,389,275	\$90,749,275	\$64,430,275	\$607,344,040

## FY21 SOURCES OF FUNDING

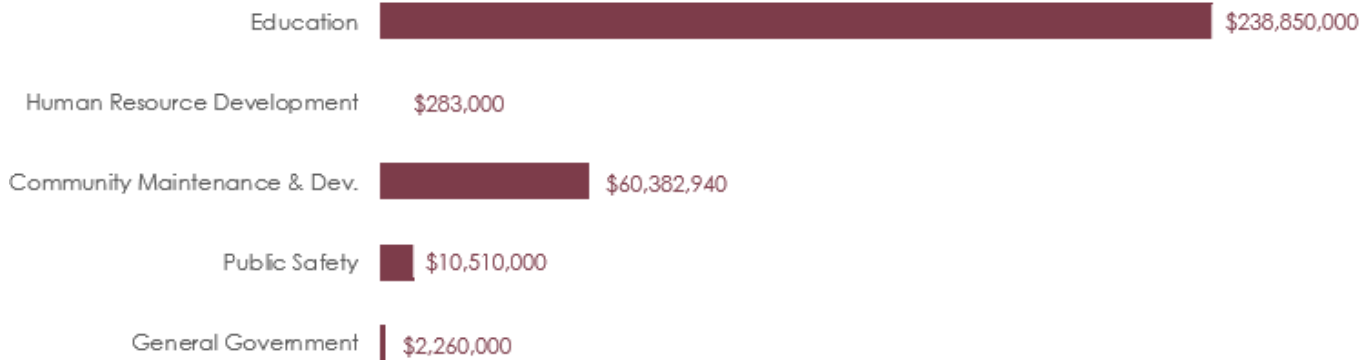
SOURCE OF FUNDING	EXPLANATION	FY21 FUNDING
<b>Bond Proceeds</b>	March 5, 2020, the City sold \$45,695,000 in General Obligation Bonds to finance capital projects such as the King Open/Cambridge Street Upper School and Complex renovations, Harvard Square Kiosk, Municipal Facilities Improvement Plan, School Electrical Service, School Roof and Chiller Replacement, and Street and Sidewalk reconstruction. The City's AAA bond rating allowed the City to sell these bonds at the true interest cost of 1.0%.	\$268,800,000
<b>Chapter 90</b>	The State's Chapter 90 Program entitles municipalities to reimbursement of documented roadway expenditures under the provisions of General Laws, Chapter 90, Section 34, Clause 2(a) on approved projects.	\$2,913,530
<b>Community Development Block Grant</b>	The CDBG program provides funding to ensure decent affordable housing exists and services are provided to the most vulnerable in our community, and to aid in creating jobs through the expansion and retention of businesses.	\$1,540,200
<b>Departmental Revenue</b>	Revenue generated from user fees at the Fresh Pond Golf Course (\$30,000), War Memorial Recreation Center (\$48,000), Cable Television (\$141,330), and Building Permits (\$4,998,630).	\$5,217,960
<b>Mitigation Revenue</b>	The City receives mitigation revenues from various developers as a result of commitments related to zoning ordinance amendments and special permit conditions.	\$1,908,250
<b>Parking Revenue Fund</b>	Revenue generated from enforcing parking regulations such as street meters, parking lots, and parking garages. Charges for annual resident parking stickers are also included. The FY21 amount of \$1,933,000 includes Parking Fund Revenues (\$1,833,000) and Resident Parking Stickers (\$100,000).	\$1,933,000
<b>Property Taxes</b>	An appropriation of current property tax revenues to fund capital improvements as opposed to incurring debt to cover the costs.	\$13,825,000
<b>Sewer Bond Proceeds</b>	Sewer Bond Proceeds-Sewer Bond Proceeds are supported by sewer service charges. Sewer Bonds finance sewer reconstruction such as Huron and Concord Avenue and the Harvard Square surface improvements.	\$6,500,000
<b>Sewer Service Charges</b>	Revenues generated by sewer usage. The sewer rate reflects a rate increase of 6.3% for FY21. Charges cover 100% of operating and capital expenditures.	\$3,050,000

## FY21 SOURCES OF FUNDING

SOURCE OF FUNDING	EXPLANATION	FY21 FUNDING
<b>Sewer Service Charges</b>	Revenues generated by sewer usage. The sewer rate reflects a rate increase of 6.3% for FY21. Charges cover 100% of operating and capital expenditures.	\$3,050,000
<b>Street Preservation Offset Fund</b>	A permit fee is charged to contractors that are opening and completing work in order or under a municipal street, sidewalk, public right of way, or public easement. Each permit holder is responsible for restoration. The funds are intended solely to reimburse the City for costs incurred for permitting and restoring openings in municipal street, sidewalks, public rights of way, and public easements.	\$423,000
<b>Tree Program Revenues</b>	Revenue from the Tree Fund associated with the Tree Ordinance.	\$495,000
<b>Water Fund Balance</b>	The excess of assets over liabilities and reserves. The Water Fund Unrestricted Fund Balance is projected to be \$12,009,438 as of June 30, 2020.	\$1,000,000
<b>Water Service Charges</b>	Revenues generated by water usage. The water rate reflects a 0% rate increase for the consumption period from April 1, 2020 through March 31, 2021. Charges cover 100% of operating and capital expenditures.	\$4,680,000
<b>TOTAL FUNDS FROM ALL SOURCES</b>		<b>\$312,285,940</b>

# PUBLIC INVESTMENT APPROPRIATION PLAN

## FY21 APPROPRIATION PLAN: \$312,285,940



## FY21 - 25 APPROPRIATION PLAN

FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
General Government	\$2,260,000	\$2,135,000	\$2,135,000	\$2,135,000	\$2,135,000	\$10,800,000
Public Safety	\$10,510,000	\$1,488,000	\$1,310,000	\$1,310,000	\$1,310,000	\$15,928,000
Community Maintenance and Development	\$60,382,940	\$46,736,275	\$81,856,275	\$85,216,275	\$58,897,275	\$333,089,040
Human Resources and Development	\$283,000	\$280,000	\$238,000	\$238,000	\$238,000	\$1,277,000
Education	\$238,850,000	\$1,850,000	\$1,850,000	\$1,850,000	\$1,850,000	\$246,250,000
GRAND TOTAL	\$312,285,940	\$52,489,275	\$87,389,275	\$90,749,275	\$64,430,275	\$607,344,040

## FY21 PUBLIC INVESTMENT PROJECTS

PROJECT NAME	PROJECT CODE	FY21 AMOUNT
<b>GENERAL GOVERNMENT</b>		
Finance: E-Gov Projects	FN21660	\$1,100,000
Finance: Participatory Budgeting	PB21500	\$1,125,000
Public Celebrations: Public Art Conservation Program	PC21507	\$35,000
<b>GENERAL GOVERNMENT TOTAL</b>		<b>\$2,260,000</b>
<b>PUBLIC SAFETY</b>		
Electrical: Streetlight Pole Replacement	EL21001	\$60,000
Fire: Fire Station Renovations	FI21539	\$9,000,000
Traffic: Meter Technology Improvement Program	TR21523	\$300,000
Traffic: Parking Garage Restoration and Improvements	TR21518	\$500,000
Traffic: Traffic Signal Program	TR21512	\$350,000
Traffic: Vision Zero Safety Improvements Fund	TR21524	\$300,000
<b>PUBLIC SAFETY TOTAL</b>		<b>\$10,510,000</b>
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT</b>		
Cable TV: Media Arts Studio Upgrade	CT21503	\$141,330
CDD: Economic Development - Biomedical Career Training Program	CD21712	\$99,000
CDD: Economic Development - Microenterprise Workshops	CD21729	\$82,000
CDD: Economic Development - Small Business Enhancement & Interior Access Programs	CD21699	\$91,500
CDD: Economic Development - Storefront Improvements Program	CD21687	\$200,000
CDD: Housing - Affordable Housing Preservation & Development	CD21674	\$14,998,630
CDD: Housing - Affordable Housing Project Development	CD21972	\$110,555
CDD: Housing - Home Improvement Program	CD21735	\$464,895
CDD: Housing - Housing Mediation Program	CD21835	\$130,000
CDD: Housing - Housing Rehabilitation Assistance Program	CD21614	\$337,250
CDD: Housing - Tenant Organizing Services	CD21801	\$75,000
CDD: Sennott Park Renovations	CD21973	\$150,000
CDD: Transportation - Electric Vehicle Charging Infrastructure	PW21841	\$100,000
CDD: Transportation - Bicycle Parking Program	CD21848	\$50,000
CDD: Transportation - Bicycle Parking Special Projects	CD21955	\$33,000
CDD: Transportation - Bicycle Spot Improvements	CD21954	\$25,000
CDD: Transportation - Bus Stop Improvements	CD21953	\$25,000
CDD: Transportation - Traffic Calming	CD21592	\$300,000
Public Works: Buildings - Energy Efficiency Projects	PW21781	\$100,000
Public Works: Buildings - Flooring & Furnishings	PW21622	\$100,000
Public Works: Buildings - Municipal Facilities Improvement Plan (MFIP)	PW21625	\$16,000,000
Public Works: Cemetery Space Optimization and Beautification	PW21926	\$100,000
Public Works: Harvard Square Kiosk and Plaza Additional Safety Improvements	PW21927	\$1,908,250
Public Works: Parks - Park Play Area Shade Structures	PW21829	\$85,000
Public Works: Parks - Park Surfacing Restoration Program	PW21830	\$100,000
Public Works: Parks - Park Water Conservation Program	PW21811	\$100,000
Public Works: Parks - Recreational Hard Surface Restoration	PW21849	\$165,000
Public Works: Sewer/Stormwater - Capital Repairs Program	PW21793	\$6,000,000








## FY21 PUBLIC INVESTMENT PROJECTS

PROJECT NAME	PROJECT CODE	FY21 AMOUNT
Public Works: Sewer/Stormwater - Climate Change	PW21831	\$500,000
Public Works: Sewer/Stormwater - Remedial Construction	PW21599	\$3,050,000
Public Works: Streets - Complete Streets Reconstruction	PW21595	\$8,486,530
Public Works: Trees - Emerald Ash Borer Treatment	PW21804	\$100,000
Public Works: Trees - Park and Cemetery Tree Pruning	PW21619	\$100,000
Public Works: Trees - Public Shade Tree Investment Program	PW21819	\$495,000
Water: Fresh Pond Master Plan Implementation	WA21534	\$250,000
Water: Granular Activated Carbon Filter Media Replacement	WA21587	\$1,400,000
Water: Hydroelectric Renewable Energy Generation	WA21588	\$250,000
Water: PC Upgrades	WA21578	\$20,000
Water: Reservoir Facilities Improvements - Upcountry	WA21562	\$225,000
Water: Reservoir Gaging Weather Station Maintenance	WA21581	\$205,000
Water: Water Facility Upgrades	WA21579	\$78,000
Water: Water Meter Replacement	WA21569	\$200,000
Water: Water Treatment Plant Equipment & Systems Upgrades	WA21555	\$899,000
Water: Water Works Construction	WA21543	\$2,000,000
Water: Watershed Consulting Services	WA21531	\$53,000
<b>COMMUNITY MAINTENANCE AND DEVELOPMENT TOTAL</b>		<b>\$60,382,940</b>
<b>HUMAN RESOURCES AND DEVELOPMENT</b>		
Human Services: Danehy Park Bench and Table Replacement	HS21534	\$50,000
Human Services: Danehy Park Maintenance	HS21522	\$50,000
Human Services: Disability Commission ADA Accessibility Improvements	PW21598	\$50,000
Human Services: Fresh Pond Golf Course Improvements	HS21509	\$30,000
Human Services: Human Services Buildings Repairs	HS21530	\$30,000
Human Services: War Memorial Recreation Center Maintenance	HS21521	\$48,000
Library: Main Library Building Repairs	LB21518	\$25,000
<b>HUMAN RESOURCES AND DEVELOPMENT TOTAL</b>		<b>\$283,000</b>
<b>EDUCATION</b>		
School: Building Repairs and Replacement	SC21934	\$1,800,000
School: Furniture Replacement	SC21938	\$50,000
School: Tobin Montessori and Vassal Lane Upper School	SC21943	\$237,000,000
<b>EDUCATION TOTAL</b>		<b>\$238,850,000</b>
<b>GRAND TOTAL</b>		<b>\$312,285,940</b>



# GENERAL GOVERNMENT

## FINANCE: E-GOV PROJECTS





FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
The IT Strategic Plan Tactical Operations Committee recommends that the City invest \$1,100,000 in information technology Capital projects that will focus on supporting technical infrastructure initiatives such as maintenance of the City and Public Safety network, firewall, data center server equipment, Wifi and VoIP services, and all PC and Peripheral devices. It is anticipated that additional projects will be submitted to the City Council in the Fall of 2020 for appropriation.						
IMPACT ON OPERATING BUDGET						
The maintenance agreements that support these non-discretionary technical infrastructure projects are included in ITD and Public Safety Operating budgets.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$5,500,000
GRAND TOTAL	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$5,500,000
FY22-FY25 FUNDING						
The City plans to use FY22-FY25 funding for continued maintenance of, both City and Public Safety, non-discretionary technical infrastructure initiatives. This funding includes maintenance and upgrade of network, firewall, data center server equipment, Wifi and VoIP services and all PC and Peripheral devices.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
   				<p>In the FY20 budget, the City appropriated \$1.1M for IT Initiatives. These funds supported the upgrade of staff computer equipment, AV enhancements, firewall, and server replacements. During FY20, additional appropriations of \$649,200 were approved to implement Cartegraph to maintain capital investments for DPW, Main Library lecture hall AV upgrades, radio frequency security gates at library branches, BEUDO compliance and data management platform for CDD, and an automated digital investigation and evidence management software for Police.</p>		

## GENERAL GOVERNMENT

ADDITIONAL PROJECT INFORMATION		
DEPT.	E-GOV PROJECT AND DESCRIPTION	FY21 FUNDING
ITD/PSIT	<i>PC Replacement for Public Safety and CoC:</i> To enable City employees to use the latest technology, PC hardware must be refreshed regularly. The City runs on a 5 year replacement cycle for most PCs. This figure also includes laptops and handheld devices the field work.	\$375,000
ITD	<i>Printers replacement for CoC:</i> Replacement of printers on a 5-year plan to remove old problematic hardware and replace with new multifunction units.	\$53,000
PSIT	<i>Printers replacement for Public Safety:</i> Replacement of printers on a 5-year plan to remove problematic hardware and replace with new multifunction units.	\$20,000
ITD	<i>Virtual Machine Refresh CoC:</i> Replacement of VM physical hardware occurs on a 5 year rotation.	\$50,000
PSIT	<i>Virtual Machine Refresh Public Safety:</i> Replacement of VM physical hardware phased over 3 years.	\$75,000
ITD	<i>Storage Refresh Public Safety:</i> Upgrade/Increase storage hardware for VMs.	\$75,000
PSIT	<i>Storage Refresh Public Safety:</i> Upgrade/Increase storage hardware for VMs.	\$145,000
ITD	<i>Wireless Refresh for the City:</i> Phased over 3 years.	\$37,000
ITD	<i>AV Upgrades for the City:</i> Audio-Visual upgrades to replace problematic or outdated equipment throughout the City Buildings.	\$85,000
PSIT	<i>AV Upgrades for Public Safety:</i> Audio-Visual upgrades to replace problematic or outdated equipment throughout the Public Safety Buildings.	\$70,000
PSIT	<i>Police Interview Recording equipment refresh:</i> Upgrade phased over 2 years	\$40,000
PSIT	<i>UPS Maintenance for Public Safety Battery Backup:</i> This is to replace a portion of batteries every year in the Public Safety data centers. These batteries have a limited life and need to be constantly replaced to ensure proper functioning of the battery backup.	\$75,000
TOTAL FY21 E-GOV FUNDING		\$ 1,100,000

# GENERAL GOVERNMENT

## FINANCE: PARTICIPATORY BUDGETING

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>7,602 Cambridge residents age 12 and older voted in the City's sixth Participatory Budgeting (PB) vote in December 2019. Over 1,600 project ideas were submitted and \$1,125,000 in FY21 capital funds will be allocated to the eight winning projects. The winning projects as follows: Close the Canopy (\$200,000), Water Bottle Filling Stations for the Major Squares (\$150,000), Laundry Access in Public Schools (\$50,000), Pedestrian-Controlled Crosswalk Lights (\$150,000), Extend Outdoor Wifi (\$50,000), Make the City Bloom with a Habitat Corridor (\$75,000), Keeping Cambridge Clean (\$100,000), and Public Bathroom (\$350,000). More project details can be found online at <a href="http://pb.cambridgema.gov">pb.cambridgema.gov</a>.</p>						  
IMPACT ON OPERATING BUDGET						
<p>The Budget Office's operating budget includes funds to hire two PB interns each year and support PB implementation costs (outreach materials, T-shirts and food for volunteers, translation of voting materials, PB website and online idea collection map hosting fees, etc).</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$1,125,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,125,000
GRAND TOTAL	\$1,125,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,125,000
FY22-FY25 FUNDING						
<p>The City expects Participatory Budgeting funding to be \$1,000,000 per year beginning in FY22.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Residents voted to spend \$3,626,000 in FY16-20 capital funds during the first five PB cycles. The 33 winning projects from those cycles include trees for a cleaner, greener Cambridge, protective gear for the health and safety of our firefighters, water fountains in every park, rain gardens for resiliency, upgrade of the Gately Youth Center, and many others.</p>		

# GENERAL GOVERNMENT

## PUBLIC CELEBRATIONS: PUBLIC ART/PERCENT-FOR-ART PROGRAM

FY21 PROJECT DESCRIPTION		CITY COUNCIL GOALS
<p>Implemented via City Ordinance, the Public Art/Percent-for-Art Program requires that one-percent of the construction costs on municipal Capital investment be designated for use in developing site-responsive public artwork. As the first city in the Commonwealth to implement this innovative program, Percent-for-Art outcomes operate with a core focus on increasing the quantity, quality, and overall awareness of art in the city's public realm. Since 1979, Cambridge Arts has overseen the creation and development of more than 200 durable artworks, which are located in every neighborhood of the city. These artworks can be found in city-owned buildings and locations such as youth and senior centers, schools, libraries, parks, plazas and on streets and sidewalks. Artworks sited through this program engage directly with their surroundings to create, enrich, or reveal a sense of place. Each artwork is created in active response to the character and history of its location and reflects the dynamic and creative exchange between professional artists, residents, and the broader community.</p>		
IMPACT ON OPERATING BUDGET		
<p>There is limited impact on the operating budget as the collection expands.</p>		
FY22-FY25 FUNDING		
<p>On-going funding for the Public Art/Percent-for-Art Program allows for this program to continue and ensures that artists continue to be prioritized and commissioned to work as part of the public design process for municipal improvement projects. The resulting artworks provide an opportunity for residents and members of the public to be connected to and better understand and appreciate how Capital investment benefits the lives of residents and the community.</p>		
PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS	
	<p>Recent funding for the Public Art/Percent-for-Art Program supported the community-driven artist selection process and commissioning for projects such as the Nineteenth Amendment Centennial Memorial Project at the Cambridge Common, the Universal Design Playground at Danehy Park, the King Open Cambridge St. Upper School campus, the Port Infrastructure Project and FLOW Grant Program for the Port Neighborhood, the Foundry Redevelopment Project, Grand Junction Path, Inman Square Redesign Project, Glacken Field Renovation Project, River St. Reconstruction Project, and the Tobin School Reconstruction Project.</p>	





# GENERAL GOVERNMENT

## PUBLIC CELEBRATIONS: PUBLIC ART CONSERVATION PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Each year, approximately 240 artworks in the City-owned public art collection receive routine assessment, cleaning, and maintenance. In addition, more extensive maintenance is done for artworks that have eroded or been damaged due to time, environmental stressors, or other factors. During the colder months, significant work is done to manage detailed project-based information, image and video files that document the conservation efforts, and the database that contains the collection care information and history. Together, this work ensures that the public art assets owned by the City are consistently well-maintained and contribute positively and safely to the experience of the Cambridge community.						 
IMPACT ON OPERATING BUDGET						
Allocating capital funds for conservation and preventative maintenance of public art should reduce the amount of emergency repair and maintenance the City has to perform with operating funds.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
GRAND TOTAL	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
FY22-FY25 FUNDING						
Funding for the Public Art Conservation Program in FY22-25 allows for this work to continue and ensures that the basic needs of the artwork and public safety are met on an annual basis. This support also allows for staff to prioritize and address the more significant conservation and maintenance issues that occur as artworks age over time or involve more complex materials and technology.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				FY20 funding covered assessments and routine maintenance of artwork in parks, schools, libraries, fire stations, and senior centers in the city. Program staff also provide response and maintenance connected to seasonal and weather-related damage that may occur to artworks in the City collection. More significant restoration and preventative maintenance was conducted on sculptures at Danehy Park and in the Walter J. Sullivan Water Treatment Facility, King Open Cambridge St. Upper School, Clarendon Park, Rindge Field adjacent to the Peabody School, Dana Park, Brookline Ave Mosaics and CRLS.		



# PUBLIC SAFETY

## ELECTRICAL: STREETLIGHT POLE REPLACEMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
This project replaces the original steel streetlight poles with aluminum poles. These poles were acquired from N-Star in 2004. A 2019 audit found that of the 1289 poles, 384 are aging steel poles in various need of replacement.						
IMPACT ON OPERATING BUDGET						
By setting aside funds to replace aging steel streetlight poles, the City will reduce the time spent maintaining the existing poles as well as ensuring public safety for citizens.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
GRAND TOTAL	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
FY22-FY25 FUNDING						
Future funding will aid in the continuous replacement of aging steel poles across Cambridge.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				There was no FY20 funding for this project.		

## PUBLIC SAFETY



### FIRE: FIRE STATION RENOVATIONS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, Lexington Avenue Firehouse (Engine 9) and River Street Firehouse (Engine 6) will begin the construction phase of their renovations. This work includes, but is not limited to, interior and building system upgrades, HVAC replacement, and envelope repair. Approximate construction costs are \$5,000,000 for Engine 9 and \$4,000,000 for Engine 6.						<div>\$</div> <div>  </div>
IMPACT ON OPERATING BUDGET						
Upon completion of the projects, required maintenance costs will be reduced significantly.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Bond Proceeds	\$9,000,000	\$0	\$0	\$0	\$0	\$9,000,000
GRAND TOTAL	\$9,000,000	\$0	\$0	\$0	\$0	\$9,000,000
FY22-FY25 FUNDING						
There is no additional funding required based on current estimates.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				In FY20, an appropriation of \$700,000 from Free Cash was approved to begin the design of improvements. Pictured left is Engine 9.		




## PUBLIC SAFETY

### POLICE: BODY ARMOR REPLACEMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
The Police Department replaces lifesaving body armor (protective vests) for its police officers in accordance with departmental policies, procedures, and collective bargaining agreements. The useful life of such vests worn regularly is five years.						
IMPACT ON OPERATING BUDGET						
There is no impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$0	\$178,000	\$0	\$0	\$0	\$178,000
GRAND TOTAL	\$0	\$178,000	\$0	\$0	\$0	\$178,000
FY22-FY25 FUNDING						
In FY17, the department replaced approximately 200 vests purchased in 2012. The Department is seeking to replace approximately 185 vests in FY22 in order to remain in compliance, and on the necessary rotational cycle.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				In FY17, the Department replaced approximately 200 of the vests purchased in 2012.		



## PUBLIC SAFETY

### TRAFFIC: METER TECHNOLOGY IMPROVEMENT PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21 the department plans to expand the smart meter pilot program to replace conventional single space meters with newer IPS meters in high demand areas. The new technology will allow customers to pay with coins and credit cards, allowing Traffic, Parking & Transportation (TP&T) to manage its parking supply and pricing more efficiently.						\$
IMPACT ON OPERATING BUDGET						
The Meter Technology Improvement Program will provide better management data on cash collection reconciliation and will help increase revenue by facilitating dynamic meter pricing. The introduction of new single space smart meters will enable the City to be more efficient in servicing and maintaining meters based on their electronic reporting system. In the short term, the Department will be able to save on spare part costs for the maintenance of older mechanical meters by salvaging existing meter parts from meters that have been replaced by smart meters. The smart meter equipment will have operating cost impacts associated with data communication and credit card fees.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Parking Fund Revenues	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
GRAND TOTAL	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
FY22-FY25 FUNDING						
Future funding will be used to replace obsolete single-space conventional meters with newer equipment until the full “fleet” of meters has been upgraded.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				In FY20 the Department replaced 21 T2 multi-space pay stations that were at the end of their life cycle with newer IPS machines.		




## PUBLIC SAFETY

### TRAFFIC: PARKING GARAGE RESTORATION AND IMPROVEMENTS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Traffic, Parking &amp; Transportation Department (TP&amp;T) plans to supplement FY21 funds with existing capital budget balances to pay for expenses related to the parking garage capital repairs. These repairs include concrete repairs at select locations, floor and drain line replacement, membrane waterproofing, and the need for an elevator replacement. TP&amp;T hired Walker Consultants to help address existing repair and enhancement needs. The repairs to the First Street Garage will be coordinated with the completion of the East Cambridge Courthouse, given the lease of 270 parking spaces to that project.</p>						<p>\$</p> <p></p>
IMPACT ON OPERATING BUDGET						
<p>Capital improvements at the parking garages help to minimize spending on garage repairs in the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Parking Fund Revenues	\$500,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,700,000
GRAND TOTAL	\$500,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,700,000
FY22-FY25 FUNDING						
<p>Future year funding will be used to undertake parking garage repairs as needed each year. By spending \$500,000 in FY21 and \$300,000 through FY25, necessary capital repairs will be completed at the Green Street and First Street garages.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>During FY20 Walker Consultants performed a Condition Appraisal for both garages and provided its recommendation for repairs which included selective plumbing, concrete, masonry and waterproofing repairs. Preparation of Construction documents and Bid Package for a Year-1 Repair Program for the garages is underway. The First Street Garage Phase 1 Lighting upgrade project was completed where new LED lighting fixtures were installed throughout the garage, decreasing energy consumption and costs.</p>		







# PUBLIC SAFETY

## TRAFFIC: TRAFFIC SIGNAL PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, an allocation of \$350,000 will be used to upgrade and modernize traffic signal systems. Improvements will include equipment cabinet and controller upgrades, cabling and conduit installation, accessible pedestrian signals, pole-mounted push button upgrades, rapid flashing beacons, wired and wireless connectivity for traffic signals, loop, microwave, and video detection for vehicles and bicycles, and permanent count stations to track vehicle and bicycle volume trends. As the Department continues to implement the City's Vision Zero program, design services for new signals, traffic signal modifications and new signal equipment will be needed to align with this critical City initiative.						 
IMPACT ON OPERATING BUDGET						
Upgrades will minimize maintenance and repair costs in the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Parking Fund Revenues	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
GRAND TOTAL	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
FY22-FY25 FUNDING						
Future year funding will be used for traffic signal system improvements with specific projects to be determined each year. The Department has developed a capital expenditure plan that lays out the funding priorities for the coming years.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>TP&amp;T made changes to signalized intersections of Mass Ave, Somerville Ave, White St, Upland Rd, and installed new signals at Broadway and Ellery St. In the previous condition, Broadway was free-flowing, while Ellery Street southbound was stop controlled. Road users reported frequent angle crashes at the intersection which was supported by crash data from the Cambridge Police Department. The installation of the traffic signals assigned a clear right of way for approaching bicycle and vehicular traffic and made it easier for pedestrians to cross all legs of the intersection with a walk indication instead of relying on motorists to yield.</p>		

## PUBLIC SAFETY



### TRAFFIC: VISION ZERO SAFETY IMPROVEMENTS FUND

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, an allocation of \$300,000 will be used to fund small and medium size capital improvement projects to improve traffic safety and support the City's Vision Zero Initiative to eliminate traffic fatalities and serious injuries. The funds will be used to make spot improvements at locations that will increase safety for vulnerable road users including people who walk, bike, and take transit. Typical projects may include pedestrian refuge islands or curb extensions, bicycle signals, floating bus stops, or speed feedback signs.						 
IMPACT ON OPERATING BUDGET						
This item will have minimal impacts on the Department's operating budget. Signal equipment, such as bicycle signals, will be maintained using existing operating funds. Additional operating impacts are not anticipated.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Parking Fund Revenues	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
GRAND TOTAL	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
FY22-FY25 FUNDING						
Future funding will continue to target capital safety improvements aimed at eliminating traffic fatalities and serious injuries. The capital funds will be used to supplement and upgrade quick-build safety projects, targeted interventions at locations where data indicates safety problems exist, and to introduce new safety measures.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
   				Plans are underway to deploy speed feedback signs in support of the lower speed limits implemented on all primarily local access roadways. Using the FY20 budget of \$300,000, select locations on the quick-build separated bike lane network have been identified for spot capital improvements for pedestrian and bus stop safety.		







# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CABLE TV: MEDIA ARTS STUDIO UPGRADE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In order to remain consistent with current production and broadcast standards, 22-CityView will continue to upgrade the Media Arts Studio facility to include LED lighting on the production grid. We will also replace some of the studio furniture, and explore the use of modular production sets that will allow for a number of set configurations.						
IMPACT ON OPERATING BUDGET						
Maintenance and repair costs may increase with equipment over time.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Departmental Revenue	\$141,330	\$0	\$0	\$0	\$0	\$141,330
GRAND TOTAL	\$141,330	\$0	\$0	\$0	\$0	\$141,330
FY22-FY25 FUNDING						
Current cable license agreement expires in FY21.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				FY20 funding of \$141,330 was used to upgrade studio equipment.		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: ECONOMIC DEVELOPMENT - BIOMEDICAL CAREER TRAINING PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, an allocation of \$99,000 of CDBG funds will support 9 low-moderate income students in the Biomedical Career Training Program. This is a nine-month certificate program that provides academic, and lab instruction to Cambridge Neighborhood Revitalization Strategy (NRS) area residents to prepare them for entry level biotech jobs such as lab technicians, manufacturing technicians, and animal care technicians at local life science companies, universities, research institutions, clinical laboratories and hospitals. This program provides an economic opportunity to the eligible residents who participate in the program.						  
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$99,000	\$99,000	\$99,000	\$99,000	\$99,000	\$495,000
GRAND TOTAL	\$99,000	\$99,000	\$99,000	\$99,000	\$99,000	\$495,000
FY22-FY25 FUNDING						
Depending on Federal funding levels, it is expected that \$99,000 in future allocations will be used to continue offering training opportunities to eligible NRS residents.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>\$99,000 was used in FY20 to support Biomedical Career Training Program activities. Pictured left is the graduating class.</p>		



# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: ECONOMIC DEVELOPMENT - MICROENTERPRISE WORKSHOPS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, an allocation \$82,000 of CDBG funds will support the Business Development Services program for Cambridge businesses, the 10-week business planning program, Small Business Coaching Program, and the Cambridge Entrepreneurship Assistance Program. The programs will provide business development workshops and counseling services to new and emerging income-eligible entrepreneurs in Cambridge. This program provides economic empowerment and growth to the residents and business owners who participate in the programs.						  
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$82,000	\$82,000	\$82,000	\$82,000	\$82,000	\$410,000
GRAND TOTAL	\$82,000	\$82,000	\$82,000	\$82,000	\$82,000	\$410,000
FY22-FY25 FUNDING						
Depending on Federal funding levels, it is expected that \$82,000 in future allocations will be used to continue offering these business development workshops, 10-week business planning program, Small Business Coaching Program, and the Cambridge Entrepreneurship Assistance Program.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				In FY20, funding supported microenterprise training workshops in topics such as: Search Engine Optimization, Google Analytics, WordPress for Beginners, Creating a Powerful Business Pitch, and Social Media Strategy. Funding also supported two rounds of the 10-week business planning course and the Small Business Coaching Program in the areas of financial planning, legal coaching, interior design, and marketing.		





# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: ECONOMIC DEVELOPMENT - SMALL BUSINESS ENHANCEMENT & INTERIOR ACCESS PROGRAMS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of \$91,500 of CDBG funds will be used to support the City's economic development programs for low and moderate-income home-based and brick and mortar business owners through the Small Business Enhancement Program. The program includes staff consultation and financial assistance. After obtaining feedback from individual staff consultations, program participants are assisted with implementation of recommendations through the grant program. This allocation also supports the Retail Interior Accessibility Program, which provides financial assistance to business owners seeking to renovate or improve the interior of their commercial buildings to make their business more accessible to those who are sensory and/or physically disabled. The program seeks to improve accessibility and physical appearances of independent businesses and make Cambridge commercial districts more accessible to all.</p>						  
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$91,500	\$91,500	\$91,500	\$91,500	\$91,500	\$457,500
GRAND TOTAL	<b>\$91,500</b>	<b>\$91,500</b>	<b>\$91,500</b>	<b>\$91,500</b>	<b>\$91,500</b>	<b>\$457,500</b>
FY22-FY25 FUNDING						
It is anticipated that future allocations will continue at the same level if program participation remains high and CDBG funding is available to support this highly successful program.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY20 funding of \$91,500 allowed for businesses to receive grants for new kitchen and display equipment, outdoor furniture, ADA bathrooms, point of service (POS) countertop register systems and new e-commerce websites. It is anticipated that at the end of FY20, a total of 17 businesses will receive grants through the Small Business Enhancement and Retail Interior Access Programs.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: ECONOMIC DEVELOPMENT - STOREFRONT IMPROVEMENTS PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, an allocation of \$200,000 will support the City's Storefront Improvements Program, which was enhanced in FY15 with the addition of the Architectural Barriers Removal component. This program, which supports multiple City goals, enables participating businesses to remove barriers to accessibility and improve their overall storefront appearance, which helps integrate businesses of all sizes into the thriving Cambridge ecosystem. These upgrades are often challenging for small businesses due to their high cost. This program provides economic benefits to the businesses that participate in the program, supports the City's commercial districts, and assists in building a more stable tax base.						  
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
GRAND TOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
FY22-FY25 FUNDING						
\$200,000 in future allocations each year will be used to continue offering storefront improvements, including architectural barrier removal.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				FY20 funding of \$200,000 continued storefront improvements, including architectural barrier removal. It is anticipated that at the end of FY20, 18 projects including 10 signage and 8 façade/accessibility improvement projects for various amounts will be complete. This funding has facilitated restoration of many of the City's historic retail storefronts and contributed to street-level vibrancy throughout Cambridge, as demonstrated by the recently completed project shown at left (Cambridge Cat Clinic - Awarded full \$35,000 façade/accessibility grant).		

# COMMUNITY MAINTENANCE AND DEVELOPMENT


## CDD: HOUSING - AFFORDABLE HOUSING PRESERVATION & DEVELOPMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of building permit fee revenue and property taxes will supplement Community Preservation Act funds to help the Affordable Housing Trust preserve and create permanently affordable housing for low, moderate-, and middle-income residents. The amount allocated for FY21 reflects a continued allocation of 25% of budgeted building permit fees and an increased allocation of property taxes which combines to an increase of \$5,273,630 from last year. This allocation coupled with the projected CPA of \$12,256,000 in FY21 doubles the amount appropriated in FY19 of \$13,626,000. Dedicating additional City funds to the Affordable Housing Trust will help with efforts to advance the City Council's affordable housing goals and pursue opportunities to create new affordable units and preserve existing affordable housing. These funds will be appropriated to the Affordable Housing Trust for use in supporting specific affordable housing preservation and development efforts.</p>						  
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Departmental Revenue	\$4,998,630	\$4,998,630	\$4,998,630	\$4,998,630	\$4,998,630	\$24,993,150
Property Taxes	\$10,000,000	\$11,000,000	\$12,100,000	\$13,310,000	\$14,641,000	\$61,051,000
GRAND TOTAL	<b>\$14,998,630</b>	<b>\$15,998,630</b>	<b>\$17,098,630</b>	<b>\$18,308,630</b>	<b>\$19,639,630</b>	<b>\$86,044,150</b>
FY22-FY25 FUNDING						
<p>The City will continue this capital allocation to the Affordable Housing Trust by allocating 25% of budgeted building permit fees each year to ensure that the Affordable Housing Trust has resources necessary to carry out affordable housing goals. In addition, the City will continue to look at other revenue sources to supplement this funding in FY22-25.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funds are being used to fund Frost Terrace (left) where 40 new units of affordable rental housing are now being built.</p>		



# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: HOUSING - AFFORDABLE HOUSING PROJECT DEVELOPMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, an allocation of \$110,555 of CDBG funds will support the development of new affordable housing units in the City.						<div>\$</div> <div>🏠</div>
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$110,555	\$0	\$0	\$0	\$0	\$110,555
GRAND TOTAL	\$110,555	\$0	\$0	\$0	\$0	\$110,555
FY22-FY25 FUNDING						
As federal funding levels decrease year to year, it is expected that \$0 in future allocations will be available for new development. However, if CDBG funding is maintained, these funds will continue to be available in future years.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				CDBG funding is used to create new affordable housing, including this home in East Cambridge which was renovated and sold to an eligible homebuyer in FY20.		



# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: HOUSING - HOME IMPROVEMENT PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, an allocation of \$464,895 in CDBG funds will support nonprofit housing agencies to provide technical and financial assistance to low- and moderate-income eligible Cambridge homeowners to provide needed repairs and stabilize owner-occupants in their homes.						<div>\$</div> <div>🏠</div>
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$464,895	\$464,895	\$464,895	\$464,895	\$464,895	\$2,324,475
GRAND TOTAL	\$464,895	\$464,895	\$464,895	\$464,895	\$464,895	\$2,324,475
FY22-FY25 FUNDING						
Depending on federal funding levels, it is expected that \$464,895 in future allocations will be used to continue this program.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				FY20 funding provided financial assistance and housing stabilization services which assisted more than 30 residents with needed home repairs and improvements.		

# COMMUNITY MAINTENANCE AND DEVELOPMENT




## CDD: HOUSING - HOUSING MEDIATION PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
The allocation of \$130,000 of CDBG will support the services of an agency to provide Housing Mediation services in FY21. The agency will provide dispute resolution, conflict management and stabilization services to eligible tenants and property owners to assist in resolving housing-related disputes including non-payment of rent, health and safety violations, nuisance complaints, and other lease violations.						
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$650,000
GRAND TOTAL	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$650,000
FY22-FY25 FUNDING						
Depending on Federal funding levels, it is expected that \$130,000 in future allocations will be used to continue this program.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				FY20 funding supported efforts to mediate or otherwise resolve more than 125 cases of housing-related conflicts among tenants, rental property owners, and homeowners and offer assistance for condominium owners in associations with affordable homes.		




# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: HOUSING - HOUSING REHABILITATION ASSISTANCE PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, an allocation of \$337,250 of CDBG funds will support the Housing Rehabilitation Assistance Program which offers underserved Cambridge youth employment and skills training while engaging them in rehab and development of affordable housing.						 
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$337,250	\$337,250	\$337,250	\$337,250	\$337,250	\$1,686,250
GRAND TOTAL	\$337,250	\$337,250	\$337,250	\$337,250	\$337,250	\$1,686,250
FY22-FY25 FUNDING						
Depending on Federal funding levels, it is expected that \$337,250 in future allocations will be used to continue this program.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				FY20 funding supported 70 youths participating in employment and rehab skills training.		


# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: HOUSING - TENANT ORGANIZING SERVICES

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, an allocation of \$75,000 of CDBG funds will support the services of an agency to provide support to residents in buildings at-risk through expiring affordable housing restrictions. This program provides advocacy services to low- and moderate-income tenants to preserve expiring units at risk.						<div>\$</div> <div>🏠</div>
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
GRAND TOTAL	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
FY22-FY25 FUNDING						
Depending on Federal funding levels, it is expected that \$75,000 in future allocations will be used to continue this program.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				FY20 funding was used to support efforts to assist tenants in identifying issues and advocating for interventions to support tenants, and to support efforts to extend affordability commitments in buildings facing expiring affordability commitments to help keep people in their homes.		




# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: SENNOTT PARK RENOVATIONS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Sennott Park is currently under design, with the community process and construction expected to start in FY21. In the process of surveying the site, observing use demands, and conditions, it is apparent that the basketball courts and the open central lawn (field) are in need of upgrades. Proposed upgrades would include resurfacing both ball courts, and reconstruction of lawn area to improve drainage/permeability/ irrigation.						<div>\$</div> <div>🌳</div>
IMPACT ON OPERATING BUDGET						
There is no impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$150,000	\$0	\$0	\$0	\$0	\$150,000
GRAND TOTAL	\$150,000	\$0	\$0	\$0	\$0	\$150,000
FY22-FY25 FUNDING						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>The initial funding for Sennott Park was \$1,500,000. The scope of the project included the total renovation of the playground, water play area, all interior perimeter walks around field, LED path lighting, new fencing, tree planting, and improved access between the park and teen center.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT




## CDD: TRANSPORTATION - ELECTRIC VEHICLE CHARGING INFRASTRUCTURE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, an allocation of \$100,000 will be used in combination with FY20 funds to design and install up to twelve (12) dual head Level 2 electric vehicle charging stations in the public right of way or on municipal property. Given the high percentage of Cambridge residents who do not have a dedicated off-street parking spot, a network of public charging infrastructure in the public right of way is necessary to allow Cambridge residents to own or lease an EV. Supporting EV ownership for residents who choose to own/lease a personal vehicle is consistent with City Council goals, and a public Electric Vehicle Supply Equipment (EVSE) network ensures that these goals are met in an equitable way.						 
IMPACT ON OPERATING BUDGET						
The new stations will add approximately \$10,000 in operating costs to DPW's operating budget. Operating costs comprise the Chargepoint network fee, E-commerce fees and preventive maintenance services. These costs are expected to be fully recovered through the user fee structure the City adopted July 1, 2018.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$100,000	\$100,000	\$195,000	\$100,000	\$100,000	\$595,000
GRAND TOTAL	\$100,000	\$100,000	\$195,000	\$100,000	\$100,000	\$595,000
FY22-FY25 FUNDING						
Budget requests for FY22-25 will support the need to expand the EV charging network in the future to meet the charging needs, as EV ownership in Cambridge is expected to increase over time. The City is currently working with a consultant to design a neighborhood EV charging pilot to test the delivery of "at home like" charging solutions for residents who do not have off street parking.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Cambridge partnered with Eversource's Make-Ready program which covered excavation and electricity upgrade costs, allowing the City to leverage capital funds to install an additional 4 stations (7 new stations in FY19 total). The project carried over into FY20, and some FY20 funds were used to cover the cost of DEP permits for 3 of the 7 stations.		






# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: TRANSPORTATION - BICYCLE PARKING PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, an allocation of \$50,000 will be used for the procurement and installation of at least 150 bicycle parking racks, primarily in the main business districts, small neighborhood business districts, schools, and other locations based on public requests. In addition, funds will be used to install seasonal bicycle parking corrals that will take the place of on-street vehicle parking spaces in locations with limited sidewalk space, heavy pedestrian traffic, and high bicycle parking demand.						 
IMPACT ON OPERATING BUDGET						
There is no direct impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Parking Fund Revenues	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
FY22-FY25 FUNDING						
\$50,000 per year in future allocations will be used to continue the procurement and installation of approximately 150 bicycle racks per year as well as the installation of bicycle parking corrals. Funds will also be used for the maintenance of Cambridge's 13 bicycle repair stations.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY20 funding was used for the modification and/or installation of more than 150 bicycle racks as well as the installation of seasonal on-street bicycle parking corrals. Installation began in fall 2019 and continued in spring 2020. Four bicycle parking corrals remained deployed over the winter season in high demand areas and one additional seasonal corral was placed on Cambridge St due to high demand.</p> <p><i>Photo: Newly installed bike parking at the new King Open and Cambridge Street Upper School campus</i></p>		




# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: TRANSPORTATION - BICYCLE PARKING SPECIAL PROJECTS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, an allocation of \$33,000 will be used in combination with prior year funding for additional and covered bicycle parking at Cambridge Rindge and Latin School (CRLS) in conjunction with ongoing design work. Funds will be used primarily for the procurement and installation of a bicycle shelter to protect bikes from precipitation and encourage employee, student and visitor cycling.						 
IMPACT ON OPERATING BUDGET						
There is no direct impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Parking Fund Revenues	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000	\$165,000
GRAND TOTAL	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000	\$165,000
FY22-FY25 FUNDING						
\$33,000 per year in future allocations will be used for the procurement and installation of bicycle parking shelters at municipal buildings and other high demand locations to protect bikes from precipitation and encourage cycling. Funds will also be used for more complex bike parking projects that require new curbing, concrete, asphalt, or brick surfaces.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funding will be combined with FY21 funding for additional covered bicycle parking at CRLS and the Main Library, in conjunction with ongoing design work. Funds will be used primarily for the procurement and installation of a bicycle shelter to protect bikes from precipitation and encourage employee and visitor cycling.</p> <p><i>Photo:</i> A bicycle parking shelter was installed at this location at the Peabody and Rindge Avenue Upper schools.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT





## CDD: TRANSPORTATION - BICYCLE SPOT IMPROVEMENTS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of \$25,000 will be used to fund relatively small but important changes to infrastructure to support bicycling, and to improve safety and comfort of riders. These modifications make facilities more attractive for riders of all ages and abilities. Projects generally include changes to curbs, signals, or other streetscape elements to allow for site-specific enhancements to bicycle facilities. With large increases in bicycle ridership, the completion of a bicycle connectivity study, and implementation of quick-build separated facilities, there is documented demand, which is expected to increase, for changes to streets that are not in the Five-Year Sidewalk and Street Reconstruction Plan. This allocation will facilitate tactical response where high-priority interventions are needed. In FY21, options include the installation of pedestrian crossing islands at key locations where people cross separated bicycle lanes (locations are being evaluated on Cambridge Street, Brattle Street and Mass. Ave.). Additional floating bus stop locations are also being evaluated to improve overall safety and support transit access.</p>						 
IMPACT ON OPERATING BUDGET						
There is no direct impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
GRAND TOTAL	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
FY22-FY25 FUNDING						
\$25,000 in annual future allocations will be used to make physical improvements for cycling on an ongoing basis.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY20, this allocation will be used to construct a floating bus stop, planned for the South Mass Avenue corridor during late spring 2020. Shown at left is the existing successful example on Ames Street.</p>		






# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: TRANSPORTATION - BUS STOP IMPROVEMENTS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, an allocation of \$25,000 will fund this ongoing program to improve the customer experience of bus riders and facilitate the ability of bus operators to pull up safely to bus stops and provide easy boarding and alighting. The changes funded by this program also help to reduce conflicts between buses and other roadway users. This allocation is consistent with the City's commitment to support bus riders and recognizes that buses are a core component of Cambridge's broader transportation strategy. This program has been effective and is one of the top priorities of the Transit Advisory Committee.						   
IMPACT ON OPERATING BUDGET						
There is no direct impact on the operating budget. One-time infrastructure improvements, like curb extensions and benches do not have an operating budget impact. However, real-time bus information signage does require ongoing operating funds for data, content management service, and physical maintenance. This need has been incorporated into the operating budget request for overall maintenance of real-time transit signage, including TransitScreens.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
GRAND TOTAL	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
FY22-FY25 FUNDING						
It is anticipated that an allocation will be made in each year's budget cycle to fund the purchase and installation of city-owned bus shelters, benches, and leaning bars, as well as the construction of "floating" bus stops at locations of potential safety conflicts between people on bikes and transit or a need for increased cyclist safety and comfort.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Funds from prior years have been used to purchase and install new bus stop benches, replace damaged bus stop benches, pilot two types of real-time information signs, and construct curb extensions for bus shelters and to allow buses to pull up flush to the curb.</p> <p><i>Photo:</i> An example of one of the 13 bus benches installed at 11 locations around Cambridge in FY20.</p>		




# COMMUNITY MAINTENANCE AND DEVELOPMENT

## CDD: TRANSPORTATION - TRAFFIC CALMING

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
An allocation of \$300,000 from Parking Fund Revenues will be used for the design and construction of traffic calming measures on the following proposed streets: Centre Street, Chestnut Street, Dana Street, Montgomery Street. Projects occur in conjunction with roadway improvement projects and are therefore determined based on Public Works' plan for the fiscal year. The goal of the traffic calming concepts is to improve the safety and comfort of citizens of all ages and abilities who walk, bike, and drive in Cambridge. The implementation of traffic calming tools will support the city's efforts to achieve City Council goals including Vision Zero and new speed limits.						 
IMPACT ON OPERATING BUDGET						
There is no direct impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Parking Fund Revenues	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
GRAND TOTAL	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
FY22-FY25 FUNDING						
It is anticipated that an allocation will be made in each year to fund traffic calming projects.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>The Dudley Street Reconstruction project consisted of the reconstruction of sidewalks and roadway, building a new accessible route for all users on Dudley Street from Clifton Street to Massachusetts Avenue. The project also included the reconstruction of the raised intersection at Clifton Street, curb extensions at Jackson Street, Clay Street, Montgomery Street, Reed Street and Massachusetts Avenue. New access ramps and crosswalks were also completed as part of the project at all intersections.</p> <p><i>Photo:</i> Pedestrian improvements at the intersection of Dudley Street and Montgomery Street included construction of a new access route around an existing tree.</p>		


# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - ENERGY EFFICIENCY PROJECTS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An allocation of \$100,000 from Resident Parking Sticker revenue and supplementals by prior appropriations from utility rebates, will continue to support the energy efficiency program. These funds are critical to the City's ability to meet its commitments to reduce greenhouse gas emissions and become carbon neutral by 2050. The additional funding for FY21 will allow the City to take advantage of Eversource rebates for LED lighting, which will soon be phased out due to the market penetration of LED technology. Work will prioritize large buildings, including the War Memorial Recreation Center, Robert W. Healy Public Safety Building and Main Library as well as older schools that have no lighting controls/occupancy sensors. LED lighting can save 30 to 60% in lighting electricity in these buildings. Work will also continue on upgrades to the building management system at the War Memorial and various heating, ventilation and air conditioning (HVAC) projects.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Projects completed in FY20 will save 375,000 kilowatt-hours (kWh) per year, more than enough electricity to power both the Moses and Frisoli Youth Centers for a year. Installation of energy-saving equipment will also result in the need to procure a smaller amount of electricity to meet the City's 100% renewable supply commitments.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Resident Parking Sticker Revenues	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
GRAND TOTAL	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
FY22-FY25 FUNDING						
Annual funding will continue.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY20 accomplishments include lighting upgrades at the Fletcher Maynard Academy, War Memorial Recreation Center, Gallery 344 at the City Hall Annex, Russell Youth Center, Baldwin School and gymnasiums at several youth centers. Parking fund revenues funded Phase 1 of lighting improvements at the First Street Garage. Heating and air conditioning projects included a feasibility study of River Street Firehouse (Engine 6) HVAC improvements, final commissioning of the Central Square Library building management system and the DPW sign shop heat pump replacement.</p>			




# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: BUILDINGS - FLOORING & FURNISHINGS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funding will support replacement of flooring, carpeting, and furnishings throughout City buildings.						\$
IMPACT ON OPERATING BUDGET						
Repairs will reduce the number of service calls made and will ensure that walking surfaces remain safe and accessible.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$100,000	\$110,000	\$110,000	\$110,000	\$110,000	\$540,000
GRAND TOTAL	\$100,000	\$110,000	\$110,000	\$110,000	\$110,000	\$540,000
FY22-FY25 FUNDING						
Future funding will continue to resolve ongoing issues with flooring, carpets, and furnishings.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Projects funded in FY20 include additional carpet for sections of the Citywide Senior Center third floor and sections of the Public Works Simard Building second floor, as well as furnishings for the City Clerk's Office, office chairs for the License Commission, and ergonomic sit/stand desks for the License Commission and Public Works.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT



## PUBLIC WORKS: BUILDINGS - MUNICIPAL FACILITIES IMPROVEMENT PLAN (MFIP)

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The goal of the MFIP is to provide, and maintain, high-performing facilities for staff, occupants, the public, and the broader environment. An allocation of \$16 million in FY21 will continue to fund significant building improvements and deferred maintenance projects. Proposed projects include, but are not limited to the following: Department of Public Works Complex upgrades, Lexington Avenue and River Street Firehouse alterations (which is budgeted in Public Safety Section), and Inman Square Firehouse Facade and Structural Repair. In addition, supplemental appropriations are made during the fiscal year to support MFIP projects.</p>						  
IMPACT ON OPERATING BUDGET						
<p>Strategic improvements to building systems will continue result in lower energy and maintenance costs, higher occupant comfort and productivity, and preservation of building infrastructure.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Bond Proceeds	\$16,000,000	\$0	\$10,000,000	\$10,000,000	\$10,000,000	\$46,000,000
GRAND TOTAL	<b>\$16,000,000</b>	<b>\$0</b>	<b>\$10,000,000</b>	<b>\$10,000,000</b>	<b>\$10,000,000</b>	<b>\$46,000,000</b>
FY22-FY25 FUNDING						
<p>Funding for this program will be ongoing. By completing deferred maintenance projects, the City can plan for and manage preventative maintenance and cyclical capital improvement projects, ensuring a well maintained facilities portfolio.</p>						
STATUS OF PRIOR YEAR PROJECTS						
<p>FY20 MFIP funded projects include the following:</p> <ul style="list-style-type: none"> <li>Robert W. Healy Public Safety Building HVAC Upgrade, DPW Complex Upgrade, Fire Notification Upgrade at four Firehouses, FDHQ Alteration Design</li> </ul> <p>FY20 Completed Projects and Studies:</p> <ul style="list-style-type: none"> <li>City Hall Annex, Universal Design Entry Plaza and Interior Improvements</li> <li>Coffon Building, Lower Level Interior Alteration</li> <li>Department of Public Works Ryan Garage Overhead Door &amp; Safety Upgrades</li> <li>East Cambridge Firehouse, HVAC Upgrade</li> <li>Electrical Shop, Roof Replacement</li> <li>Fire Dept. Headquarters &amp; Lafayette Firehouse Air Conditioning and Insulation Upgrades</li> <li>Inman &amp; Porter Square Firehouse Air Conditioning Upgrades</li> <li>Graham and Parks School Photovoltaic Array Feasibility Study and Kennedy Longfellow School Energy Storage Feasibility Study</li> <li>Moses Youth Center, Rear Plaza Upgrade and Moses &amp; Frisoli Youth Centers HVAC Feasibility Study</li> <li>River Street Firehouse Interior Improvements &amp; HVAC Feasibility Study</li> </ul>						











# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: CEMETERY SPACE OPTIMIZATION AND BEAUTIFICATION

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This budget allocation continues to fund the development of a master plan to identify opportunities to optimize space and improve the Cambridge Cemetery over the next five to ten years.</p> <p>The plan includes a review of available areas throughout the Cemetery that are too small for traditional full burial lots, and a consideration of alternatives such as cremation burial areas (niches, scattering areas) and an aesthetically pleasing memorial wall. There will also be opportunities to beautify the Cemetery by possibly narrowing roads, installing new plantings, and adding additional trees.</p>						<p>\$</p> <p></p>
IMPACT ON OPERATING BUDGET						
Additional burial sites are likely to result in additional revenue to help maintain the Cemetery.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$100,000	\$0	\$0	\$0	\$0	\$100,000
GRAND TOTAL	\$100,000	\$0	\$0	\$0	\$0	\$100,000
FY22-FY25 FUNDING						
Additional appropriation to support the results of the Master Plan will be required.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY18 and FY19 allocations totaling \$75,000 were applied to the initial phases of this plan, which is currently on-going.</p>		




# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: HARVARD SQUARE KIOSK AND PLAZA ADDITIONAL SAFETY IMPROVEMENTS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>As part of the Harvard Square Kiosk and Plaza and Surface Enhancements Project, additional safety improvements have been identified in the Super Crosswalk area (between the Harvard Coop and the Kiosk). These safety improvements support the City's commitment to Vision Zero and include simplifying the overall operation of the intersection; removing a vehicular travel lane; reducing the crossing distance for pedestrians; providing additional plaza space; and simplifying the merge for cyclists and motorists travelling towards Porter Square.</p> <p>The project is being bid this spring / summer.</p>						      
IMPACT ON OPERATING BUDGET						
<p>By allocating funds for the reconstruction of streets and sidewalks, the City is reducing street maintenance costs in the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Mitigation Revenue	\$1,908,250	\$0	\$0	\$0	\$0	\$1,908,250
GRAND TOTAL	\$1,908,250	\$0	\$0	\$0	\$0	\$1,908,250
FY22-FY25 FUNDING						
<p>Future funding is not anticipated.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY16, FY17 and FY20 a total of \$12,600,000 was appropriated for the design and construction of the Kiosk, Plaza and Eliot Street.</p> <p><i>Photo: Perspective view of northern Plaza space.</i></p>		
<small>HARVARD SQUARE - CAMBRIDGE, MASSACHUSETTS</small>				<small>Touloukian Touloukian Inc. H&amp;R HALLYORSON DESIGN PARTNERSHIP CITY OF CAMBRIDGE</small>		





# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: PARKS - PARK PLAY AREA SHADE STRUCTURES

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Semi-permanent shade canopy structures at playgrounds will enable the public to enjoy these facilities during hot summer days when there is no natural shade. FY21 funding, in combination with previous allocations, will be used for installation of shade structures at both Greene-Rose Heritage Park and Russell Field.						 
IMPACT ON OPERATING BUDGET						
There is minimal impact anticipated on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$85,000	\$0	\$0	\$0	\$0	\$85,000
GRAND TOTAL	\$85,000	\$0	\$0	\$0	\$0	\$85,000
FY22-FY25 FUNDING						
No funding is expected to be requested.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Allocations of \$50,000 in both FY18 and FY19 are being applied to the design of a shade structure at both Greene-Rose Heritage Park and Russell Field. FY20 funds will support installation.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT


## PUBLIC WORKS: PARKS - PARK SURFACING RESTORATION PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>There are 28 rubber playground surfaces throughout the city. These surfaces ensure a safe and accessible play surface for adults and children. The general life of these surfaces is 10-12 years. Rubber surfacing at several parks has deteriorated to the point where it cannot be temporarily patched. Replacement will ensure that walking and play surfaces remain safe and accessible.</p> <p>The FY21 allocation will be used at Maple and Marie Playground and Cooper Playground.</p>						  
IMPACT ON OPERATING BUDGET						
Regular upgrades will reduce routine maintenance costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$100,000	\$100,000	\$100,000	\$160,000	\$160,000	\$620,000
GRAND TOTAL	\$100,000	\$100,000	\$100,000	\$160,000	\$160,000	\$620,000
FY22-FY25 FUNDING						
<p>Future years' work will continue to resolve ongoing issues with rubber surface repairs. In FY22, work will include Alden Playground and Silva Playground. In FY23, work will include Fletcher Maynard and Larch Road Park. FY24 work will include Riverside Press Park. FY25 work will include Pine St. park.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funding was used for surface restoration at Gore Street, Lee &amp; West, Dana and Alberico park playgrounds as well as a restoration of the Corporal Burns Park. The FY19 allocation to address surface restoration of Peabody School Playground will be included in the larger Peabody Playground renovation project.</p>		



# COMMUNITY MAINTENANCE AND DEVELOPMENT



## PUBLIC WORKS: PARKS - PARK WATER CONSERVATION PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The City manages 97 irrigated sites (ranging from small planting beds to large fields), 22 water plays, and 52 water fountains. Irrigation provides important community benefits, including beautification and plant health, while water plays and fountains provide much needed relief during hot weather.</p> <p>Public Works began to implement a central control system for park and public area irrigation sites, water plays, and water fountains starting in FY17. This system enables remote monitoring and control, including automatic shut off for leaking equipment. The system helps conserve water, and puts Cambridge at the forefront of municipal water conservation among New England municipalities.</p>						  
IMPACT ON OPERATING BUDGET						
<p>This project is expected to result in more efficient maintenance and repair processes, and better levels of service (in terms of quality of plantings and reduced downtime) and better water conservation.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$400,000
GRAND TOTAL	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$400,000
FY22-FY25 FUNDING						
<p>Public Works estimates that full program implementation, which includes all Public Works-maintained facilities and Danehy Park, will cost \$800,000 in total between FY17 and FY24.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In the beginning of this program it was discovered that the existing irrigation boxes needed to be replaced as they were either too small for the new control equipment or were in a deteriorated condition. With prior allocations, 34 irrigation boxes were replaced and new central irrigation control equipment was installed at 17 sites.</p>		









# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: PARKS - RECREATIONAL HARD SURFACE RESTORATION

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The City manages and maintains 34 basketball courts, 11 tennis courts and 3 street hockey courts. Many of these facilities are heavily used for youth and adult sports, and some hard surfaces support special events that would not otherwise be possible.</p> <p>At this time there are a number of courts that need to be replaced, despite significant repairs. FY21 funds are programmed for replacing the Gold Star Mothers (Gore Street) Playground basketball court.</p>						<p>\$</p> <p></p>
IMPACT ON OPERATING BUDGET						
This request would reduce the operating budget resources dedicated to small, short-term repairs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$165,000	\$165,000	\$165,000	\$200,000	\$200,000	\$895,000
GRAND TOTAL	<b>\$165,000</b>	<b>\$165,000</b>	<b>\$165,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$895,000</b>
FY22-FY25 FUNDING						
Future allocations will be used for hard surface restoration at Riverside Press Tennis Court and Corporal Burns, Lindstrom, Reverend Williams, Hoyt and Riverside Press basketball courts.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>The FY20 allocation is being used to restore the Kennedy Longfellow basketball court.</p>		



# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - AGASSIZ

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
The Agassiz program is an ongoing sewer separation and stormwater program. No funding is being appropriated in FY21.						    
IMPACT ON OPERATING BUDGET						
Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Sewer Bond Proceeds	\$0	\$5,000,000	\$25,000,000	\$0	\$0	\$30,000,000
GRAND TOTAL	\$0	\$5,000,000	\$25,000,000	\$0	\$0	\$30,000,000
FY22-FY25 FUNDING						
FY22 and FY23 funding will be used for the design and construction of sewer, stormwater, water, street, and sidewalk improvements on Kirkland Street and Roberts Road. Kirkland Street is a major connector for pedestrians and cyclists traveling to and from Harvard Square. A comprehensive community design process will be undertaken to develop the design of this key corridor with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets and Vision Zero.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Photo: Kirkland Street		






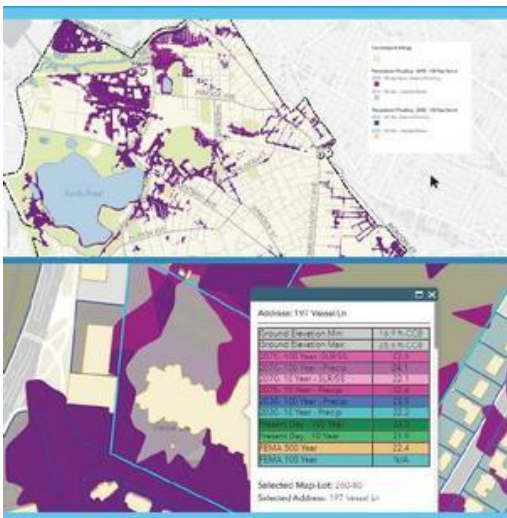
# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - CAPITAL REPAIRS PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
An FY21 appropriation and bond authorization of \$6 Million to the Capital Repairs Program will maintain the quality of the existing sewer and drain infrastructure throughout the city by completing repairs of older pipes. Typical methods include cured-in-place pipe (CIPP) lining and slip-lining. The goal is to structurally rehabilitate older pipe systems that are showing signs of age in areas where more significant sewer separation and stormwater management projects are not scheduled.						 
IMPACT ON OPERATING BUDGET						
Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Sewer Bond Proceeds	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$30,000,000
GRAND TOTAL	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$30,000,000
FY22-FY25 FUNDING						
Future allocations to this program will be used to continue rehabilitating pipe systems.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Previous funding supported the creation of the program, repairs of deteriorated pipes, and CIPP lining contracts. The InfoWorks program is used to identify defects and develop an overall rating index for each segment of pipe based on video inspections. This rating index is used to create a prioritization of locations for rehabilitation. Lining contracts are continuing to structurally rehabilitate our older pipe segments.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT







## PUBLIC WORKS: SEWER/STORMWATER - CLIMATE CHANGE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
An FY21 appropriation and bond authorization of \$500,000 will be used to implement efforts identified through the City's Climate Change Vulnerability Assessment and the Climate Change Preparedness and Resilience Plan. Funding will be used to improve the City's resiliency to the impacts of climate change (increased precipitation and sea level rise) and additional modeling efforts to further refine the projected impacts to Cambridge and evaluate potential resiliency efforts.						    
IMPACT ON OPERATING BUDGET						
Continued investment in understanding the City's vulnerabilities to climate change and implementing preparedness and resiliency efforts will reduce the need for emergency responses to sewer backups and flooding, saving on operating costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Sewer Bond Proceeds	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
GRAND TOTAL	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
FY22-FY25 FUNDING						
Future allocations to this program will be used to continue implementing resiliency efforts.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
 <p>Learn the flooding risk for your home or business:  <a href="http://cambridgema.gov/floodviewer">cambridgema.gov/floodviewer</a></p>				<p>Previous funding has supported the Climate Change Vulnerability Assessment, the on-going Climate Change Preparedness and Resilience Plan, the FloodViewer Tool that allows property owners to look up flood projections for individual properties, and the Urban Forestry Master Plan.</p>		



# COMMUNITY MAINTENANCE AND DEVELOPMENT




## PUBLIC WORKS: SEWER/STORMWATER - HARVARD SQUARE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Harvard Square program is an ongoing sewer separation and stormwater management program. Previous funds appropriated are supporting the cleaning of the existing CAM005 stormwater outfall near Mt. Auburn Hospital, constructing a new stormwater outfall at Willard Street, and reconstructing Willard Street between Mt. Auburn Street and Brattle Street with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets and Vision Zero. The Willard St construction is scheduled to begin summer 2020 once permitting is completed.</p>						    
IMPACT ON OPERATING BUDGET						
Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Sewer Bond Proceeds	\$0	\$0	\$0	\$2,650,000	\$0	\$2,650,000
GRAND TOTAL	\$0	\$0	\$0	\$2,650,000	\$0	\$2,650,000
FY22-FY25 FUNDING						
Future funding will be used for Upper Harvard Square improvements and providing improved stormwater conveyance between Brattle Street and Mt. Auburn Street (via Mifflin Place) to carry stormwater to the outfall on University Road.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY16 (\$800,000) and FY17 (\$3,500,000) funding is being used to clean the existing stormwater outfall, construct a new stormwater outfall at Willard Street, and reconstruct Willard Street between Mt. Auburn Street and Brattle Street.</p> <p><i>Photo:</i> Infiltration system at Longfellow Park installed as part of Willard Street project.</p>		










# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: SEWER/STORMWATER - REMEDIAL CONSTRUCTION

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
This program is focused on the maintenance of existing sewer and drain infrastructure throughout the city. The program addresses emergency repairs, catch basin repair and replacement, manhole repair and replacement, pipeline repair and maintenance, and the cleaning and inspection of existing sewer and drain infrastructure.						 
IMPACT ON OPERATING BUDGET						
Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs in that area.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Sewer Service Charges	\$3,050,000	\$4,000,000	\$5,000,000	\$6,500,000	\$6,000,000	\$24,550,000
GRAND TOTAL	\$3,050,000	\$4,000,000	\$5,000,000	\$6,500,000	\$6,000,000	\$24,550,000
FY22-FY25 FUNDING						
Future allocations for this program will be used to continue maintenance of existing sewer and drain infrastructure.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Previous funding was used for emergency repair and replacement of existing infrastructure, such as this section of drain line on Pearl Street (shown left).</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: STREETS - CENTRAL SQUARE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY23 and FY24 appropriation and bond authorizations will support the design of surface enhancements and sewer and drainage infrastructure improvements on Mass. Ave. between Inman Street and Sidney Street. Project improvements will include rehabilitation of City utilities (sewer, drain, and water), coordination with private utility companies, full depth roadway reconstruction, new sidewalks, new street trees, an enhanced bicycle facility, enhanced transit amenities for the key bus stops along the corridor, and will be integrated with the River Street and Carl Barron Plaza improvements. A comprehensive community design process will be undertaken to develop the design of this key corridor with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets and Vision Zero.</p>						     
IMPACT ON OPERATING BUDGET						
Continued investment in infrastructure reduces the need for emergency repairs, saving on operating costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Bond Proceeds	\$0	\$0	\$2,000,000	\$15,000,000	\$0	\$17,000,000
Sewer Bond Proceeds	\$0	\$0	\$1,000,000	\$10,000,000	\$0	\$11,000,000
GRAND TOTAL	\$0	\$0	\$3,000,000	\$25,000,000	\$0	\$28,000,000
FY22-FY25 FUNDING						
<p>An FY23 appropriation and bond authorization of \$3,000,000 will support the design. An FY24 appropriation and bond authorization of \$25,000,000 will support the construction.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>This project has not been previously funded.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: STREETS - COMPLETE STREETS RECONSTRUCTION

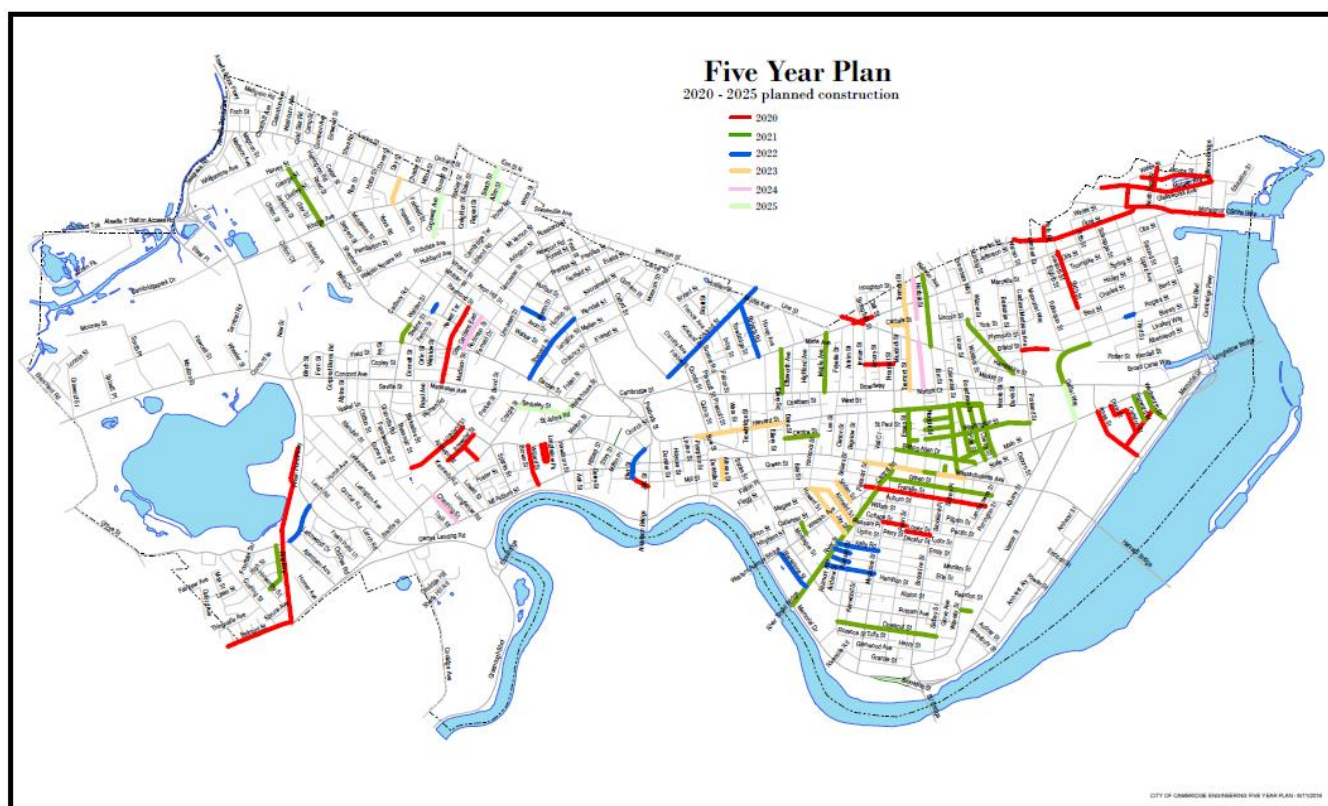
FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>These funds support the Complete Streets and Miscellaneous Sidewalk Programs. Priority is placed on locations where the street, sidewalk, and bike facilities are in poor condition; locations serving significant pedestrian populations such as those near parks, squares, libraries, schools, elderly housing, and Senior Centers; requests by the Cambridge Commission for Persons with Disabilities; streets serving bus routes; priority routes identified in the City's Bike Plan; and locations with tree/sidewalk conflicts. The goal of the program is to provide high quality infrastructure with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets and Vision Zero.</p>						   
IMPACT ON OPERATING BUDGET						
<p>By allocating funds for the reconstruction of streets and sidewalks, the City is reducing street maintenance costs in the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Bond Proceeds	\$5,000,000	\$5,000,000	\$5,000,000	\$6,000,000	\$6,500,000	\$27,500,000
Chapter 90	\$2,913,530	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$12,913,530
Property Taxes	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Street Preservation Offset Fund	\$423,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,223,000
GRAND TOTAL	\$8,486,530	\$7,850,000	\$7,850,000	\$8,850,000	\$9,350,000	\$42,386,530
FY22-FY25 FUNDING						
<p>Future allocations to this program will be used to continue reconstructing streets and sidewalks throughout the city.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY20, \$7,790,830 was appropriated for street and sidewalk work throughout the city.</p>		

# COMMUNITY MAINTENANCE AND DEVELOPMENT

## ADDITIONAL PROJECT INFORMATION

FY21 Complete Streets construction projects include:



STREETS AND SIDEWALKS			
STREET	FROM	TO	COST
Bike/Pedestrian Infrastructure (Inman Square)			\$1,000,000
Centre Street	Dana St	Hancock St	\$854,000
Cemetery - 5 Year Street and Drainage Plan			\$100,000
Chestnut Street 1/2	Sidney St	Pleasant St	\$1,250,000
Columbia Street	Main St	Harvard St	\$750,000
Dana Street	Broadway	Mass Ave	\$2,459,530
Montgomery Street	Harvey St	Rindge Ave	\$1,400,000
Sciarappa Street Design	Charles St	Cambridge St	\$100,000
Miscellaneous Sidewalks			\$573,000
<b>TOTAL COST</b>			<b>\$8,486,530</b>





# COMMUNITY MAINTENANCE AND DEVELOPMENT



## PUBLIC WORKS: TREES - EMERALD ASH BORER TREATMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY21 funds will be used to continue a proactive plan to protect ash trees that are at risk of developing Emerald Ash Borer (EAB) disease. The EAB insect kills nearly all trees that it infests. Past allocations provided for treatment of trees, removal of trees in poor condition that are vulnerable to infection, and replacement of trees that require removal.</p> <p>During FY21, Water Department ash trees at Fresh Pond will be added to the treatment program.</p>						<p>\$</p> <p></p>
IMPACT ON OPERATING BUDGET						
Tree maintenance programs will reduce emergency service needs and promote better tree health.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$100,000	\$100,000	\$200,000	\$200,000	\$200,000	\$800,000
GRAND TOTAL	\$100,000	\$100,000	\$200,000	\$200,000	\$200,000	\$800,000
FY22-FY25 FUNDING						
<p>Future year funding will continue the EAB treatment program, the practice has been to treat fifty percent of the ash tree population annually. Anticipating agreement to treat ash trees on private property, allocations in FY21 and FY22 will support treating 50% of the private property ash tree population annually. Allocations in FY24 and FY25 will support treating the entire population ash trees on private property.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY20, \$100,000 was appropriated to continue the EAB treatment program.</p>		





# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: TREES - PARK AND CEMETERY TREE PRUNING

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
The allocation will fund an ongoing program to perform structural pruning of trees in City parks and at the Cambridge Cemetery. The emphasis is on overall maintenance of tree health and hazard elimination. The funds will be used for hazard tree removal and allow a pruning cycle of approximately eight years, consistent with the recommendations of the Urban Forestry Master Plan.						<div>\$</div> <div>  </div>
IMPACT ON OPERATING BUDGET						
Preventative maintenance programs reduce emergency service needs and promote better tree health.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$100,000	\$100,000	\$125,000	\$125,000	\$125,000	\$575,000
GRAND TOTAL	\$100,000	\$100,000	\$125,000	\$125,000	\$125,000	\$575,000
FY22-FY25 FUNDING						
Future funding will be used to continue park and cemetery tree pruning.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				In FY20, \$100,000 was appropriated to fund park and cemetery tree pruning.		



# COMMUNITY MAINTENANCE AND DEVELOPMENT

## PUBLIC WORKS: TREES - PUBLIC SHADE TREE INVESTMENT PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Public Shade Tree Investment Program allows the City to support the maintenance and growth of a healthy, resilient tree canopy. The majority of funding under this program is used to plant new trees and maintain them through establishment. The program also includes funding for public education, outreach, and technical assistance. Through the Urban Forestry Master Plan, the City has set the goal of planting 700 street trees and 250 park trees during FY21. In order to reach this goal, \$495,000 in tree program revenue received primarily from development projects under the Tree Protection Ordinance and \$300,000 in the operating budget will supplement existing balances. This appropriation is supplemented by the FY21 Participatory Budget appropriation of \$200,000, which will allow for the planting of 100 trees in locations identified to most significantly reduce the heat island effect.</p>						<p>\$</p> <p></p>
IMPACT ON OPERATING BUDGET						
<p>The funds proposed are adequate to ensure proper care of the trees through establishment, thus reducing the operating costs that would otherwise be needed to care for these trees through the first three years of their growth.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Tree Program Revenues	\$495,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,295,000
GRAND TOTAL	\$495,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,295,000
FY22-FY25 FUNDING						
<p>Future appropriations will support continued implementation of the action items identified through the Urban Forestry Master Plan.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY20 more than 700 trees were planted. Funding including \$125,000 in property taxes and \$370,000 in tree program revenue along with \$300,000 in the operating budget. FY20 Participatory Budget funds also provided \$200,000. A supplemental Free Cash appropriation of \$1,200,000 was also made in FY20 for additional tree planting and implementation of the recommendations of the Urban Forestry Master Plan.</p>		



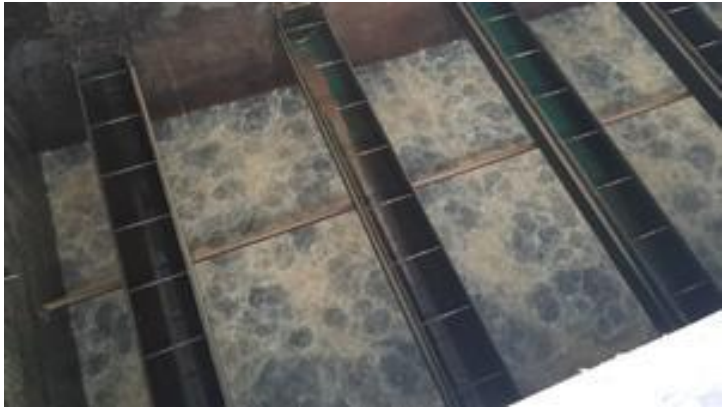
# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: FRESH POND MASTER PLAN IMPLEMENTATION

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used for various Fresh Pond Reservation Master Plan priorities, including Pine Forest Phase 1.						
IMPACT ON OPERATING BUDGET						
As projects are completed, there is the potential for increased maintenance costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
GRAND TOTAL	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
FY22-FY25 FUNDING						
Future funds will be used for Fresh Pond Master Plan priorities including the completion of the design of Pine Forest Phase 2 and Kingsley Park Phases 2 and 3.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year funds were used for various Fresh Pond Reservation Master Plan priorities, including Weir Meadow Perimeter Road design.		



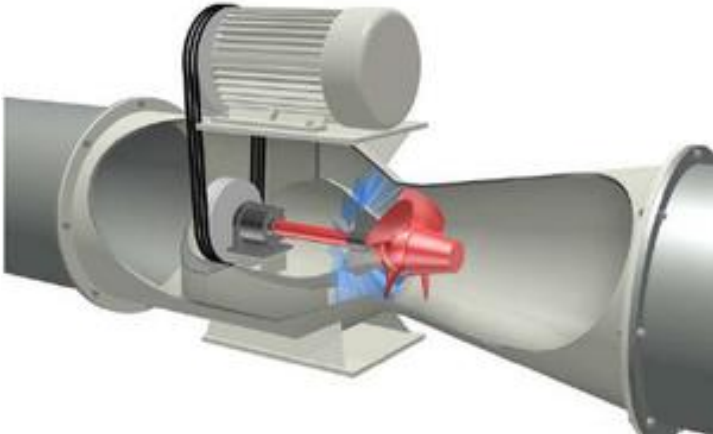
# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: GRANULAR ACTIVATED CARBON FILTER MEDIA REPLACEMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
The FY21 funds will be used to pursue an upgrade of the Granular Activated Carbon (GAC) used as a fine filter for our finished drinking water. Replacing this filtering media is expected to reduce Per- and Polyfluoroalkyl Substances (PFAS). The Water Department is conducting a bench scale study as required by the Massachusetts Department of Environmental Protection and is anticipated to be completed by 6-30-2020. Based on this completion date, the goal is to have the media replaced by the end of calendar year 2020.						 
IMPACT ON OPERATING BUDGET						
There is no impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Fund Balance	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
Water Service Charges	\$400,000	\$0	\$0	\$500,000	\$500,000	\$1,400,000
GRAND TOTAL	\$1,400,000	\$0	\$0	\$500,000	\$500,000	\$2,400,000
FY22-FY25 FUNDING						
It is estimated that the effective life of the new media in the filters is 2 to 4 years. As a result, included is an estimate of \$500,000 beginning in FY24 to replace the media in two filters annually.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				This project has not been previously funded.		

# COMMUNITY MAINTENANCE AND DEVELOPMENT




## WATER: HYDROELECTRIC RENEWABLE ENERGY GENERATION

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used to continue the design and preparation for construction of hydroelectric generation downstream of the Stony Brook Dam and at the Weir Chamber in Fresh Pond.						 
IMPACT ON OPERATING BUDGET						
Hydroelectric generation will reduce electrical costs as well as the use of electricity generated by fossil fuels. It is estimated that the two locations will generate 480,000 kWh per year.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$250,000	\$0	\$0	\$0	\$0	\$250,000
GRAND TOTAL	\$250,000	\$0	\$0	\$0	\$0	\$250,000
FY22-FY25 FUNDING						
It is anticipated that the department's FY22 funding request will include construction funds based on the results of the final design cost estimation.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				The prior year funds were used for the design of hydroelectric generation downstream of the Stony Brook Dam and at the Weir Chamber in Fresh Pond		





# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: PC UPGRADES

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used to replace personal computers (PCs) and other IT equipment at the Water Department.						 
IMPACT ON OPERATING BUDGET						
Funding this project prevents delays in accurately reporting water bill revenues and other Department functions.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
GRAND TOTAL	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
FY22-FY25 FUNDING						
Future funds will be used to upgrade PCs and fulfill other IT needs of the Department.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year funds were used to upgrade PCs and other IT equipment.		



# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: RESERVOIR FACILITIES IMPROVEMENTS - UPCOUNTRY

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used to review the Stony Brook Reservoir Spillway adequacy/capacity, removing vegetation from City-owned easements and dam inspections.						
IMPACT ON OPERATING BUDGET						
There is no anticipated impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$225,000	\$180,000	\$315,000	\$260,000	\$305,000	\$1,285,000
GRAND TOTAL	\$225,000	\$180,000	\$315,000	\$260,000	\$305,000	\$1,285,000
FY22-FY25 FUNDING						
Future funding will be used to continue biennial Dam Inspections, removing vegetation from City-owned easements, and develop Stony Brook spillway upsizing alternatives.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funds were used to continue the repair of Hobbs Dam Slope/Winter Street drainage, removing vegetation from City-owned easements.</p>		




# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: RESERVOIR GAGING WEATHER STATION MAINTENANCE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used to cover the costs of maintenance/reporting for the United States Geological Survey (USGS) reservoir gaging stations located upcountry. These stations are used to monitor reservoir flows to maintain the proper reservoir levels.						
IMPACT ON OPERATING BUDGET						
USGS will contribute funds for maintenance/reporting on the reservoir gaging stations, reducing operating costs for the Water Department.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$205,000	\$210,000	\$210,000	\$215,000	\$215,000	\$1,055,000
GRAND TOTAL	\$205,000	\$210,000	\$210,000	\$215,000	\$215,000	\$1,055,000
FY22-FY25 FUNDING						
Future funds will be used to cover maintenance for the reservoir gaging weather station located upcountry.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year funds were used to cover the costs of maintenance/reporting for the USGS reservoir gaging stations located upcountry.		




# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: WATER FACILITY UPGRADES

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used for roof and floor tile and water booster pump system replacement as well as HVAC spare parts.						 
IMPACT ON OPERATING BUDGET						
Planned facility upgrades reduce the need for costly emergency repairs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$78,000	\$192,000	\$95,000	\$120,000	\$25,000	\$510,000
GRAND TOTAL	\$78,000	\$192,000	\$95,000	\$120,000	\$25,000	\$510,000
FY22-FY25 FUNDING						
Future funding will be used for additional remote site security, continued roof replacement, carpet replacement and interior painting of the Treatment plant.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				FY20 funds were used for remote site security, Chiller replacement, HVAC spare parts and to upgrade the HVAC controllers.		

# COMMUNITY MAINTENANCE AND DEVELOPMENT




## WATER: WATER METER REPLACEMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used to cover replacement of water meters. Replacement improves the accuracy of the measurement of water consumption.						 
IMPACT ON OPERATING BUDGET						
There is no impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
GRAND TOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
FY22-FY25 FUNDING						
Future funds will be used to replace water meters and MTUs.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year funds were used to cover replacement of water meters and meter transmission units (MTUs).		






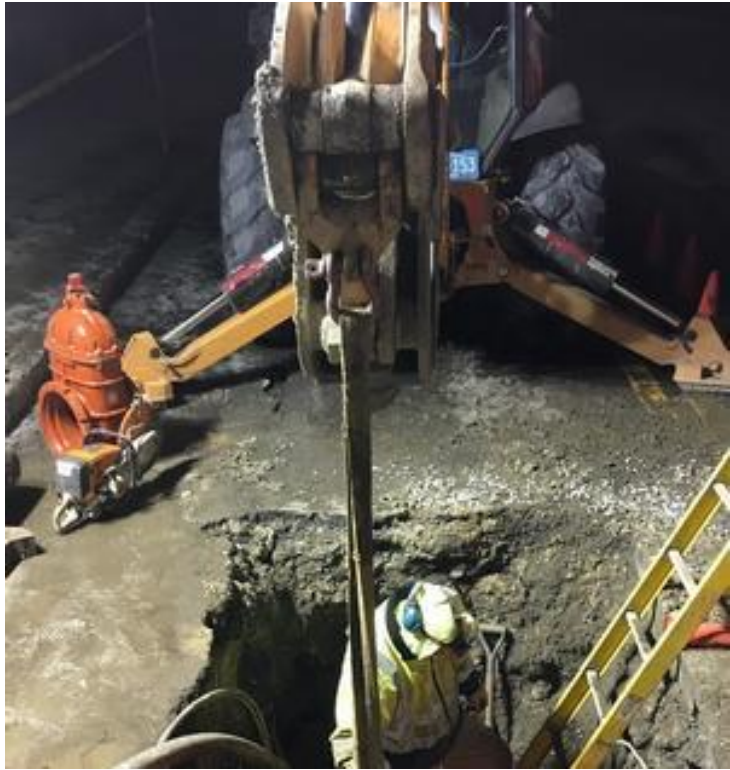
# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: WATER TREATMENT PLANT EQUIPMENT & SYSTEMS UPGRADES

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used for plant instrumentation replacement, Payson Park structural inspection, Supervisory Control and Data Acquisition (SCADA) upgrade, chemical pump replacement, purchase a UV spectrometer, an autoclave and a compressed air system.						 
IMPACT ON OPERATING BUDGET						
Planned maintenance and replacement of Water Plant equipment reduces the need for costly emergency repairs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$899,000	\$1,280,000	\$540,000	\$615,000	\$367,000	\$3,701,000
GRAND TOTAL	\$899,000	\$1,280,000	\$540,000	\$615,000	\$367,000	\$3,701,000
FY22-FY25 FUNDING						
Future funds will be used for plant instrumentation replacement, SCADA upgrade, Dissolved Air Flotation (DAF) pump replacement, backwash compressor replacement and DAF saturation tank cleaning and Inspection.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year funds were used for plant instrumentation and equipment replacement, SCADA upgrade, facility pipe repair, purchase a deionized water system and a jar tester.		


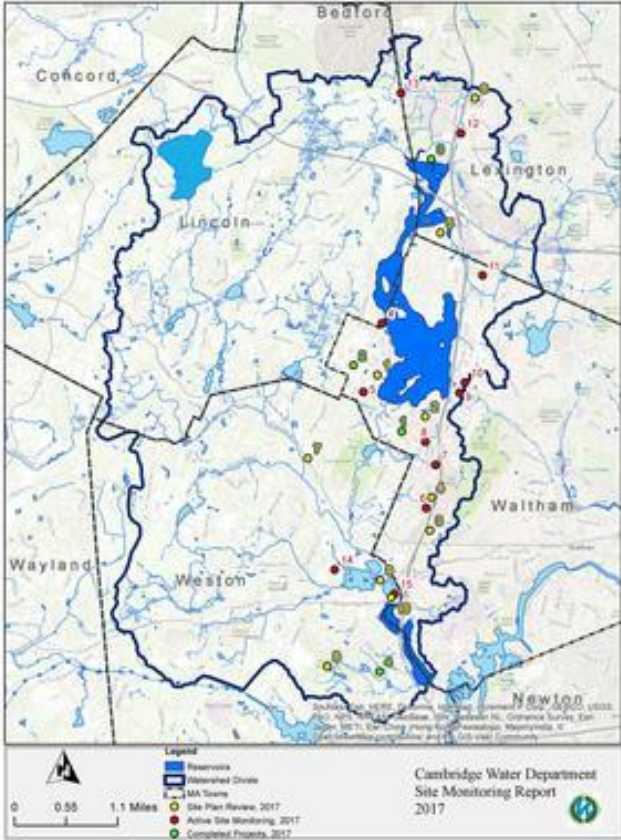
# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: WATER WORKS CONSTRUCTION

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used for water works construction projects in coordination with DPW projects, which include repair/replacement of water infrastructure, assistance during emergency repairs and unanticipated needs within the City. This also includes fire hydrant and large valve replacement, police details and the annual leak detection survey.						  
IMPACT ON OPERATING BUDGET						
Replacement of old water mains reduces the potential of leaks in the system, which in turn reduces potential overtime costs for the Water Department.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$2,000,000	\$2,000,000	\$2,502,000	\$1,952,000	\$2,350,000	\$10,804,000
GRAND TOTAL	\$2,000,000	\$2,000,000	\$2,502,000	\$1,952,000	\$2,350,000	\$10,804,000
FY22-FY25 FUNDING						
Future funds will be used for water works construction projects and annual leak detection and anticipated rehabilitation of the force main traversing the Huron Avenue bridge in FY23.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year funds were used for water works construction projects such as water main replacement on Park Avenue, St. Mary's Road, Gray Gardens East and Inman Street.		





# COMMUNITY MAINTENANCE AND DEVELOPMENT

## WATER: WATERSHED CONSULTING SERVICES

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used to support the Watershed Protection Plan implementation, GIS mapping and analysis, distribution hydraulic model updates, vulnerability assessment and specialized site plan review.						
IMPACT ON OPERATING BUDGET						
Services will have no impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$53,000	\$68,000	\$68,000	\$68,000	\$68,000	\$325,000
GRAND TOTAL	\$53,000	\$68,000	\$68,000	\$68,000	\$68,000	\$325,000
FY22-FY25 FUNDING						
Future projects include the continuation of incorporating improvements from the DEP Source Water Protection Plan, GIS mapping and analysis, distribution hydraulic model updates and specialized site plan review.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funds were used to support the DEP Source Water Protection Plan, GIS mapping and analysis, distribution hydraulic model updates, vulnerability assessment and specialized site plan review.</p>		

# HUMAN RESOURCES AND DEVELOPMENT





## HUMAN SERVICES: DANEHY PARK BENCH AND TABLE REPLACEMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, the third and final phase of the bench replacement project will begin to furnish and install the remaining 16 standard and ADA units. In prior years a portion of the total request from the Cambridge Commission for Persons with Disabilities has been allotted to our phased project, which is expected to continue.						  
IMPACT ON OPERATING BUDGET						
Due to weather, vandalism, and trends in cross training benches and tables at Danehy Park have reached their useful life. Keeping up with both aesthetics and safe use across the park is a challenge that carries significant cost in supplies and labor. Staff has to consistently purchase, paint, reshape and replace more than 76 combined units. Powder coated metal benches are rated for 30 years. Using this type of material would allow the park staff to refocus their effort on a growing demand for the park and would also enhance user experience greatly.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$50,000	\$42,000	\$0	\$0	\$0	\$92,000
GRAND TOTAL	\$50,000	\$42,000	\$0	\$0	\$0	\$92,000
FY22-FY25 FUNDING						
After FY22, all benches and tables will have been addressed.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				In FY19, phase 1 of the bench replacement project was completed using \$60,000 in capital funds plus \$52,000 from an existing bond. During FY19, all wooden benches within Danehy Park were replaced with the approved powder coated metal units. In FY20, phase 2 of the project included replacing several clusters of wooden picnic tables with powder coated metal units that also included ADA approved units.		



# HUMAN RESOURCES AND DEVELOPMENT





## HUMAN SERVICES: DANEHY PARK MAINTENANCE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funding will support annual Danehy Park land and infrastructure repairs, irrigation upgrades and drainage. Project priorities include replacement of the backstop of Saint Peter's baseball field, rebuilding irrigation boxes in 2 locations, and replacing infield material for youth softball fields.						  
IMPACT ON OPERATING BUDGET						
Improvements this year will enhance usability and allow our staff to more efficiently manage the amount of moisture in each of the athletic playing surfaces.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
FY22-FY25 FUNDING						
Future funding will be used to maintain Danehy Park and the increased cost of capital improvements, aging park features and aging equipment.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				FY20 funding was used for irrigation replacement, infield material replacement and park bench replacement.		







# HUMAN RESOURCES AND DEVELOPMENT

## HUMAN SERVICES: DISABILITY COMMISSION ADA ACCESSIBILITY IMPROVEMENTS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, the Disability Commission will use \$50,000 to provide ADA compliant picnic tables in city parks, fire pedestals, and universal design equipment to retrofit features in existing parks at the discretion of the Open Space Committee, relevant City Departments, and Community feedback.						  
IMPACT ON OPERATING BUDGET						
There is no impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
FY22-FY25 FUNDING						
The City plans to continue allocating \$50,000 in future years, for ADA accessibility improvements.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Allocations of \$50,000 have been made for the past 23 years to fund a wide range of projects to improve access for people with disabilities, consistent with ADA requirements. In FY20, ADA capital expenditures included: accessible Picnic Tables and Benches for Danehy Park; working to replace the remaining 50 inaccessible freestanding fire alarm call box pedestals. In addition, several neighborhood playgrounds have been identified for our retrofit program, to upgrade playgrounds and make them more accessible.</p>		





# HUMAN RESOURCES AND DEVELOPMENT

## HUMAN SERVICES: FRESH POND GOLF COURSE IMPROVEMENTS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, an allocation of \$30,000 for the Fresh Pond Golf Course will be used to solve issues related to land and irrigation improvements along with course improvements such as metal cast hole markers and layout signs.						  
IMPACT ON OPERATING BUDGET						
Projects should reduce the costs of repair and maintenance calls while keeping up with user load and enhancing natural setting.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Departmental Revenue	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
GRAND TOTAL	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
FY22-FY25 FUNDING						
Golf Course revenues will be allocated annually for improvement projects.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year funding of \$30,000 was used to improve land conditions at the Fresh Pond Golf Course.		





# HUMAN RESOURCES AND DEVELOPMENT

## HUMAN SERVICES: HUMAN SERVICES BUILDINGS REPAIRS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 Department of Human Services Programs building maintenance will be used to continue replacing and revitalizing furnishings across 27 Human Service Program Sites/Buildings. Programs have submitted priority lists that will be used to configure a general improvement list. This year's highlighted priorities include revitalizing the ground level of 806 Mass Ave, Cambridge Senior Center, as well as necessary upgrades at both the Frisoli Youth Center and Moses Youth Center as directed by our program licensors.						  
IMPACT ON OPERATING BUDGET						
This project should reduce need for replacement furnishings.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
GRAND TOTAL	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
FY22-FY25 FUNDING						
Funding in the out years will be used to maintain Human Services buildings as needed.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				FY20 funding has been dedicated to the purchase of 76 protective panels for athletic use at the Frisoli, Gately, Moore, and Moses Youth Centers. Additionally, funding is also dedicated to the purchase of 80 locker units at the Frisoli and Russell Youth & Community Centers.		





# HUMAN RESOURCES AND DEVELOPMENT

## HUMAN SERVICES: WAR MEMORIAL RECREATION CENTER MAINTENANCE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funding will be used to replace larger pool systems, structures and equipment at the War Memorial Recreation Center.						  
IMPACT ON OPERATING BUDGET						
Upgrades and repair will ensure program demand can be met without significant increases in operating costs or interruptions in revenue.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Departmental Revenue	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$240,000
GRAND TOTAL	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$240,000
FY22-FY25 FUNDING						
Future funding will support continued maintenance of the War Memorial Recreation Center.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>This project was funded in previous years. Funding was used for large filter replacement, structural assessment, and pool system equipment. Examples include; locker room upgrades, diving boards, ADA lift and digital scoring system.</p>		

# HUMAN RESOURCES AND DEVELOPMENT


## LIBRARY: MAIN LIBRARY BUILDING REPAIRS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Main Library continues to experience peak demand. Main Library patron visits reported to the Board of Library Commissioners through FY19 totaled 553,623. The Library will use FY21 funds for various repairs and improvements to continue to maintain the facility and ensure smooth operations for patrons.</p>						  
IMPACT ON OPERATING BUDGET						
This project will not impact the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$25,000	\$30,000	\$30,000	\$30,000	\$30,000	\$145,000
GRAND TOTAL	\$25,000	\$30,000	\$30,000	\$30,000	\$30,000	\$145,000
FY22-FY25 FUNDING						
Annual allocations will be used to maintain the Main Library building.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY 20 funds are scheduled to be used to help fund signage and wayfinding at the Main Library.</p>		




# EDUCATION

## SCHOOL: BUILDING REPAIRS AND REPLACEMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
There are repairs and replacements that require immediate attention at schools across the City. Projects will include: roof replacement for the Morse School to combat leakage in the existing roof, repair of Graham and Parks' electrical service, replacement chiller for the Peabody school, replacement of the bi-directional amplifier and antenna at CRLS to fix emergency communication dead spots, and replacement of the black box floor in the CRLS arts building.						<div>\$</div> <div>key</div> <div>truck</div>
IMPACT ON OPERATING BUDGET						
Funding will reduce the number of needed repairs, burden of finding obsolete equipment and improve reliability of the services.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Bond Proceeds	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$9,000,000
GRAND TOTAL	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$9,000,000
FY22-FY25 FUNDING						
Future funds will be used across City Schools.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>The FY20 allocation was used to fund repairs across Morse, Kennedy Longfellow and the CRLS War Memorial. These funds replaced front entrance doors and framing, an emergency generator, and an update of energy management software to comply with security standards. The City also worked on moving all of its departments from analog phones to voice over internet protocol (VOIP).</p>		

# EDUCATION

## SCHOOL: FURNITURE REPLACEMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funding of \$50,000 will be used to address ongoing needs of schools by replacing aging and broken student desks, chairs, office desks, file cabinets, and cafeteria tables. Replacing a number of classrooms simultaneously allows for more efficient purchasing, uniformity of equipment, and a more favorable learning environment for all students.						Key
IMPACT ON OPERATING BUDGET						
Maintenance done through the capital budget should reduce emergency repairs and maintenance charged to the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
FY22-FY25 FUNDING						
Future allocations will continue to address school facility maintenance needs.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				In FY20, \$50,000 was used to replace aging desks, chairs and cafeteria tables in the district. Pictured is a learning space in the recently renovated King Open School.		

# EDUCATION

## SCHOOL: TOBIN MONTESSORI AND VASSAL LANE UPPER SCHOOL

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will provide new facilities for the Tobin Montessori School, Vassal Lane Upper School, Special Start and the Department of Human Services Program's preschool. In addition, the project includes the construction of a 1.5 million gallon underground storm water tank on-site to mitigate street flooding in the neighborhood, and a total reconstruction of Father Callinan Park. The Feasibility Study with the preferred conceptual alternative of the facilities will be completed in FY20 and it is anticipated that schematic design will take place in FY21, along with the commencement of demolition and remediation of the existing building and open space.</p>						 
IMPACT ON OPERATING BUDGET						
<p>The impact on the operating budget will be defined once the design phase of the project is complete.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Bond Proceeds	\$237,000,000	\$0	\$0	\$0	\$0	\$237,000,000
GRAND TOTAL	\$237,000,000	\$0	\$0	\$0	\$0	\$237,000,000
FY22-FY25 FUNDING						
<p>Funds will be used for design and construction services for the Tobin and Vassal Lane Upper School.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY19 \$3,000,000 was allocated for design services with Perkins Eastman to undertake the Feasibility Study and provide ongoing Licensed Site Professional (LSP) and geotechnical services for the project. In FY20, \$10,000,000 was allocated for the continued design, geotechnical, LSP, commissioning and construction management services for the project.</p>		