

PUBLIC INVESTMENT

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, Assistant City Manager for 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 and bonding plan, to formulate budget guidelines for departments. The City's FY22 projections were presented to the credit rating agencies in February 2021, prior to the bond sale.

For the FY22 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 FY21. Departments that did not receive a Pay-As-You-Go appropriation in FY21 or those that wanted to increase their current funding allocation could submit a FY22 supplemental request. This process required departments to focus their priorities and produce a sustainable plan for future years.

The Capital Investment Committee submitted an FY22 Pay-As-You-Go capital budget of \$15,725,000 (\$1,600,000 for citywide projects, \$1,100,000 for E-Gov projects, \$12,500,000 for Affordable Housing, and \$525,000 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

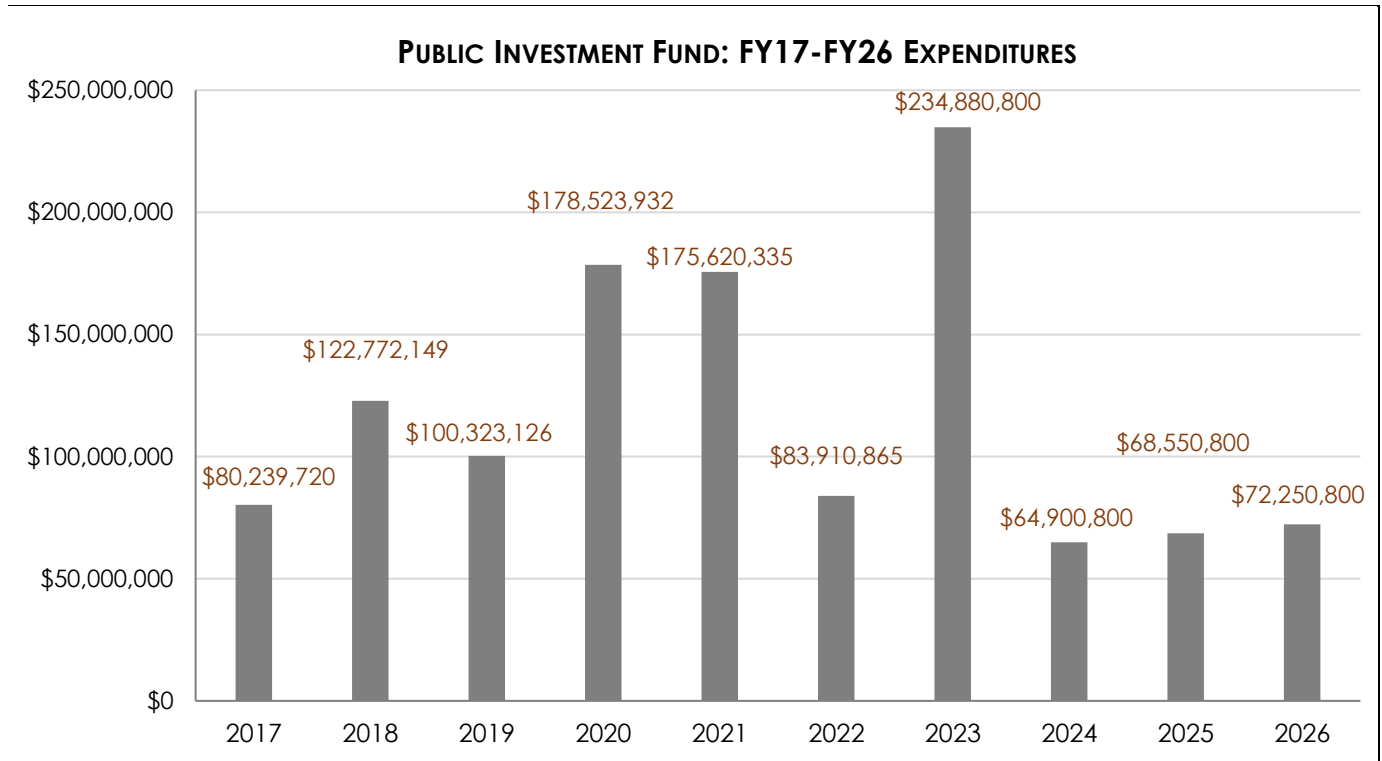
The updated IT Strategic Plan outlines the City's information technology and highlights key initiatives to improve the delivery of services to residents and the community. Implementation of the Strategic Plan guides the decision-making framework for information technology investments. This framework 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

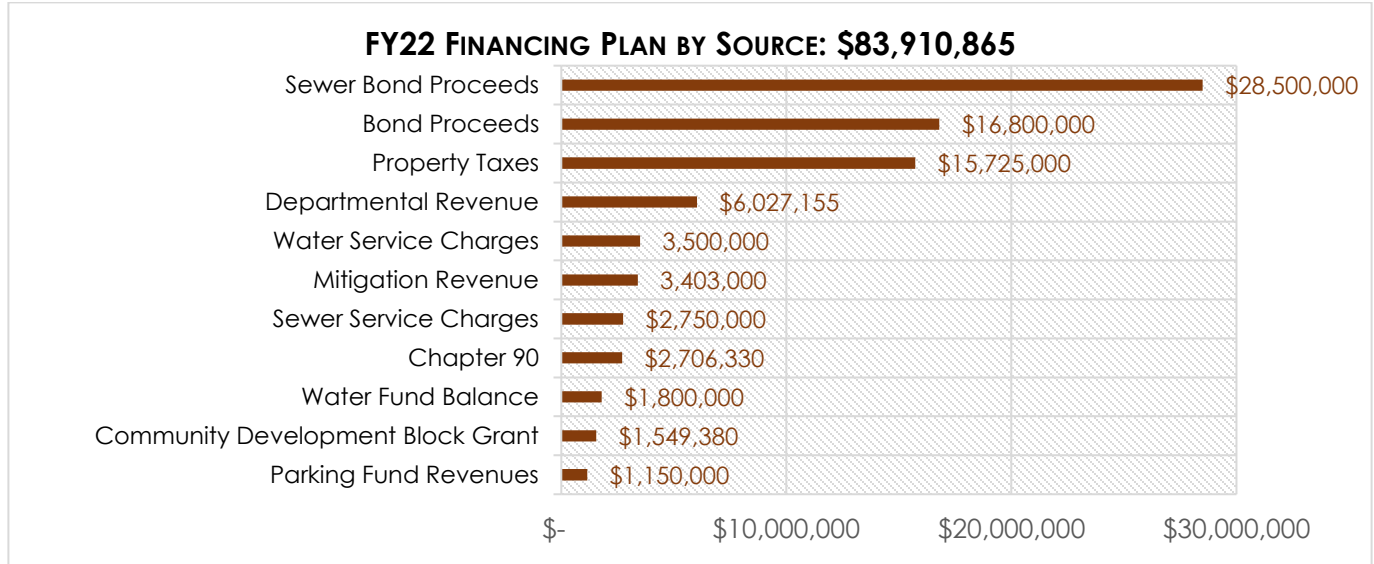
The graph below shows the historical and projected expenditure trends for the Public Investment Fund. Actual expenditures are reflected in FY17-20. FY21 shows expenditures as of March 31, 2021. FY22 is the amount budgeted from all funding sources. Projected expenditures are reflected in FY23-26 as per the Five-Year Public Investment Plan.



CAPITAL CALENDAR

DECEMBER 7, 2020	Briefing on FY22 budget guidelines by City Manager. Distribution of budget notebook and materials to departments. Meeting of departmental finance personnel with Budget staff.
JANUARY 13, 2021	Deadline for Capital and E-Gov Budget submission to the Budget Office.
JANUARY 19, 2021 THROUGH FEBRUARY 17, 2021	Formal department presentations of capital requests to the Capital Investment Committee.
MARCH 3, 2021	Capital Investment Committee makes recommendations to City Manager.
MAY 3, 2021	Submission of the City Manager's Budget to the City Council.
MAY 18, 2021	Date for public hearing on FY22 Capital Budget.
JUNE 7, 2021	Projected adoption date.
JULY 1, 2021	Begin execution of FY22 allotment plans.

PUBLIC INVESTMENT FINANCING PLAN



FY22 - 26 FINANCING PLAN

FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Bond Proceeds	\$16,800,000	\$59,800,000	\$22,800,000	\$25,300,000	\$28,800,000	\$153,500,000
Chapter 90	\$2,706,330	\$2,650,000	\$2,650,000	\$2,650,000	\$2,650,000	\$13,306,330
Community Development Block Grant	\$1,549,380	\$1,335,645	\$1,335,645	\$1,335,645	\$1,335,645	\$6,891,960
Departmental Revenue	\$6,027,155	\$5,932,155	\$5,932,155	\$5,932,155	\$5,932,155	\$29,755,775
Mitigation Revenue	\$3,403,000	\$0	\$0	\$0	\$0	\$3,403,000
Parking Fund Revenues	\$1,150,000	\$1,450,000	\$1,450,000	\$1,450,000	\$1,450,000	\$6,950,000
Property Taxes	\$15,725,000	\$16,603,000	\$16,383,000	\$16,383,000	\$16,383,000	\$81,477,000
Resident Parking Sticker Revenues	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
Sewer Bond Proceeds	\$28,500,000	\$137,500,000	\$6,500,000	\$9,150,000	\$8,000,000	\$189,650,000
Sewer Service Charges	\$2,750,000	\$2,500,000	\$4,250,000	\$2,750,000	\$4,100,000	\$16,350,000
Street Preservation Offset Fund	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
Water Fund Balance	\$1,800,000	\$3,510,000	\$0	\$0	\$0	\$5,310,000
Water Service Charges	\$3,500,000	\$3,300,000	\$3,300,000	\$3,300,000	\$3,300,000	\$16,700,000
GRAND TOTAL	\$83,910,865	\$234,880,800	\$64,900,800	\$68,550,800	\$72,250,800	\$524,494,065

FY22 SOURCES OF FUNDING

SOURCE OF FUNDING	EXPLANATION	FY22 FUNDING
Bond Proceeds	March 4, 2021, the City sold \$88,310,000 in General Obligation Bonds to finance capital projects, (this includes \$21.3 million of series of 2010 and 2011 bond refinanced) such as the construction of the Tobin Montessori and Vassal Lane Upper Schools, Harvard Square Kiosk, DPW Facilities Improvement, School Building upgrades and Street and Sidewalk reconstruction. The City's AAA bond rating allowed the City to sell these bonds at the true interest cost of .93%.	\$16,800,000
Chapter 90	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.	\$2,706,330
Community Development Block Grant	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.	\$1,549,380
Departmental Revenue	Revenue generated from user fees at the Fresh Pond Golf Course (\$30,000), War Memorial Recreation Center (\$28,000), Brick Sidewalk (\$115,000) Short Term Rental Community Impact Fee (\$42,000) and Building Permits (\$5,812,155).	\$6,027,155
Mitigation Revenue	The City receives mitigation revenues from various developers as a result of commitments related to zoning ordinance amendments and special permit conditions.	\$3,403,000
Parking Revenue Fund	Revenue generated from enforcing parking regulations such as street meters, parking lots, and parking garages. The FY22 amount is \$1,150,000	\$1,150,000
Property Taxes	An appropriation of current property tax revenues to fund capital improvements as opposed to incurring debt to cover the costs.	\$15,725,000
Sewer Bond Proceeds	Sewer Bond Proceeds-Sewer Bond Proceeds are supported by sewer service charges. Sewer Bonds finance sewer reconstruction such as Central Square, the Port and the Harvard Square surface improvements.	\$28,500,000
Sewer Service Charges	Revenues generated by sewer usage. The sewer rate reflects a rate increase of 8.0% for FY22. Charges cover 100% of operating and capital expenditures.	\$2,750,000

SOURCE OF FUNDING	EXPLANATION	FY22 FUNDING
Street Preservation Offset Fund	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. Funding from this source is anticipated in future years.	\$0
Water Fund Balance	The excess of assets over liabilities and reserves. The Water Fund Unrestricted Fund Balance is projected to be \$10,448,366 as of June 30, 2021.	\$1,800,000
Water Service Charges	Revenues generated by water usage. The water rate reflects a 1.0% rate increase for the consumption period from April 1, 2021 through March 31, 2022. Charges cover 100% of operating and capital expenditures.	\$3,500,000
TOTAL FUNDS FROM ALL SOURCES		\$83,910,865

PUBLIC INVESTMENT APPROPRIATION PLAN

FY22 APPROPRIATION PLAN: \$83,910,865



FY22 - 26 APPROPRIATION PLAN

FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
General Government	\$1,660,000	\$2,235,000	\$2,235,000	\$2,235,000	\$2,235,000	\$10,600,000
Public Safety	\$1,545,000	\$1,450,000	\$1,450,000	\$1,450,000	\$1,450,000	\$7,345,000
Community Maintenance and Development	\$78,702,865	\$229,107,800	\$59,177,800	\$62,827,800	\$66,527,800	\$496,344,065
HUMAN RESOURCE DEVELOPMENT	\$203,000	\$288,000	\$238,000	\$238,000	\$238,000	\$1,205,000
Education	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$9,000,000
GRAND TOTAL	\$83,910,865	\$234,880,800	\$64,900,800	\$68,550,800	\$72,250,800	\$524,494,065






FY22 PUBLIC INVESTMENT PROJECTS

PROJECT NAME	PROJECT CODE	FY22 AMOUNT
GENERAL GOVERNMENT		
Finance: E-Gov Projects	FN22660	\$1,100,000
Finance: Participatory Budgeting	PB22500	\$525,000
Public Celebrations: Public Art Conservation Program	PC22507	\$35,000
GENERAL GOVERNMENT TOTAL		\$1,660,000
PUBLIC SAFETY		
Fire: 2021 Ford F150 4X4 Command Vehicle	FI22541	\$75,000
Fire: Miscellaneous Fire Station Repairs	FI22542	\$104,000
Police: Body Armor Replacement	PL22517	\$216,000
Traffic: Parking Garage Restoration and Improvements	TR22518	\$500,000
Traffic: Traffic Signal Program	TR22512	\$350,000
Traffic: Vision Zero Safety Improvements Fund	TR22524	\$300,000
PUBLIC SAFETY TOTAL		\$1,545,000
COMMUNITY MAINTENANCE AND DEVELOPMENT		
CDD: Economic Development - Biomedical Career Training Program	CD22712	\$99,000
CDD: Economic Development - Microenterprise Workshops	CD22729	\$82,000
CDD: Economic Development - Small Business Enhancement & Interior Access Programs	CD22699	\$147,500
CDD: Economic Development - Storefront Improvements Program	CD22687	\$200,000
CDD: Housing - Affordable Housing Preservation & Development	CD22963	\$18,354,155
CDD: HOUSING - AFFORDABLE HOUSING PROJECT DEVELOPMENT	CD22674	\$213,735
CDD: Housing - Home Improvement Program	CD22735	\$464,895
CDD: Housing - Housing Mediation Program	CD22835	\$130,000
CDD: Housing - Housing Rehabilitation Assistance Program	CD22614	\$337,250
CDD: Housing - Tenant Organizing Services	CD22801	\$75,000
CDD: Transportation - Traffic Calming	CD22592	\$250,000
Public Works: Buildings - Municipal Facilities Improvement Plan (MFIP)	PW22625	\$10,000,000
Public Works: Parks - Park Surfacing Restoration Program	PW22830	\$100,000
Public Works: Parks - Recreational Hard Surface Restoration	PW22849	\$200,000
Public Works: Recycle - Small Business Curbside Compost Pilot Program	PW22928	\$50,000
Public Works: Sewer/Stormwater - Capital Repairs Program	PW22793	\$6,000,000
Public Works: Sewer/Stormwater - Climate Change	PW22831	\$500,000
Public Works: Sewer/Stormwater - Harvard Square	PW22816	\$2,000,000
Public Works: Sewer/Stormwater - Remedial Construction	PW22599	\$2,750,000
Public Works: Sewer/Stormwater - River Street	PW22843	\$20,000,000
Public Works: Sewer/Stormwater - The Port	PW22812	\$2,700,000
Public Works: Streets - Complete Streets Reconstruction	PW22595	\$8,524,330

PROJECT NAME	PROJECT CODE	FY22 AMOUNT
Public Works: Trees - Emerald Ash Borer Treatment	PW22804	\$100,000
Public Works: Trees - Park and Cemetery Tree Pruning	PW22619	\$125,000
Water: Fresh Pond Master Plan Implementation	WA22534	\$250,000
Water: Hydroelectric Renewable Energy Generation	WA22585	\$50,000
Water: Reservoir Facilities Improvements - Upcountry	WA22562	\$330,000
Water: Reservoir Gaging Weather Station Maintenance	WA22581	\$223,000
Water: Supervisory Control and Data Acquisition (SCADA) Upgrade	WA22589	\$1,800,000
Water: Water Meter Replacement	WA22569	\$162,000
Water: Water Treatment Plant Equipment & Systems Upgrades	WA22555	\$645,000
Water: Water Works Construction	WA22543	\$1,772,000
Water: Watershed Consulting Services	WA22531	\$68,000
COMMUNITY MAINTENANCE AND DEVELOPMENT TOTAL		\$78,702,865
HUMAN RESOURCE DEVELOPMENT		
Human Services: Danehy Park Maintenance	HS22522	\$50,000
Human Services: Disability Commission ADA Accessibility Improvements	PW22598	\$50,000
Human Services: Fresh Pond Golf Course Improvements	HS22509	\$30,000
Human Services: Human Services Buildings Repairs	HS22530	\$15,000
Human Services: War Memorial Recreation Center Maintenance	HS22521	\$28,000
Library: Main Library Building Repairs	LB22518	\$30,000
HUMAN RESOURCE DEVELOPMENT TOTAL		\$203,000
EDUCATION		
School: Building Repairs and Replacement	SC22934	\$1,800,000
EDUCATION TOTAL		\$1,800,000
GRAND TOTAL		\$83,910,865

GENERAL GOVERNMENT

FINANCE: E-GOV PROJECTS




FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>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 2021 for appropriation.</p>						
IMPACT ON OPERATING BUDGET						
<p>The maintenance agreements that support these non-discretionary technical infrastructure projects are included in ITD and Public Safety Operating budgets.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$1,100,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$5,900,000
GRAND TOTAL	\$1,100,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$5,900,000
FY23-FY26 FUNDING						
<p>The City plans to use FY23-FY26 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.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
   				<p>In the FY21 budget, the City appropriated \$1.1M for IT Initiatives. These funds supported the upgrade of staff computer equipment, AV enhancements, firewall, and server replacements.</p>		

GENERAL GOVERNMENT

Additional Project Information		
Dept.	E-Gov Project and Description	FY22 Funding
ITD	<i>PC Replacement for Public Safety and CoC:</i> To enable the 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.	\$250,000
PSIT		\$125,000
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
ITD	<i>Network Switch replacement - City wide switch replacement on a 10- year plan.</i>	\$105,000
ITD	<i>Virtual Machine Refresh COC:</i> Replacement of VM physical hardware occurs on a 5- year rotation	\$50,000
PSIT	<i>Firewall Refresh Public Safety: Upgrade of existing PS Firewall</i>	\$50,000
ITD	<i>Storage Refresh COC - Upgrade/Increase storage hardware for VMs</i>	\$160,000
ITD	<i>VoIP system upgrades</i>	\$27,000
PSIT	<i>Backup Storage Refresh PS (FY17)</i>	\$25,000
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 out dated equipment throughout the Public Safety Buildings.	\$70,000
PSIT	<i>Datacenter Hardware Refresh - Replace old equipment at Healy Bldg.</i>	\$25,000
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 FY22 E-Gov Funding		\$ 1,100,000

GENERAL GOVERNMENT

FINANCE: PARTICIPATORY BUDGETING

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>7,250 Cambridge residents age 12 and older voted in the City's seventh Participatory Budgeting (PB) vote in January 2021. Over 660 project ideas were submitted and \$525,000 in FY22 capital funds will be allocated to the seven winning projects. The winning projects as follows: Urban Micro-Forests for Cambridge (\$85,000), Rain Gardens for Resiliency (\$120,000), Bridging the Digital Divide (\$95,000), Bike Signals at Busy Intersections (\$40,000), Keep Cambridge Cleaner (\$45,000), Swinging into Inclusivity (\$40,000), Pedestrian-Controlled Crosswalk Lights (\$100,000). More project details can be found online at pb.cambridgema.gov.</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	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$525,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,525,000
GRAND TOTAL	\$525,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,525,000
FY23-FY26 FUNDING						
<p>The City expects Participatory Budgeting funding to be \$1,000,000 per year beginning in FY23.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Residents voted to spend \$4,751,000 in FY16-21 capital funds during the first six PB cycles. The 41 winning projects from those cycles include trees, water fountains, pedestrian flashing beacons, youth center upgrades, bicycle infrastructure, resources for homeless residents, and many others.</p>		



GENERAL GOVERNMENT

PUBLIC CELEBRATIONS: PUBLIC ART CONSERVATION PROGRAM

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Each year, approximately 250 artworks in the City-owned public art collection receive routine assessment, cleaning and maintenance. In addition to that work, more extensive maintenance and restoration is done for artworks that have eroded or been damaged due to time, environmental stressors or other factors. During the colder months when outdoor work is not as readily accomplished, significant work is done to managed detailed project-based information, image and video files that document the conservation needs, efforts and database that contains the ongoing 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 residents and visitors in the City of Cambridge.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Allocating Capital funds for conservation and preventative maintenance of public artworks in the City collection should reduce the amount of emergency repair and maintenance the City has to perform with operating funds.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 FUNDING						
<p>Funding for the Public Art Conservation Program in FY23-26 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 technologies.</p>						
STATUS OF PRIOR YEAR PROJECTS						
<p>FY21 funding allowed for the assessment and routine care and maintenance of artworks located in parks, schools, libraries, fire stations and senior centers in the City. Program staff also provided response and maintenance connected to seasonal and weather-related damage that occurred to artworks in the municipal collection. More significant restoration efforts was conducted on artwork located at the Moses Youth Center, Cambridge Community Center and Margaret Fuller House, Rindge Field, Frisoli Youth Center, CRLS, Squirrel Brand Park, Brookline Avenue, Corporal Burns Park, Green-Rose Heritage Park, Martin Luther King, Jr. School/Putnam Avenue Upper School, Clarendon Park and the Sullivan Water Treatment Facility.</p>						



PUBLIC SAFETY

FIRE: 2021 FORD F150 4X4 COMMAND VEHICLE

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY22, an allocation of \$75,000 will be used to replace a 2012 Ford Expedition vehicle currently in service in the field. The design of the new vehicle is in line with efforts to provide a clean cab environment for personnel reducing exposure to carcinogens and other contaminants from protective clothing and equipment.						
IMPACT ON OPERATING BUDGET						
The cost of vehicle maintenance related to existing vehicles will be reduced.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$75,000	\$0	\$0	\$0	\$0	\$75,000
GRAND TOTAL	\$75,000	\$0	\$0	\$0	\$0	\$75,000
FY23-FY26 FUNDING						
N/A						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				No funds for this purpose were appropriated in FY21.		



PUBLIC SAFETY

FIRE: MISCELLANEOUS FIRE STATION REPAIRS

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY22 allocation will be used to provide funding to support building maintenance items to continue to improve working and living conditions within fire stations.						
IMPACT ON OPERATING BUDGET						
This allocation will reduce the need for maintenance improvements.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$104,000	\$0	\$0	\$0	\$0	\$104,000
GRAND TOTAL	\$104,000	\$0	\$0	\$0	\$0	\$104,000
FY23-FY26 FUNDING						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>\$2 million was appropriated in FY18 to provide funds for repairs at multiple fire stations. Work included air conditioning replacement, window, masonry, and electrical repairs, fire notification upgrades, locker and furniture replacement and building envelope repairs.</p> <p>Currently, the Lexington Avenue and River Street fire stations are under renovation based on a \$9 million appropriation approved in FY20. It is anticipated that a major renovation to fire headquarters will take place after these projects are completed.</p> <p>Picture: Engine 6 2nd floor Demolition.</p>		




PUBLIC SAFETY

POLICE: BODY ARMOR REPLACEMENT

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY22, an allocation of \$216,000 in the Police Department will replace 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	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$216,000	\$0	\$0	\$0	\$0	\$216,000
GRAND TOTAL	\$216,000	\$0	\$0	\$0	\$0	\$216,000
FY23-FY26 FUNDING						
N/A						
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

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Due to the financial impact of COVID-19 the department plans to delay the expansion of the smart meter pilot program. At a future date the department will resume the program to replace conventional single space meters with newer IPS smart meters. When the program resumes, the new single space smart meters will allow customers to pay with coins and credit cards and allow TP+T to manage its parking supply and pricing more efficiently.						 
IMPACT ON OPERATING BUDGET						
Delaying the installation of single space smart meters will postpone the operating cost impacts associated with data communication and credit card fees. The ongoing maintenance costs of the existing traditional meters will continue to impact the operating budget as the meters age and require additional maintenance. However, it is expected that with the reduction of metered parking spaces due to street design changes more spare parts will become available to offset maintenance costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Parking Fund Revenues	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
GRAND TOTAL	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
FY23-FY26 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 FY21 the Department completed the replacement of T2 multi-space pay stations that were at the end of their life cycle with newer IPS machines, including the multi space meters at the Cambridge Public Library and the installation of a new meter on Cambridge Street in Inman Square as part of the City’s response to COVID-19.		





PUBLIC SAFETY

TRAFFIC: PARKING GARAGE RESTORATION AND IMPROVEMENTS

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Traffic, Parking & Transportation Department (TP+T) plans to supplement the existing capital budget balance to supplement expenses related to the parking garages' 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+T's Engineering Consultant (Walker Consultants) has identified priority repair and enhancement needs to be completed in the Year-1 Restoration Project – First Street Garage & Green Street Garage.</p> <p>The repairs to the First Street Garage are necessary prior to completion of the redevelopment of the 40 Thorndike Street site, given the plan to lease 270 parking spaces to that project.</p>						\$
IMPACT ON OPERATING BUDGET						
Capital improvements at the parking garages help to minimize spending on garage repairs in the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Parking Fund Revenues	\$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
FY23-FY26 FUNDING						
Future year funding will be used to undertake parking garage repairs as needed each year. By spending \$500,000 in FY22 and \$500K through FY26, necessary capital repairs will be completed at the Green Street and First Street garages.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>During FY21, TP+T and Walker Consultants finalized and posted Construction documents and an Invitation to Bid Package for a Year-1 Restoration Project – First Street Garage & Green Street Garage. Four responses were received to the invitation to bid and a contract was awarded.</p>		






PUBLIC SAFETY

TRAFFIC: TRAFFIC SIGNAL PROGRAM

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The FY22 allocation of \$350,000 will be used to upgrade and modernize the 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. Upcoming projects include replacing and upgrading the traffic signal equipment at Mt. Auburn Street and Aberdeen Avenue.</p>						 
IMPACT ON OPERATING BUDGET						
Upgrades will minimize maintenance and repair costs in the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 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>In fiscal year 2021, the department implemented signal changes at the intersection of Mt Auburn Street and Putnam Ave as part of the Inner Mount Auburn Corridor Safety Improvement Project. This work included the City's first transit signal. In an effort to improve safety near the Harvard Square Kiosk, the department replaced a signal controller and updated signal equipment in order to improve pedestrian and bicycle safety.</p>		





PUBLIC SAFETY

TRAFFIC: VISION ZERO SAFETY IMPROVEMENTS FUND

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY22, 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 or implement technology 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, or floating bus stops. This year, a portion of the funding will be used to pilot speed feedback signs at locations across the City with documented speeding issues.						  
IMPACT ON OPERATING BUDGET						
This item will have minimal impacts on the Department's operating budget. Signal equipment, such as bicycle signals, and speed feedback signs will be maintained using existing operating funds. Additional operating impacts are not anticipated.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 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. The FY21 allocation of \$300,000 was used for 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

CDD: ECONOMIC DEVELOPMENT - BIOMEDICAL CAREER TRAINING PROGRAM

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
For FY22, 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	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 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 FY21 to support Biomedical Career Training Program activities. Pictured left is the graduating class from FY20. In FY21, the majority of the learning was conducted remotely due to COVID-19 restrictions. Class participation has been high, despite the untraditional course structure, and students are on track to graduate and place in entry level biotech jobs.</p>		





COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC DEVELOPMENT - MICROENTERPRISE WORKSHOPS

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY22, 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	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 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		
				<p>In FY21, funding supported microenterprise training workshops in topics such as: Search Engine Optimization, Google Analytics, Professional Website Design with E-commerce, Understanding Shopify, Build Your Customer Audience with Instagram, 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, commercial insurance, interior design, restaurant operations, and marketing.</p>		





COMMUNITY MAINTENANCE AND DEVELOPMENT

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

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY22, an allocation of \$147,500 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 (SBE) 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	FY22	FY23	FY24	FY25	FY26	TOTAL
Community Development Block Grant	\$147,500	\$147,500	\$147,500	\$147,500	\$147,500	\$737,500
GRAND TOTAL	\$147,500	\$147,500	\$147,500	\$147,500	\$147,500	\$737,500
FY23-FY26 FUNDING						
It is anticipated that \$147,500 in future allocations will be used to continue at the same level if the programs' participation remains high and CDBG funding is available to support these highly successful programs.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY21 funding of \$91,500 allowed for businesses to receive grants for new kitchen and display equipment, ADA bathrooms, point of sale countertop register systems, marketing plans, branding and logo design and new e-commerce websites. <i>Photo: EH Chocolatier, 145 Huron Avenue. A SBE grant for kitchen equipment and shelving.</i></p>		




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC DEVELOPMENT - STOREFRONT IMPROVEMENTS PROGRAM

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY22, an allocation of \$200,000 will support the City's Storefront Improvements Program, which includes an 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 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.</p> <p>As a result of COVID-19, the Storefront Improvement Program saw increased demand from small businesses implementing permanent physical upgrades, such as customer transaction windows, in an effort to offset the impact of pandemic restrictions and continue to serve the public. The Storefront Improvement grant is a good alternative for small business projects that don't qualify for other local, state, and federal COVID-19 grants and loans.</p>						  
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$200,000	\$200,000	\$220,000	\$220,000	\$220,000	\$1,060,000
GRAND TOTAL	\$200,000	\$200,000	\$220,000	\$220,000	\$220,000	\$1,060,000
FY23-FY26 FUNDING						
Future allocations each year will be used to continue offering storefront improvements including architectural barrier removal.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY21 funding of \$200,000 continued storefront improvements, including architectural barrier removal. It is anticipated that at the end of FY21, 20 projects including 10 signage and 10 façade/accessibility improvement projects for various amounts will be complete.</p> <p>Photo: Dial Hotel at 907 Main Street</p>		


COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - AFFORDABLE HOUSING PRESERVATION & DEVELOPMENT

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY22, an allocation of building permit fee revenue, short term rental community impact fee, and property taxes will once again 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 FY22 reflects a continued allocation of 25% of budgeted building permit fees, short term rental impact fee and an increased allocation of property taxes which combines to an increase of \$3,355,528 in budgeted revenues from last year. This allocation coupled with the projected CPA allocation of \$13,640,000 in FY22 results in a total 17.4% (or \$4.7 million) increase from last year. 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	FY22	FY23	FY24	FY25	FY26	TOTAL
Departmental Revenue	\$5,854,155	\$5,854,155	\$5,854,155	\$5,854,155	\$5,854,155	\$29,270,775
Property Taxes	\$12,500,000	\$12,500,000	\$12,500,000	\$12,500,000	\$12,500,000	\$62,500,000
GRAND TOTAL	\$18,354,155	\$18,354,155	\$18,354,155	\$18,354,155	\$18,354,155	\$91,770,775
FY23-FY26 FUNDING						
<p>The City will continue this capital allocation to the Affordable Housing Trust by allocating 25% of budgeted building permit fees, other department revenue, and property tax revenues 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 FY23-26.</p>						
STATUS OF PRIOR YEAR PROJECTS						
<p>Prior year funds are being used to complete Frost Terrace, where 40 new units of affordable rental housing are now being completed, and to expand the HomeBridge program for homebuyers.</p>						


COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING – AFFORDABLE HOUSING PROJECT DEVELOPMENT

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY22, an allocation of \$213,736 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	FY22	FY23	FY24	FY25	FY26	TOTAL
Community Development Block Grant	\$213,735	\$0	\$0	\$0	\$0	\$213,735
GRAND TOTAL	\$213,735	\$0	\$0	\$0	\$0	\$213,735
FY23-FY26 FUNDING						
As federal funding levels may 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		
				<p>CDBG funding is used to create new affordable housing, including the recently completed Finch Cambridge.</p> <p><i>Photo:</i> Completed in 2020, Finch Cambridge now provides affordable homes to 98 households on Concord Avenue. Building features include a top-floor community room with views overlooking the Fresh Pond Reservation.</p>		


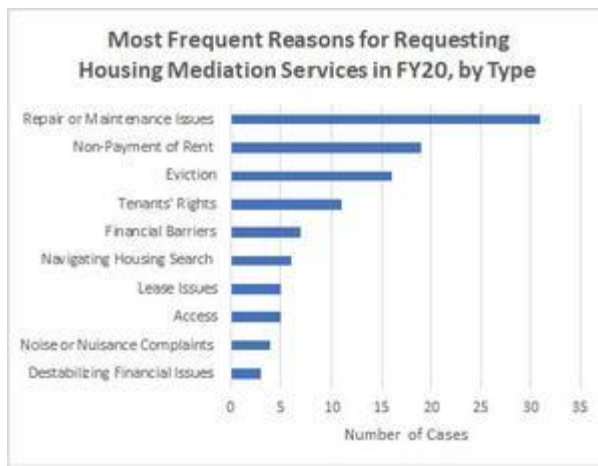
COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - HOME IMPROVEMENT PROGRAM

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY22, 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	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 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		
				Prior year 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

FY22 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 FY22. 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	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 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			
			FY21 funding supported efforts to mediate or otherwise resolve more than 130 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

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY22, 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	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 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		
				FY21 funding supported 70 youths participating in employment and rehab skills training.		




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - TENANT ORGANIZING SERVICES

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY22, 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></div> <div>A</div> </div>
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 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		
				FY21 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: TRANSPORTATION - ELECTRIC VEHICLE CHARGING INFRASTRUCTURE

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Future allocations will be used to advance adoption of electric vehicles in Cambridge, and expand the EV charging network, installing new 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.</p>						 
IMPACT ON OPERATING BUDGET						
<p>The five new stations planned for the next round of installation will add approximately \$5,000 in operating costs to DPW's operating budget. Operating costs comprise the network connection 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.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$0	\$100,000	\$150,000	\$150,000	\$150,000	\$550,000
GRAND TOTAL	\$0	\$100,000	\$150,000	\$150,000	\$150,000	\$550,000
FY23-FY26 FUNDING						
<p>Budget requests for FY23-26 will support refinement and scaling up of the Neighborhood EV Charging Pilot into additional neighborhoods, providing equitable access to EV charging in the "residential parking only" right of way across Cambridge.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>The City is near completion on the design of the Neighborhood EV Charging Pilot and expects to contract with a vendor for EV charging hardware, software and installation in the summer of 2021 to begin pilot implementation in two neighborhoods. The pilot will test the delivery of "at home like" EV charging options in on-street "residential parking only" areas to provide charging access to residents without access.</p>		




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BICYCLE PARKING PROGRAM

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Future ongoing allocations 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 business districts in neighborhoods, 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	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
GRAND TOTAL	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
FY23-FY26 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>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. Substandard, failing bicycle racks at Martin Luther King Jr/Putnam Ave Upper School with new racks that meet the City's design guidelines. Installation began in fall 2020 and continued in winter and spring 2021.</p> <p><i>Photo:</i> Broken and/or failing bicycle racks at Dr. Martin Luther King, Jr./Putnam Ave Upper School were replaced in preparation for increased demand due to COVID-19.</p>		




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BICYCLE PARKING SPECIAL PROJECTS

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Future annual allocation of \$33,000 will be used primarily for the procurement and installation of bicycle shelters 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	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$0	\$33,000	\$33,000	\$33,000	\$33,000	\$132,000
GRAND TOTAL	\$0	\$33,000	\$33,000	\$33,000	\$33,000	\$132,000
FY23-FY26 FUNDING						
<p>\$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.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funding will be combined for additional and 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 covered bicycle shelter, similar to the shelter pictured at Peabody Elementary/Rindge Ave will be installed near the Main Library and CRLS to accommodate people who bicycle year-round or in inclement weather.</p>		






COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BICYCLE SPOT IMPROVEMENTS

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Future allocations 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, and community feedback through the Cambridge Bicycle Plan Update, there is documented demand for changes to streets that are not in the Five-Year Sidewalk and Street Reconstruction Plan.</p>						 
IMPACT ON OPERATING BUDGET						
There is no direct impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000
GRAND TOTAL	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000
FY23-FY26 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 FY21 the allocation will be used to construct pedestrian crossing islands at separated bike lane locations. Shown at left is the existing successful example on Mass. Ave. at Windsor Street.</p>		




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BUS STOP IMPROVEMENTS

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Future allocations will fund this ongoing program to improve the experience of bus riders, improve the ability for bus operators to pull up safely to bus stops, and provide easier boarding and alighting from City sidewalks. The future allocation of \$25,000 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 a key priority of the Transit Advisory Committee.</p>						   
IMPACT ON OPERATING BUDGET						
<p>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 Transit Screens.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000
GRAND TOTAL	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000
FY23-FY26 FUNDING						
<p>It is anticipated that future allocations will be made to fund the purchase and installation of bus stop amenities such as city-owned bus shelters, benches, and leaning bars and construction of curb extensions and "floating" bus stops at locations with potential safety conflicts between people on bikes and boarding and alighting bus riders.</p>						
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 amenities, and construct curb extensions for bus shelters to allow buses to pull up flush to the curb.</p> <p><i>Photo: Bench on Huron Ave at Lakeview</i></p>		




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - TRAFFIC CALMING

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
An allocation of \$250,000 will be used for the design and construction of traffic calming measures on the following proposed streets: Sciarappa Street, Centre Street, Dana Street, Montgomery Street. Projects occur in conjunction with roadway improvement projects and are therefore determined based on DPW plans for the fiscal year. The goal of 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	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$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
FY23-FY26 FUNDING						
It is anticipated that an allocation will be made in each year budget cycle to fund traffic calming projects.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funds were used to complete traffic calming designs on Chestnut St, Elm St, and Webster St. Funds were also used for construction of traffic calming measures on Sixth St, Huron Ave, Riedesel Ave and Dudley St including raised intersections and side street crossings, curb extensions, and shared street elements such as flush curb and pavement changes. New access ramps and crosswalks were also completed part of the projects at all intersections. <i>Photo: Dudley Street Reconstruction Project - Pedestrian improvements at the intersection of Dudley Street and Montgomery Street.</i></p>		


COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - ENERGY EFFICIENCY PROJECTS

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Energy efficiency work is critical to the City's ability to meet its commitments to reduce greenhouse gas emissions and become carbon neutral by 2050. No funding is being requested in FY22, where projects will be funded through prior years' appropriations.</p> <p>In FY22, the work will continue to convert inefficient lighting to energy saving LEDs in large buildings, where phase two is expected to take place at the Healy Public Safety Building, Main Library and the War Memorial Recreation Center. LED lighting can save 30 to 60% in lighting electricity in these buildings. Ongoing heating, ventilation and air conditioning (HVAC) improvements and upgrades will continue in various City buildings.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Projects completed in FY21 will save 445,000 kilowatt-hours (kWh) per year, more than enough electricity to power Citywide Senior Center 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	FY22	FY23	FY24	FY25	FY26	TOTAL
Resident Parking Sticker Revenues	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
GRAND TOTAL	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
FY23-FY26 FUNDING						
<p>Annual funding will begin again in FY23 to allow the continuation of the planned energy efficiency projects.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY21 accomplishments include LED lighting upgrades with integrated occupancy and daylight sensing controls at the Healy Public Safety Building (phase 1), Main Library (phase 1), the War Memorial Recreation Center and the final stage of the First St Garage LED upgrade. The Coffon Building underwent HVAC distribution system upgrades.</p>		



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - FLOORING & FURNISHINGS

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
This project works to replace flooring, carpeting, and furnishings throughout City buildings will continue in FY22 using prior year appropriations. No new funding is requested in FY22.						\$
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	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$0	\$100,000	\$110,000	\$110,000	\$110,000	\$430,000
GRAND TOTAL	\$0	\$100,000	\$110,000	\$110,000	\$110,000	\$430,000
FY23-FY26 FUNDING						
Future funding will continue to resolve ongoing issues with flooring, carpets, and furnishings.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Projects completed in FY21 include the replacement of the first floor main corridor and ground floor vestibule carpet at the Senior Center.		




COMMUNITY MAINTENANCE AND DEVELOPMENT

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

FY22 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 \$10 million in FY22 will continue to fund significant building improvements and deferred maintenance projects. Proposed projects include but are not limited to continued DPW upgrades and youth centers and fire station improvements.</p> <p>Projects to be funded included \$5,000,000 for DPW Yard Improvements and \$5,000,000 for MFIP Projects such as Moses Youth Center HVAC Design, fire notification system installation at 11 buildings, Coffon building bathroom rehab and upgrades and MFIP study. Also, included is funding to support fire station improvements including: Lafayette Square fire station improvements (floor slab, kitchen and gym flooring replacement), Taylor Square fire station improvements (decontamination showers, installation and parapet improvement), East Cambridge fire station improvements (sanitary storm system replacement and generator installation) and Lexington Ave. fire station driveway construction.</p>						 
IMPACT ON OPERATING BUDGET						
Strategic improvements to building systems will continue to result in lower energy and maintenance costs, higher occupant comfort and productivity, and preservation of building infrastructure.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Bond Proceeds	\$10,000,000	\$10,000,000	\$10,000,000	\$12,000,000	\$15,000,000	\$57,000,000
GRAND TOTAL	\$10,000,000	\$10,000,000	\$10,000,000	\$12,000,000	\$15,000,000	\$57,000,000
FY23-FY26 FUNDING						
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.						
STATUS OF PRIOR YEAR PROJECTS						
FY21 MFIP completed or ongoing projects include the following: Coffon Building Second Floor HVAC Upgrades, DPW Complex Upgrade (ongoing), fire notification upgrade at four Firehouses, Graham and Parks School Photovoltaic and Switchgear Upgrade Project (219kW) (ongoing), Inman Square Firehouse Structural Slab Repair (ongoing), Inman Square Firehouse Facade Restoration - ongoing, Lafayette Structural Slab Repair Design (ongoing), Lexington Avenue Firehouse Interior Alteration (ongoing), River Street Firehouse Alteration (ongoing), Robert W. Healy Public Safety Building HVAC Upgrade and Taylor Square Firehouse Improvements.						



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: ENERGY - RENEWABLE ENERGY SUPPLY

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
The goal of this project is to meet the City's commitment to supply 100% of the electricity used in municipal operations from renewable energy.						 
IMPACT ON OPERATING BUDGET						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$0	\$350,000	\$0	\$0	\$0	\$350,000
GRAND TOTAL	\$0	\$350,000	\$0	\$0	\$0	\$350,000
FY23-FY26 FUNDING						
<p>In FY21, the City initiated a project to develop a greenhouse gas emissions (GHG) reduction and renewable electricity supply strategy for City operations. The project is also exploring a 100% renewable electricity supply to the Cambridge residents and businesses who participate in the Community Choice Aggregation program, as well as collaborating with non-City entities to further increase the scale of GHG reductions. This work will continue in FY22, with the development of a renewable energy procurement plan. The plan will lay out desired purchase criteria such as location, pricing, environmental and social impacts and desired amounts of emissions reductions.</p> <p>In FY23, funds will be required for technical and financial advisory and broker services in order to prepare bids, vet projects and assist the City with project selection and contract execution. Future appropriations will likely be required depending on the financing structure of the energy procurement.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY21 the City began Phase 1: evaluating the feasibility of collaborating with other entities; identifying the optimal mix of energy efficiency, onsite solar and offsite procurement; identifying goals and priorities to inform upcoming procurements, and examining opportunities to incorporate the electricity load of residents and businesses who participate in the Cambridge Community Choice Aggregation.</p>		



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: PARKS - PARK SURFACING RESTORATION PROGRAM

FY22 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 FY22 allocation will be used at Alden Playground and Silva Playground.</p>						
IMPACT ON OPERATING BUDGET						
Regular upgrades will reduce routine maintenance costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$100,000	\$100,000	\$175,000	\$175,000	\$175,000	\$725,000
GRAND TOTAL	\$100,000	\$100,000	\$175,000	\$175,000	\$175,000	\$725,000
FY23-FY26 FUNDING						
<p>Future years' work will continue to resolve ongoing issues with rubber surface repairs. Presently there are a number of playground locations in need of rubber surface replacement. Future locations for restoration will depend on continuing surface condition assessments at playgrounds throughout the City.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funding was used for surface restoration at Gore Street, Lee & West, Dana and Alberico park playgrounds as well as a restoration of the Corporal Burns Park. The FY19 allocation and a portion of the FY20 allocations will address surface renewal at the Peabody School Playground as part of the larger Peabody Playground renovation project. The FY21 allocation funded work at Maple & Marie Playground and Cooper Playground.</p>		




COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: PARKS - RECREATIONAL HARD SURFACE RESTORATION

FY22 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. FY22 allocation is for replacing the Hoyt Tennis Courts hard surface.</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	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 FUNDING						
Future allocations will be used for hard surface restoration at locations based on continual assessments of hard surface conditions at court locations throughout the City.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year allocations were used to fund the Kennedy Longfellow basketball court restoration.		






COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: RECYCLE - SMALL BUSINESS CURBSIDE COMPOST PILOT PROGRAM

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Due to COVID-19, the impact on small businesses, the initial timeline for launching a Small Business Compost Pilot has been moved up. The FY22 allocation of \$50,000 will fund the procurement of curbside compost collection containers and outreach material to Pilot a Small Business Curbside Compost program. DPW will provide collection of food waste to up to 125 businesses. Similar to the Small Business Recycling Program, the City will collect up to 3 carts twice per week at small businesses that primarily are food-service retail establishments. This program will help reduce operating costs for small businesses and reduce our greenhouse gas emissions. Collection will be provided by DPW.</p>						 
IMPACT ON OPERATING BUDGET						
<p>This program will increase the amount of food waste collected and sent for processing into clean energy and fertilizer. The impact on the operating budget is dependent on how many businesses and which businesses sign-up. For example, very busy restaurants will generate substantially more compost than cafes or restaurants that serve only one meal per day. DPW is estimating the budget for compost processing will increase by \$50,000- \$150,000 per year.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$50,000	\$0	\$0	\$0	\$0	\$50,000
GRAND TOTAL	\$50,000	\$0	\$0	\$0	\$0	\$50,000
FY23-FY26 FUNDING						
N/A						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>No funds for this purpose were appropriated in FY21.</p>		



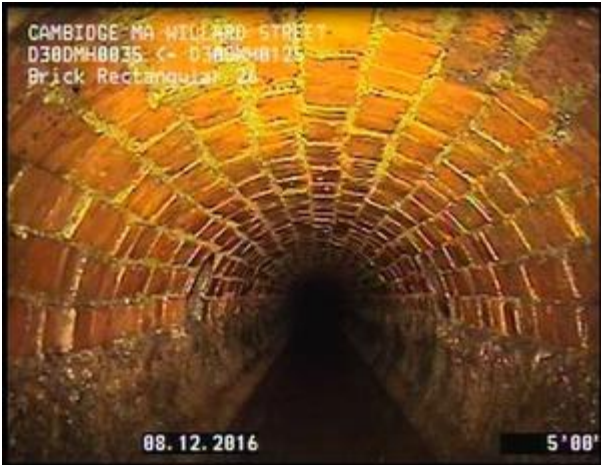
COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - AGASSIZ

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Agassiz program is an ongoing sewer separation and stormwater program. FY23 funding will be used for the design and construction of sewer, stormwater, water, street, and sidewalk improvements on Kirkland Street, Roberts Road and Quincy Street between Kirkland Street and Cambridge Street. 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, Vision Zero and the Urban Forestry Master Plan.</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	FY22	FY23	FY24	FY25	FY26	TOTAL
Bond Proceeds	\$0	\$5,000,000	\$0	\$0	\$0	\$5,000,000
Sewer Bond Proceeds	\$0	\$40,000,000	\$0	\$0	\$0	\$40,000,000
GRAND TOTAL	\$0	\$45,000,000	\$0	\$0	\$0	\$45,000,000
FY23-FY26 FUNDING						
An FY23 appropriation and bond authorization of \$45,000,000 will support the design and construction of the improvements.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>No funds for this purpose were appropriated in FY21.</p> <p>Photo: Kirkland Street</p>		






COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - CAPITAL REPAIRS PROGRAM

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
An FY22 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	FY22	FY23	FY24	FY25	FY26	TOTAL
Sewer Bond Proceeds	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$7,500,000	\$31,500,000
GRAND TOTAL	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$7,500,000	\$31,500,000
FY23-FY26 FUNDING						
Future allocations to this program will be used to continue rehabilitating pipe systems.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>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> <p><i>Photo: example of video image of existing brick sewer from inspection to determine condition of the sewer.</i></p>		






COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - CLIMATE CHANGE

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
An FY22 appropriation and bond authorization of \$500,000 will be used to implement efforts identified through the City's Climate Change Vulnerability Assessment and the Resilient Cambridge 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	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 FUNDING						
Future allocations to this program will be used to continue implementing resiliency efforts.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Previous funding has supported the Resilient Cambridge Plan, the FloodViewer Tool that allows property owners to look up flood projections for individual properties, the Urban Forestry Master Plan and Regional efforts to increase resiliency at the DCR Dams.</p> <p><i>Image of Amelia Earhart Dam, which provides critical protection from Sea Level Rise / Storm Surge.</i></p>		

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - HARVARD SQUARE

FY22 PROJECT DESCRIPTION	CITY COUNCIL GOALS
The Harvard Square program is an ongoing sewer separation and stormwater management program. The FY22 appropriation and bond authorization of \$2,000,000 will be used with previously appropriated funds to construct a new stormwater outfall at Willard Street and reconstruct 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, Vision Zero and the Urban Forestry Master Plan. The Willard St construction is scheduled to begin in the fall of 2021, once permitting is completed.	    

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	FY22	FY23	FY24	FY25	FY26	TOTAL
Sewer Bond Proceeds	\$2,000,000	\$0	\$0	\$2,650,000	\$0	\$4,650,000
GRAND TOTAL	\$2,000,000	\$0	\$0	\$2,650,000	\$0	\$4,650,000




FY23-FY26 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 supported cleaning the existing CAM005 stormwater outfall, installing an infiltration system at Longfellow Park, the design of a new stormwater outfall at Willard Street, and the design of the reconstruction of Willard Street.</p> <p>Image: Infiltration system at Longfellow Park.</p>








COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - REMEDIAL CONSTRUCTION

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
The FY22 appropriation will focus the program 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.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Sewer Service Charges	\$2,750,000	\$2,500,000	\$4,250,000	\$2,750,000	\$4,100,000	\$16,350,000
GRAND TOTAL	\$2,750,000	\$2,500,000	\$4,250,000	\$2,750,000	\$4,100,000	\$16,350,000
FY23-FY26 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		
				Previous funding was used for emergency repair and replacement of existing infrastructure, such as this section of drain line on Pearl Street (shown left).		

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - RIVER STREET

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY22 appropriation and bond authorization of \$20,000,000 will be used to support the construction of sewer and drainage infrastructure improvements and surface enhancements on River St between Memorial Dr and Central Square, including Carl Barron Plaza. Project improvements include replacement of city utilities (sewer, drain and water), coordination with private utility companies, full depth roadway reconstruction, new sidewalks, new pedestrian scale streetlights, new street trees, a separated bike lane, and a redesigned Carl Barron Plaza. The design of the improvements along this critical corridor has been developed in conjunction with a 16-member Working Group. A number of smaller residential streets (Kelly Rd, Laurel St, Rockwell St, Fairmont St, Fairmont Ave and Blackstone St) have also been included.</p> <p>Eversource is currently replacing their gas main along River St and the construction of the improvements is scheduled to begin in late 2021.</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	FY22	FY23	FY24	FY25	FY26	TOTAL
Sewer Bond Proceeds	\$20,000,000	\$0	\$0	\$0	\$0	\$20,000,000
GRAND TOTAL	\$20,000,000	\$0	\$0	\$0	\$0	\$20,000,000
FY23-FY26 FUNDING						
No additional funding is anticipated.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY19 \$34,000,000 was appropriated for the design and construction of River Street.</p> <p>Image of Tubman Square concept plan.</p>		








COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - THE PORT

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This multi-phase program will reduce the frequency and extent of flooding and improve infrastructure in the Port neighborhood. The program will rehabilitate existing infrastructure, construct one underground sewer tank and two underground stormwater tanks with over one million gallons of storage, support public art in the neighborhood, and reconstruct the streets and sidewalks with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets, Vision Zero and the Urban Forestry Master Plan. A Working Group has been established to advise city staff, as we develop the next phases of the project.</p> <p>FY22 and FY23 funding will support the design and construction of the Port Infrastructure improvements.</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	FY22	FY23	FY24	FY25	FY26	TOTAL
Mitigation Revenue	\$2,700,000	\$0	\$0	\$0	\$0	\$2,700,000
Sewer Bond Proceeds	\$0	\$80,000,000	\$0	\$0	\$0	\$80,000,000
GRAND TOTAL	\$2,700,000	\$80,000,000	\$0	\$0	\$0	\$82,700,000
FY23-FY26 FUNDING						
FY23 funding will support the design and construction of the Port Infrastructure improvements.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Previous funding supported the construction of a 480,000 gallons stormwater tank in the City's parking lot on Bishop Allen Drive and the jacking of a 60" diameter pipe under the MBTA redline on Mass. Ave. to carry stormwater from the neighborhood to the Charles River.</p> <p><i>The image shows the stormwater tank under construction, with St. Paul AME Church on Bishop Allen Dr.</i></p>		






COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: STREETS - CENTRAL SQUARE

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY23 appropriation and bond authorization 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, separated bike lanes, 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, Vision Zero and the Urban Forestry Master Plan.</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	FY22	FY23	FY24	FY25	FY26	TOTAL
Bond Proceeds	\$0	\$27,000,000	\$0	\$0	\$0	\$27,000,000
Sewer Bond Proceeds	\$0	\$11,000,000	\$0	\$0	\$0	\$11,000,000
GRAND TOTAL	\$0	\$38,000,000	\$0	\$0	\$0	\$38,000,000
FY23-FY26 FUNDING						
An FY23 appropriation and bond authorization of \$38,000,000 will support the design and construction of the Central Square Improvements.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				This project has not been previously funded.		

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: STREETS - COMPLETE STREETS RECONSTRUCTION

FY22 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; and priority routes identified in the City's Bike Plan. The goal of the program is to provide high quality infrastructure with an emphasis on designing streets for all users, supporting the City's commitment to Complete Streets and Vision Zero, and implementing recommendations of the Urban Forestry Master Plan.</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	FY22	FY23	FY24	FY25	FY26	TOTAL
Bond Proceeds	\$5,000,000	\$10,000,000	\$11,000,000	\$11,500,000	\$12,000,000	\$49,500,000
Chapter 90	\$2,706,330	\$2,650,000	\$2,650,000	\$2,650,000	\$2,650,000	\$13,306,330
Departmental Revenue	\$115,000	\$0	\$0	\$0	\$0	\$115,000
Mitigation Revenue	\$703,000	\$0	\$0	\$0	\$0	\$703,000
Street Preservation Offset Fund	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
GRAND TOTAL	\$8,524,330	\$12,850,000	\$13,850,000	\$14,350,000	\$14,850,000	\$64,424,330
FY23-FY26 FUNDING						
<p>Future allocations to this program will be used to continue reconstructing streets and sidewalks. Beginning in FY23, additional funding per year is included to support construction on additional streets that are critical to the implementation of the City's Bike Plan.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY21, \$8,486,530 was appropriated for street and sidewalk work throughout the city.</p>		

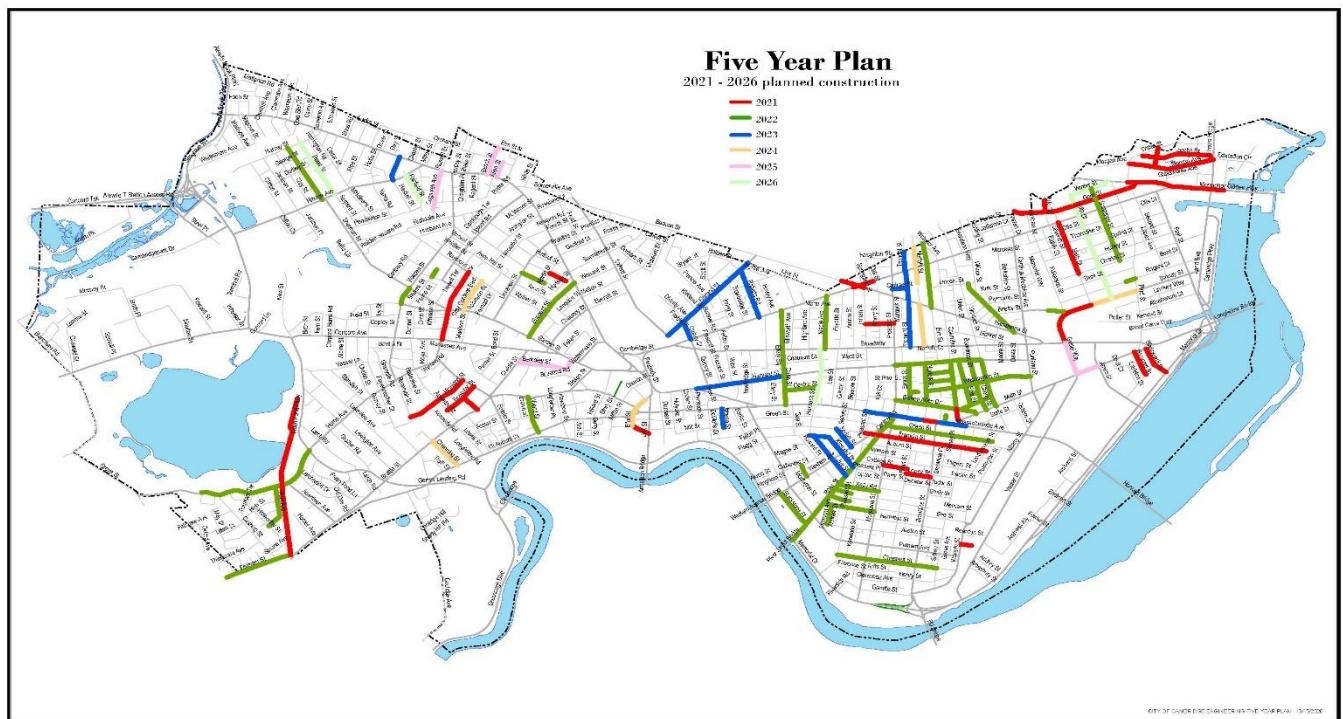
COMMUNITY MAINTENANCE AND DEVELOPMENT

Additional Project Information

FY22 Complete Streets Construction Projects Include:







Streets and Sidewalks

Street	From	To	Cost
Chetwyn Rd	Newell	End	\$400,000
Gray	Martin	Linnaean	\$650,000
Haskell	Rindge	Mass Ave	\$604,582
Norfolk	Broadway	SOMERVILLE	\$2,369,750
Oak	Cambridge	SOMERVILLE	\$350,000
Sciarappa	Charles	Winter	\$1,950,000
Shepard (Design)	Garden	Mass Ave	\$100,000
Rockwell	River	Pleasant	\$250,000
Misc Sidewalk and Spot Impr.			\$850,000
Bike / Ped Infrastructure	Huron Ave 2-way protected bike lanes		\$1,000,000
Total Cost			\$8,524,332





COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: STREETS - HARVARD SQUARE - ELIOT STREET

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
An FY23 appropriation and bond authorization of \$6,000,000 will support the design and construction of surface enhancements on Eliot Street between Brattle Street and Bennett Street. Project improvements will include full depth roadway reconstruction, new sidewalks, new street trees, a separated bike lane, and enhanced transit amenities for the key bus stop on the street. A comprehensive community design process will be undertaken to develop the design of the improvements with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets, Vision Zero and the Urban Forestry Master Plan.						    
IMPACT ON OPERATING BUDGET						
By allocating funds for the reconstruction of streets and sidewalks, the city is reducing street maintenance costs in the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Bond Proceeds	\$0	\$6,000,000	\$0	\$0	\$0	\$6,000,000
GRAND TOTAL	\$0	\$6,000,000	\$0	\$0	\$0	\$6,000,000
FY23-FY26 FUNDING						
An FY23 appropriation and bond authorization of \$6,000,000 will support the design and construction of Eliot Street between Brattle Street and Bennett Street.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Previous appropriations supported the reconstruction of Eliot Street between Bennett Street and JFK Street and are funding the on-going renovations to the historic Harvard Square Kiosk and Plaza and the safety improvements at the Super Crosswalk.</p> <p><i>Image of sidewalk reconstruction on Eliot Street at Bennett Street.</i></p>		



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: TREES - EMERALD ASH BORER TREATMENT

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY22 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. Future allocation will provide funding only for treatment of trees.						
IMPACT ON OPERATING BUDGET						
Tree maintenance programs will reduce emergency service needs and promote better tree health.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$100,000	\$100,000	\$120,000	\$120,000	\$120,000	\$560,000
GRAND TOTAL	\$100,000	\$100,000	\$120,000	\$120,000	\$120,000	\$560,000
FY23-FY26 FUNDING						
Future year funding will continue the EAB treatment program, the practice has been to treat the City's ash tree population annually. Funding in FY24 through FY26 will support treating the City's ash trees twice a year.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				In FY21, \$100,000 was appropriated to continue the EAB treatment program.		



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: TREES - PARK AND CEMETERY TREE PRUNING

FY22 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.						
IMPACT ON OPERATING BUDGET						
Preventative maintenance programs reduce emergency service needs and promote better tree health.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$125,000	\$125,000	\$130,000	\$130,000	\$130,000	\$640,000
GRAND TOTAL	\$125,000	\$125,000	\$130,000	\$130,000	\$130,000	\$640,000
FY23-FY26 FUNDING						
Future funding will be used to continue park and cemetery tree pruning.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				In FY21, \$100,000 was appropriated to fund park and cemetery tree pruning.		



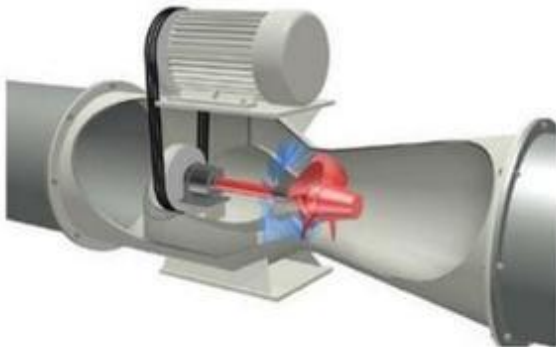
COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: FRESH POND MASTER PLAN IMPLEMENTATION

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY22 funds will be used for various Fresh Pond Reservation Master Plan priorities, including the continuation of Pine Forest Phase 1 design and Black’s Nook construction oversight.						
IMPACT ON OPERATING BUDGET						
As projects are completed, there is the potential for increased maintenance costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 FUNDING						
Future funds will be used for Fresh Pond Master Plan priorities including the design of Pine Forest Phase 2 and Kingsley Park Phase 2.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year funds were used for various Fresh Pond Reservation Master Plan priorities, including Pine Forest Phase 1 and Black's Nook Existing Condition Assessment.		




COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: HYDROELECTRIC RENEWABLE ENERGY GENERATION

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY22, an appropriation 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	FY22	FY23	FY24	FY25	FY26	TOTAL
Water Service Charges	\$50,000	\$0	\$0	\$0	\$0	\$50,000
GRAND TOTAL	\$50,000	\$0	\$0	\$0	\$0	\$50,000
FY23-FY26 FUNDING						
It is anticipated that the department will request future funding for 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

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Funds are used to replace personal computers (Pcs) and other IT equipment at the Water Department.						 
IMPACT ON OPERATING BUDGET						
Future funding this project prevents delays or interruptions Department functions.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Water Service Charges	\$0	\$20,000	\$0	\$20,000	\$10,000	\$50,000
GRAND TOTAL	\$0	\$20,000	\$0	\$20,000	\$10,000	\$50,000
FY23-FY26 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

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY22 funds will be used for Hobbs Dam Slope/Winter Street Drainage investigation and corrective actions and 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	FY22	FY23	FY24	FY25	FY26	TOTAL
Water Service Charges	\$330,000	\$345,000	\$310,000	\$320,000	\$218,000	\$1,523,000
GRAND TOTAL	\$330,000	\$345,000	\$310,000	\$320,000	\$218,000	\$1,523,000
FY23-FY26 FUNDING						
Future funding will be used to continue biennial Dam Inspections; removing vegetation from City-owned easements; Pine Forest Phase I Construction; Hobbs Brook Dam/Gate House investigations, improvements and repairs; and review and develop Stony Brook spillway capacity and efficiency improvements.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year funds were used to investigate and repair Hoods Brook Dam and gatehouse as well as, review the Stony Brook Reservoir Spillway adequacy/capacity and removing vegetation from City-owned easements and dam inspections.		



COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: RESERVOIR GAGING WEATHER STATION MAINTENANCE

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY22 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	FY22	FY23	FY24	FY25	FY26	TOTAL
Water Service Charges	\$223,000	\$237,000	\$237,000	\$237,000	\$237,000	\$1,171,000
GRAND TOTAL	\$223,000	\$237,000	\$237,000	\$237,000	\$237,000	\$1,171,000
FY23-FY26 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: SUPERVISORY CONTROL AND DATA ACQUISITION (SCADA) UPGRADE

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>These funds will be used to upgrade the treatment plant's Supervisory Control and Data Acquisition (SCADA) system. This upgrade includes replacing all Program Logic Controllers (PLCs) and ozone generators. SCADA is the software that runs the treatment plant. PLCs are located throughout the plant and allow SCADA to communicate with the treatment process equipment. The replacement ozone generators are about 20% more energy efficient. Everything was installed during the construction of the plant 20 years ago and is outdated. This upgrade is anticipated to be completed by the end of FY24 at a total estimated cost of \$7.1 million.</p>						 
IMPACT ON OPERATING BUDGET						
None						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Water Fund Balance	\$1,800,000	\$3,510,000	\$0	\$0	\$0	\$5,310,000
GRAND TOTAL	\$1,800,000	\$3,510,000	\$0	\$0	\$0	\$5,310,000
FY23-FY26 FUNDING						
Future year funds will be used to complete this upgrade.						
STATUS OF PRIOR YEAR PROJECTS						
Prior year capital funds dating back to FY20 have been used for the design of the upgrade.						




COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATER METER REPLACEMENT

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY22 funds will be used to cover replacement of water meters and meter transmitter units (MTU) which are part of the department's automated meter reading System. 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	FY22	FY23	FY24	FY25	FY26	TOTAL
Water Service Charges	\$162,000	\$150,000	\$150,000	\$150,000	\$150,000	\$762,000
GRAND TOTAL	\$162,000	\$150,000	\$150,000	\$150,000	\$150,000	\$762,000
FY23-FY26 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

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY22 funds will be used for a Facility Electrical System review, dissolved air flotation (DAF) pump replacement, the replacement of electrical sub meters, replacement of a backwash pump, Payson Park structural inspection, and the replacement of a pH/ISE Meter.						 
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	FY22	FY23	FY24	FY25	FY26	TOTAL
Water Service Charges	\$645,000	\$240,000	\$296,000	\$268,000	\$380,000	\$1,829,000
GRAND TOTAL	\$645,000	\$240,000	\$296,000	\$268,000	\$380,000	\$1,829,000
FY23-FY26 FUNDING						
Future funds will be used for plant instrumentation replacement, SCADA upgrade, DAF pump replacement, replace polymer system, chemical pump replacement and Deionized water system polisher replacement.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funds were used for plant instrumentation replacement, Payson Park structural inspection, chemical pump replacement, purchase a UV spectrometer, an autoclave and a compressed air system.</p>		


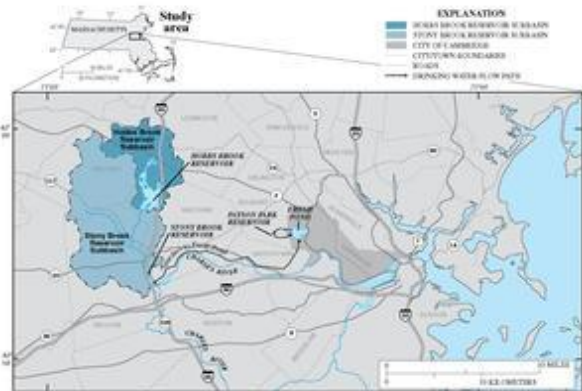
COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATER WORKS CONSTRUCTION

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY22 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	FY22	FY23	FY24	FY25	FY26	TOTAL
Water Service Charges	\$1,772,000	\$2,003,000	\$2,002,000	\$2,000,000	\$2,000,000	\$9,777,000
GRAND TOTAL	\$1,772,000	\$2,003,000	\$2,002,000	\$2,000,000	\$2,000,000	\$9,777,000
FY23-FY26 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 (FY23 to FY26).						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funds were 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.</p>		

COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATERSHED CONSULTING SERVICES

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY22 funds will be used to support the Watershed Protection Plan implementation, GIS mapping and analysis, and distribution hydraulic model updates.						
IMPACT ON OPERATING BUDGET						
Services will have no impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Water Service Charges	\$68,000	\$55,000	\$55,000	\$55,000	\$55,000	\$288,000
GRAND TOTAL	\$68,000	\$55,000	\$55,000	\$55,000	\$55,000	\$288,000
FY23-FY26 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 Watershed Protection Plan implementation, GIS mapping and analysis, distribution hydraulic model updates, vulnerability assessment and specialized site plan review.</p>		




HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: DANEHY PARK MAINTENANCE

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY22 funding will support annual Danehy Park land and infrastructure repairs, irrigation upgrades, and the bench and table replacement.						<div>\$</div> <div> </div>
IMPACT ON OPERATING BUDGET						
Table/bench replacement project will reduce maintenance costs and enhance usability. Infrastructure repairs will allow staff to more efficiently manage the amount of moisture in each of the athletic playing surfaces.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 FUNDING						
Future funding will be used to maintain Danehy Park and the increased cost of capital improvements, aging park features and equipment.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				FY21 funding was used for irrigation replacement, landscape and snow removal equipment.		


HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: DISABILITY COMMISSION ADA ACCESSIBILITY IMPROVEMENTS

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY22, the Disability Commission will use \$50,000 to provide ADA compliant picnic tables in city parks and universal design equipment to retrofit features in existing parks. Currently under review for this initiative is resurfacing projects at Wilder Lee Park, Riverside Press and William Morrill playgrounds. This project would eliminate the presence of wood fiber material as a way of access to playground features and replace them with a more suitable product.						 
IMPACT ON OPERATING BUDGET						
There is no impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 FUNDING						
Funding for FY23-26 is requested annually to support ADA improvements to buildings and open spaces.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Allocations of \$50,000 have been made for the past 25 years to fund a wide range of projects to improve access for people with disabilities, consistent with ADA requirements. In FY21, 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 identified for our retrofit program received new accessible equipment.</p>		




HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: FRESH POND GOLF COURSE IMPROVEMENTS

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY22, an allocation of \$30,000 for the Fresh Pond Golf Course will be used to solve issues related to land and irrigation improvements. Additionally, the Department will continue to improve course aesthetics and playability through earth work, receptacle replacement, and posts for our new cast-metal hole signs.						
IMPACT ON OPERATING BUDGET						
Projects reduce the costs of repair and maintenance calls while keeping up with user load and enhancing the natural setting.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 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, purchase cast metal hole signs, and irrigation improvements at the Fresh Pond Golf Course.		



HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: HUMAN SERVICES BUILDINGS REPAIRS

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY22 Department of Human Services Programs building maintenance, with existing funding, will be used to replace and revitalize furnishings across 27 Human Service Program Sites/Buildings. Programs have submitted priority lists that will be used to configure a general improvement list.</p> <p>Improvement to DHSP buildings will be made to improve accessibility, inclusiveness and functionality for our staff and members of the public.</p>						 
IMPACT ON OPERATING BUDGET						
This project will reduce need for replacement furnishings.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$15,000	\$30,000	\$30,000	\$30,000	\$30,000	\$135,000
GRAND TOTAL	\$15,000	\$30,000	\$30,000	\$30,000	\$30,000	\$135,000
FY23-FY26 FUNDING						
FY23-FY26 funding will be used to maintain Human Services buildings is requested to return to \$30,000 annually.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY21 funding was dedicated to improvement for existing priority list across our 27 sites, including Youth Center furniture, wall panel replacement and upgrades to fitness facilities.</p>		


HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: PHASE III BENCH AND TABLE REPLACEMENT

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Due to vandalism, nature of material, and weather conditions Cambridge Recreation proposed to replace every wooden park bench, picnic table, and ADA picnic table with powder coated steel units. The City funded Phase I and II of this project. In FY23, phase III of the Cambridge Recreation proposes to replace the remaining 17 units to complete the project.						
IMPACT ON OPERATING BUDGET						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	TOTAL
Property Taxes	\$0	\$50,000	\$0	\$0	\$0	\$50,000
GRAND TOTAL	\$0	\$50,000	\$0	\$0	\$0	\$50,000
FY23-FY26 FUNDING						
Projecting \$50,000 for final Table replacement in FY23						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Phase I complete: In 2018-2019 benches were removed and replaced in 40 locations throughout Danehy Park.</p> <p>Phase II complete: In 2019-2020 tables were removed and replaced in 13 locations throughout Danehy Park. 10 of the tables were standard units and 3 were ADA compliant units.</p>		

HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: WAR MEMORIAL RECREATION CENTER MAINTENANCE

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY22 funding will be used to support the replacement 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	FY22	FY23	FY24	FY25	FY26	TOTAL
Departmental Revenue	\$28,000	\$48,000	\$48,000	\$48,000	\$48,000	\$220,000
GRAND TOTAL	\$28,000	\$48,000	\$48,000	\$48,000	\$48,000	\$220,000
FY23-FY26 FUNDING						
Future funding will support continued maintenance of the War Memorial Recreation Center.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				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.		


HUMAN RESOURCE DEVELOPMENT

LIBRARY: MAIN LIBRARY BUILDING REPAIRS

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
The Library will use FY22 funds for various repairs and improvements to continue to maintain the facilities and ensure smooth operations for patrons and staff.						
IMPACT ON OPERATING BUDGET						
This project will not impact the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 FUNDING						
Annual allocations will be used to maintain the Main Library building.						
STATUS OF PRIOR YEAR PROJECTS						
The Library held the FY20 and FY21 budgets to ensure the HIVE was fully funded at substantial completion in January 2021. In addition, the Library is planning modifications to the existing administrative office suite at the Main Library. The Library team is at the final planning stage to prepare bid documents.						

EDUCATION

SCHOOL: BUILDING REPAIRS AND REPLACEMENT

FY22 PROJECT DESCRIPTION						CITY COUNCIL GOALS
There are repairs and replacements that require immediate attention at schools across the City. Projects will include: asbestos abatement in various schools, redo the front plaza and failing masonry wing walls and recaulking the building at the Haggerty School, replace emergency generator and extend exhaust at Cambridgeport, recaulking precast panels at CRLS Field House, unit vents engineering at the Fletcher Maynard Academy and Longfellow building and replace the gym floor at the Amigos.						Key
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	FY22	FY23	FY24	FY25	FY26	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
FY23-FY26 FUNDING						
Future funds will be used across City Schools.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year projects 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.		

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