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10 March 2021

PROGRAM IMPROVEMENT REQUEST FY2022

As a result of decades of deferred maintenance and under investment in capital improvements, Somerville's municipal buildings, roads, sidewalks, water distribution, sewer collection, and stormwater management systems are all approaching the end of their intended lifespans; moreover, many of those systems fail to meet current code, regulatory, environmental and general level of service requirements for a modern city. To proactively address those deficiencies and reduce the risk of service interruptions, the Department of Infrastructure and Asset Management was established at the start of Fiscal Year 2020 by combining Capital Projects and Engineering as well as consolidating some related functions from other Departments. IAM endeavors to develop and implement a comprehensive plan to effectively maintain, modernize and replace Somerville's full range of horizontal and vertical infrastructure assets.

Building and expanding upon work completed previously completed by Capital Projects for buildings and Engineering for utilities, and in close collaboration with DPW, OSPCD, Water & Sewer, and other Departments, IAM has begun to establish the scope and scale of the comprehensive plan to define and prioritize capital improvements as well as support better asset management by the operational divisions (i.e. DPW, Water & Sewer). Based on that evaluation, it is clear that additional staff and capital outlay will be required to achieve the Department's goals and support myriad Citywide initiatives, all of which are dependent upon functioning utility and building systems. This memorandum provides the details of and justification for IAM's necessary Program Improvement Requests (PIRs).

Background – Current State of Infrastructure

To understand IAM's strategic approach to its mission that underlies the FY2022 PIRs, it is helpful to appreciate the current state of the City's infrastructure. Evaluation of those infrastructure systems considers both *condition* and *configuration*. *Condition* relates to the physical integrity of existing system components. Items in good condition may remain in service not requiring significant investment outside of routine maintenance. Items in poor condition are at risk of failure, requiring either investments in deferred maintenance or full replacement to achieve their basic purpose (e.g. deliver drinking water, provide sewer service, heat a room, or keep the weather out of an office). *Configuration* relates to the ability of systems to achieve current & projected requirements. The City's neighborhoods, municipal services, environmental regulations, and even the climate have changed since most of our utilities and buildings were put into service. In some cases, the configuration of those systems is still adequate to

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achieve current demands. In others, the inherent functioning of those systems is incompatible with modern goals and regulations. Development of a long-term asset management plan, that guides the operations divisions and informs both capital outlay spending and the Capital Investment Plan requires a thorough understanding both condition and configuration constraints.

Municipal & School Buildings

In 2017, the City inventoried and assessed all of its building systems (e.g. heating, cooling, plumbing, doors, physical structure, etc.) for condition and code compliance. In general, the physical *condition* of the City's buildings and internal systems is fair to poor. The data suggest a total maintenance and improvement backlog of approximately $300M, a third of which is categorized as "Emergency" or "High Priority", to achieve building code compliance, provide Americans with Disabilities Act (ADA) accessibility, prevent mechanical system failures necessitating suspending occupancy, and maintain functional spaces. In addition to those needs, and despite modest efforts to increase lighting efficiency and discontinue oil-fired heating, the energy use and carbon footprint of our buildings creates a substantial gulf between the City's environmental impact and the City's climate forward goals.

In response to the Covid-19 pandemic and to safely return students to in-person learning while controlling the transmission of the virus, in FY2021 an IAM project improved air handling in the City's schools, including increased filtration, addition of humidification and UV disinfection, and a full retro-commissioning of all building mechanical systems related to ventilation. The highly skilled trades people contracted to complete that work uncovered significant issues with those building systems that the City's on-call operations contractor, Honeywell, had failed to identify or had exacerbated through inadequate maintenance. This discovery further underscores the poor condition of our building systems, some of which may not be obvious without further expert investigation, and the need for the project in the first place highlights that our older buildings do not achieve modern configuration needs.

From August 2017 through January 2019, a Building Master Plan Working Group evaluated departmental office space needs and developed a general department relocation strategy to improve departmental operations and constituent experience. That effort determined that the general *configuration* of the City's buildings inhibits most departments' functioning, with no department scoring a functionality rating of 5 out of 5, only 6-percent scoring 4, and 60-percent scoring 2.5 or lower on the 5 scale. Specific deficiencies include: spaces 10- to 20-percent too small; inefficient layout & substandard office design; non-adjacent companion departments; insufficient conference room space for large meetings, and lack of small meeting space for private discussions. The effort concluded that major renovations are required for City Hall, the 1895 Building, the Edgerly School, and possibly other buildings.

Since the time of the Working Group's efforts, several departments have increased staff to improve programs and implement important initiatives focused on housing affordability, mobility, constituent wellbeing, and other issues necessary to sustain or improve quality of life. The space requirements of those programs and staff exhausted the last of the City's building space, most of which is extremely substandard resulting in some staff utilizing folding tables as desks in spots that are rightfully travel isles. Spots like those were used by staff to maintain operational continuity when the City Hall Annex building was vacated for emergency repairs in 2018. Consequently, as an organization we are at extreme operational risk should we encounter a similar emergency. This is currently the predicament for the

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Somerville Media Center and the Massachusetts Alliance of Portuguese Speakers (MAPS), both of whom are seeking lease space due to the building envelope failure of 92 Union Square (aka the SCAT Building). Several recent attempts by the City to obtain lease space for different departments have been unsuccessful. All of this underscores the importance to increase maintenance of and capital improvements to our City's buildings. In 2021, the Capital Projects Division initiated the Building Master Plan projects, which will inform changes to the CIP and strategies for ongoing maintenance by the end of the year.

Pavement & Sidewalks

Since 2015, the City has utilized a data-driven pavement management program to support objective decisions. In 2020, the complexity of the program was increased to independently prioritize full-width, sidewalk and travel lane reconstruction, but the guiding principles remain the same. Prioritization is based on both the volume of vehicle, bicycle and pedestrian traffic, and the condition of the asphalt and concrete, which is resurveyed every year. In general, the *condition* of the City's roads and sidewalks is poor with more than half of our roads requiring full reconstruction, and an additional 30-percent requiring extensive maintenance to prevent them from degrading to that same status. The data suggest a current backlog of $220M in capital improvements to achieve an acceptable condition.

The current *configuration* of the City's transportation infrastructure generally prioritizes moving and parked motor vehicles over other modes of transportation and other uses of the City-controlled space within the Right-of-Way. Increasingly, the City is seeking to reprioritize that space for public transportation, bicycles, pedestrian safety, urban forest, green stormwater infrastructure, ADA accessibility, and other public amenities. Consequently, for many streets, the current streetscape *configuration* is not aligned with the City's goals. Somerville's cycling community underscored that fact by mounting an extensive grassroots campaign to add protected bicycle lanes to Highland Avenue following presentations for the Spring Hill Sewer Separation Project that retained on-street parking. The Engineering Division, Mobility, Public Space and Urban Forestry, and the Parking Department, in collaboration with SomerStat and other departments, are currently managing several planning projects to determine the space need of those different uses. Conclusions of those studies and planning efforts are anticipated over the next few years, and will inform improved streetscape designs. Accordingly, as the City progresses with its pavement & sidewalk management program, the nature of the construction projects will become increasingly complex as we seek to modify the streetscape rather than simply replace what is there. While there is widespread support for expanding the capabilities of the Mobility Division, it is very important to note that the Engineering Division manages the construction projects that bring those plans into reality.

Combined Sanitary Sewer & Stormwater Drainage System

While some aspects of manholes and catch basins can be observed directly, inspection of the combined sewers requires utilization of specialized equipment including closed circuit television cameras, and given that a significant amount of sediment and debris has built up in our sewers over time, those inspections typically require extensive pre-cleaning. To date, approximately 12-percent of the system has been inspected; however, those inspections concluded that the system is in extremely poor *condition* with approximately a third of pipes requiring full trenchless rehabilitation, and many pipes requiring dig-and-replace spot repairs. In fact, the inspections in CY2020 identified six spots that required immediate,

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emergency action by the City's on-call contractor at considerable expense. It is difficult to extrapolate from such a small sample size, but the data suggest that our backlog of sewer repairs exceeds $100M for immediate needs to avoid emergency responses to collapse in the near-term.

Perhaps more significantly than *condition*, it is the current *configuration* of the combined sewer system that presents a challenge. Legacy flooding problems throughout Somerville are well known, indicating that the system does not achieve the minimum level of service required by the City. Furthermore, the way that the system comingles sanitary sewage and stormwater creates hazardous backups into buildings and generates Combined Sewer Overflows (CSOs) that are wholly averse to modern environmental and health regulations. Regulatory drivers for correcting those configuration issues are becoming increasingly serious. The City is currently under an Administrative Order to improve water quality, and the agencies and courts that oversee the Massachusetts Water Resources Authority (MWRA) CSO program are indicating that additional sewer separation in Somerville will be required. Moreover, the regulators and MWRA require Somerville to provide Infiltration / Inflow (I/I) off-sets in the form of stormwater removal from the combined system before allowing any new sewer connections for the transformative developments vital to achieving the city's housing and economic development goals. From 2018 through 2020, the Engineering Division through its consultant expanded and calibrated the Union Square hydraulic model, a critical tool for those evaluations, for the other geographies of Somerville. In 2021, the Engineering Division initiated a comprehensive, long-term, citywide plan that will identify, evaluate and prioritize options to reduce flooding, mitigate CSOs, and improve water quality. The planning project will include not only technical analysis, but also extensive community outreach to assure that the problems are correctly identified and to obtain input for evaluating and prioritizing solutions that will include both "grey" and "green" infrastructure. While this citywide planning effort will cover a much larger geography than the prior planning for Union Square, the Engineering Division is much better equipped to perform this work than it was previously, and our current schedule anticipates delivering a final plan by the end of 2021. The planning effort will result in recommendations for major infrastructure upgrades to achieve the flood reduction and CSO mitigation goals of the City.

Water Distribution System

Unlike the other infrastructure assets described above, the water system *condition* cannot be directly observed as the system is pressurized and cannot be taken off line for inspection owing to a lack of redundancy (and a need for water by every building in the City). However, flow testing, pressure measurements, water quality sampling, and other system data can be used to estimate the *condition* of the system and evaluate the adequacy of the system's *configuration* to achieve current needs. The Engineering Division completed that assessment in 2020, and is using the resulting model to prioritize system improvements that will include trenchless rehabilitation of pipes adequately sized, replacement of pipes requiring different sizing, and replacement of valves, which are generally the system components most susceptible to failure over time. In general, our current backlog can be thought to be approximately $500M over the next 50 years.

Integrated Planning & Asset Management

With the mounting needs being identified for each asset class, combining improvements into larger, more efficient, more complicated, integrated contracts will become increasingly important, particularly for the

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horizontal infrastructure. Given that the City does not have unlimited financial resources for either annual expenditures or debt accumulation, prioritizing and scheduling those projects along with capital investments for vehicles, parks and open space acquisition, will then inform the prioritization of maintenance programs.

IAM strives to ensure that transparent data-driven decision making underlies the prioritization of capital expenditures and maintenance activities. To support that goal, IAM is developing computer-based systems for asset management and capital planning. This is an ambitious endeavor that includes a wide range of activities, including: digitizing record information, standardizing asset data, completing condition assessments, integrating the City's customer engagement 311 system, developing a work order management system that both provides field crews with asset data and captures the repairs completed into the asset database, deploying mobile devises to the operational division crews, establishing criteria that relate asset functioning to City program goals, and developing a computer-based interface for prioritizing and forecasting capital improvements. In FY21, IAM negotiated a scope and budget with our selected consultant to begin that work, and successfully obtained a grant from the Department of Environmental Protection to partially fund the work.

Simultaneously with the development of that system, IAM is curating and collecting data on the assets. The following table summarized the current data quality for both existing condition, and needed configuration changes:

Asset Management Data Quality

Streetscape		
Condition	Excellent	Assessment 100% Complete, 1/3 of streets resurveyed annually
Configuration	In Progress	Must complete studies with Parking, Mobility and regional transit
Water		
Condition	Excellent	Model updated in 2020
Configuration	Excellent	Model updated in 2020
Sewer		
Condition	Poor	Less than 12% of system survey completed
Configuration	In Progress	Master plan expected early 2022
Buildings		
Condition	Good	Survey completed in 2018; however, Covid-19 work identified additional data needs
Configuration	In Progress	Master plan expected early 2022

Moving into FY2022, it will be important for IAM to continue to advance both the Building Master Plan and the Drainage & Water Quality Master Plan. Similarly, the collective efforts of several departments must advance efforts to reprioritize streetscape space. Partially due to Covid-19 complications, but largely due outside consultants' ability to advance the sewer system condition survey, IAM will need to focus attention on completing more internal sewer inspections. Similarly, the work to improve air quality in the school buildings identified system deficiencies that could only be revealed through in-depth

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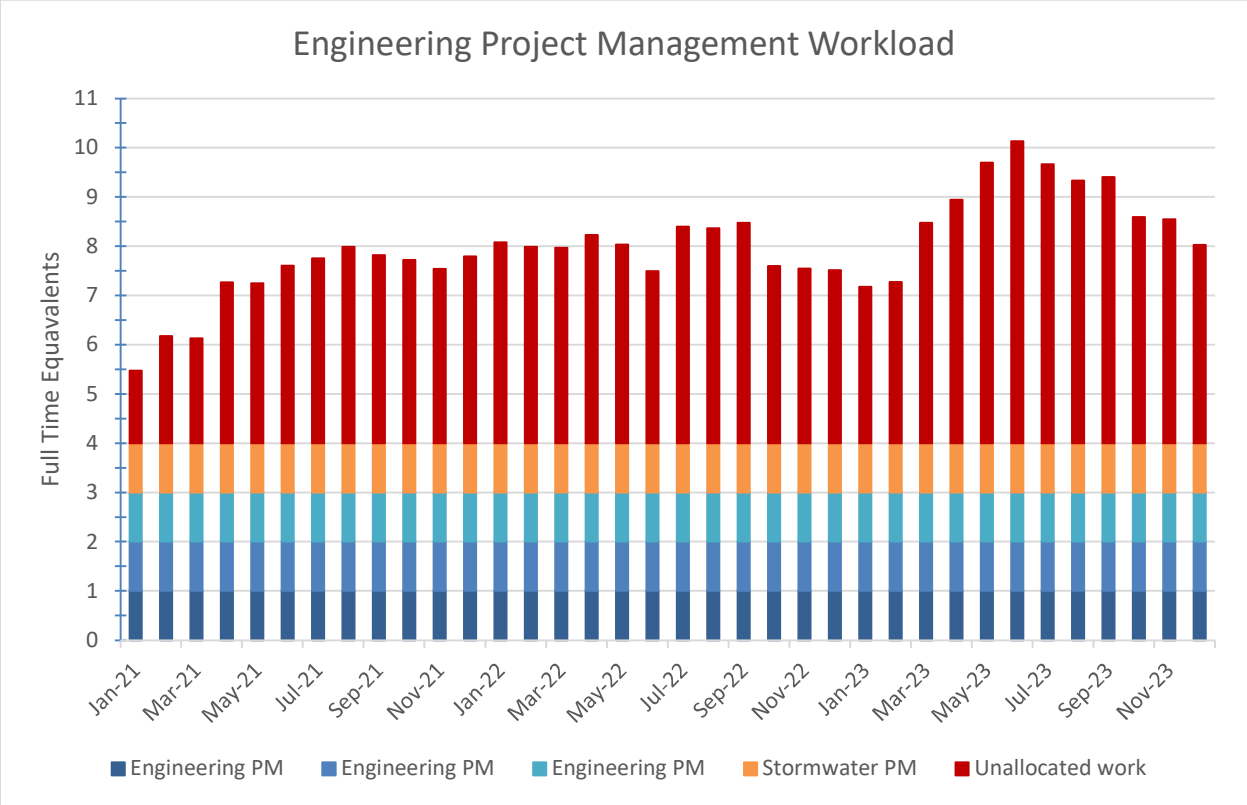
recommissioning; therefore, IAM will need to conduct further audits of the existing building systems and partner with DPW to improve their maintenance contracts.

Program Improvement Requests

Considering the infrastructure and asset management needs identified above and in careful consideration of our current capacities, IAM respectfully submits the following Program Improvement Requests (PIR) for the FY2022 budget. For new project managers, the request is based on a workload and backlog scheduling analysis informed by in-flight projects for the short-term, projects on the CIP for the near-term, and future projects identified by the planning efforts outlined above for the long-term. The IAM project portfolio schedule is attached as Appendix A, and the raw workload projections are attached as Appendix B. In general, the number of project managers in the Capital Projects Division is adequate for now; however, that will require reevaluation following additional building investigations. The number of project managers in Engineering will need to increase by four (4) to accommodate the CY2021 and CY2022 construction seasons, and may need to increase by six (6) by CY2023 as illustrated below:



It should be noted that IAM's FY2021 PIR drew many of the same conclusions, but with exceptions for the Stormwater Program Manager and the Green Building Manager, both of which were time-sensitive, no additional positions were considered for FY2021 due to uncertainty surrounding the Covid-19 pandemic. The Covid-19 pandemic also postponed several projects including: ArtFarm, Flint Street

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Sewer Rerouting, Willow to Grove Sewer Rerouting, FY2020 Paving Program (Holland/College/Elm), 90 Union Square (a.k.a. SCAT Building), Lead Water Service Replacement, Hall Street Water & Sewer Improvements, and the Stormwater Rate Study. The Covid-19 pandemic also slowed progress on several other projects including: Sewer System Evaluation Study, Sewer Pipeline Rehabilitation (Projects 2 and 3), and FY2019 Paving Program (Medford Street). The IAM staff were fully loaded and very productive working remotely on the large number of projects that continued throughout the past year. With the projects delayed by Covid-19 restarting, the CY2021 construction season returning to normal productivity levels, two major projects transitioning from design to construction (which demands more time of project managers), and additional, critical projects beginning, it is vitally important that the City add positions to IAM. Given that construction season starts in April, some of the below positions are being requested as a mid-year FY2021 addition, but are included here for completeness.

Create new Engineering position: Senior Project Manager (Streetscapes Program)

Cost: $93,636 (estimated NU06 Step 3, 100% General Fund)

[*Note: Included in mid-year request*.] Historically, the City's annual roadway paving and sidewalk improvements projects have been executed as "book jobs" that require minimal preparation for bidding and rely on engineering consultants for verification of quantities to pay our construction contractors. With increased construction citywide, and as IAM and Mobility have increased the expectations for execution of construction projects, that model has shown flaws. Moreover, given the backlog of streetscape repairs and the goals of reprioritizing public space within the City's rights-of-way for public transportation, bicycles, pedestrian safety, urban forest, green stormwater infrastructure, ADA accessibility, and other public uses, the complexity of the City's annual contracts has increased substantially. Additionally, improvements planned by Mobility, as well as the identification of streetscape-focused projects such as Highland Avenue, New Washington Street, and Power House Boulevard / Clarendon Hill highlight the need for a project manager with more streetscape experience than our current wet utility PM focus. The Engineering Division's current staffing level and workload do not afford us the opportunity to fulfill these obvious needs. Consequently, we are proposing a new Senior Project Manager be added to the staff with a focus on the streetscapes, including the execution of the City's contracts, and the coordination with private contractors and utilities to address issues identified by the Trench Inspector. The long-term workload forecast indicates that Engineering will need a total of 4 Full Time Equivalents (FTEs) project managers, and given the balance of the Division's current expertise, we need to focus on candidates with streetscape expertise. In CY2020, Brian Postlewaite and Haleemah Qureshi handled this workload, which will not be tenable in CY2021. It should be noted that this request is consist with and correlates to the Administration's and the City Council's actions to add positions to Mobility. This position in Engineering is critical to forging Mobility's plans in concrete and actually constructing the improvements needed to calm traffic and improve pedestrian safety.

Create new Engineering position: Senior Program Manager (Water / Sewer / Streetscapes)

Cost: $104,040 (estimated NU05 Step 3, includes supervision equal to an Assistant Director, split betwixt Water Enterprise, Sewer Enterprise and General Fund)

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[*Note: Included in mid-year request*.] The Spring Hill Sewer Separation and the Poplar Street Pump Station projects, while driven by sewer needs, are both highly complex projects that will incorporate water system upgrades, gas main replacements, streetscape improvements, private property inflow removal, and new building construction all requiring multi-discipline coordination across several City departments and with private companies. The combined results of the asset condition assessments and the hydraulic modeling to generate the citywide comprehensive drainage and water quality improvements plan as discussed in the 2021 PIR memo, will undoubtedly result in similarly complex projects. The current workload of the Engineering Division overwhelms the current staff's capabilities to achieve regulatory deadlines, particularly those associated with the federally-issued stormwater and combined sewer permits. To avoid further enforcement action and to better achieve the City's own flood reduction and streetscape improvement goals, additional staff is required. Given the complexity of the anticipated projects, and to provide promotional opportunities for existing staff thereby improving staff retention, IAM seeks to create a new Senior Project Manager (SPM) position with expanded requirements and an expectation to mentor or supervise the more junior PM's. The long-term workload forecast indicates the need for 4 additional project managers with expertise in water, sewer and general civil engineering. Given the increasing portfolio in Engineering, and the resignation of Jess Fosbrook who provided project management mentoring, we propose the new position be a Senior Project Manager to both manage increasingly the complex projects expected to result from the Sewer System Master Plan and to provide mentoring/supervision of the other PMs.

Create new IAM position: Senior Project Manager (Asset Management Program)

Cost: $93,636 (estimated NU06 Step 3, 100% General Fund)

As discussed extensively in the FY2022 PIR, and indeed in IAM's mission statement, it is our goal to partner with the operational departments (DPW, Water & Sewer, etc.) to adopt a data-driven asset management approach that incorporates both work order tracking and capital planning components. For FY2021, our approach relied heavily on consultants to establish the groundwork for that program as part of ongoing condition assessment projects. Unfortunately, it became apparent that model did not work, and that the program must be driven by dedicated, focused City staff. Moreover, due to staffing limitations, we have fallen behind on the sewer system evaluation and rehabilitation program. The good news is that, largely through the efforts of Haleemah Qureshi and Jonathan Smith, we have been awarded a grant from DEP to fund consultant fees needed to build the asset management program. In light of the challenges and opportunities, we are proposing a new Senior Project Manager be added to the staff with a focus on the asset management program. While the grant focuses on the water and sewer systems, the asset management program and the associated software systems should be common to building assets; therefore, we propose the new position sit in IAM to support both Engineering and Capital Projects. The projection indicates a full-time need for approximately the next two years to design the system and customize the software. After that time, this position would manage the database, workorder system, and the teams executing the capital improvement projects defined by the system.

Create new Engineering position: Project Manager (Water / Sewer / Streetscapes)

Cost: $88,434 (estimated NU07 Step 3, split betwixt Water Enterprise, Sewer Enterprise and General Fund)

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As discussed in the overall FY2022 PIR and in the specific requests for the three Senior Project Managers, the Engineering workload projection identifies the need for 4 additional project managers. This request is for fourth manager at the same level as the current PMs. The candidate should possess general civil engineering management with experience in water, sewer and streetscape design and construction.

Create new Capital Projects position: Assistant Director of Capital Projects

Cost: $104,040 (estimated NU05 Step 3, 100% General Fund)

[*Note: Included in mid-year request*.] As discussed in the full PIR memo, deferred maintenance and underinvestment in the City's building infrastructure has created a substantial backlog of work to provide basic code compliance, ADA accessibility, and general functionality of the City's buildings; moreover, the current floor plans and distribution of buildings throughout the City substantially impacts the functioning of many departments and creates unfavorable constituent experiences. The Capital Projects Division faces the considerable challenge of managing the new construction and major renovations to solve the latter problem whilst prioritizing and administering smaller contracts and DPW work orders to address the former. The Covid-19 improvements to the school ventilation systems revealed serious operational and maintenance deficiencies under the Honeywell contract that illustrated those risks are real and consequential.

It is an unfortunate reality that the Building Improvement & Preventative Maintenance Manager (BIPM) position has remained vacant for over two years, through multiple rounds of advertisement and interviews, because at the current salary level we have been unable to land a candidate with both the technical knowledge of building systems and the strategic vision to address both the administration and prioritization of the deferred maintenance program. Given the needed skillsets and the overall workload projected for the coming decades, we are requesting an Assistant Director of Capital Projects. The Assistant Director would provide the strategic project prioritization, coordination with DPW, and the management oversight of the BIPM, Green Building Manager, and other staff for the deferred maintenance program, allowing the Director of Capital Projects and the other Project Managers to focus on the larger construction projects, and allowing the department to set more realistic expectations for the BIMP position.

Create new IAM Administrative Assistant position (and relinquish DPW budget)

When Engineering was severed from DPW, the Head Clerk position that supports Engineering continued to be funded by the DPW budget. DPW currently has a clerical staffing shortfall. To address that issue, a net new position needs to be created. Moreover, to balance the workload in Capital Projects and help deliver on deferred maintenance projects, many departmental administrative functions must be shifted from the Capital Projects Project Assistant to the Engineering Head Clerk. Duties include processing requisitions, paying invoices, submitting batch payments and processing payroll for IAM and its two Divisions. Those transferred duties, some of which require handling confidential information, are in addition to those previously adopted by the Engineering Head Clerk including depositing payments, providing reception duties, distributing DigSafe requests, and fulfilling plan requests. Given the volume and nature of the transferred duties, IAM is requesting a reclassification of the position and the concomitant increase in compensation. To solve the need for both IAM and DPW, we propose creating a

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new IAM Administrative Assistant position, and relinquish Engineering workload demand on the DPW budget allowing DPW to create their own Head Clerk position within their existing budget.

Fund Engineering 588002 Street Repairs

Cost: $500,000 (100% General Fund)

As discussed in the PIR memo above, the current condition of the City's streets and sidewalks is poor, with an estimated backlog of $220M in capital improvements. Moreover, anticipated utility work and reassessment of the City's priorities for public transportation, bicycles, pedestrian safety, urban forest, green stormwater infrastructure, ADA accessibility, and other public uses in the City's limited rights-of-way indicate that more substantial streetscape capital improvements are highly likely in the future. Given those needs as well as those for buildings and parks, reserving bonding and debt service capacity for larger projects is fiscally advisable. Starting in calendar year 2020, the City will be following examples set by Cambridge and Boston by implementing "partial paving" of the travel ways to improve safety and the travel experience. Considering both the goal of implementing extensive streetscape changes as long-term capital improvements, and the goal of providing short-term improvements to the streets, it is the recommendation of IAM that the partial paving program be considered a maintenance effort and be funded through capital outlay rather than long-term bonding. Consequently, we are requesting that the Street Repairs line be funded on an annual basis.

Increase Capital Projects 582002 Building Reconstruction and 582003 Building Improvements Lines

Cost: $1,500,000 Estimated (100% General Fund)

To address the municipal and school administration office space deficiencies identified by the Building Master Plan Working Group, the City is initiating planning that will result in sequencing a series of full-scale renovations of several buildings. The extent of and timeline for those major projects will be highly dependent upon the City's bonding and debt service capacity. As those improvements are phased over several years, and given the City's lack of available space, it is imperative that the City's existing buildings remain in operation. At present, leaking roofs at the Cummings, Winter Hill School, Engine 7, and SCAT building, fire escape structural deficiencies at City Hall, and water intrusion at Founders Rink all threaten occupancy. The 2017 inventory of building system has also identified $100M in "Emergency" or "High Priority" items required to achieve code compliance, ADA accessibility or general functionality of buildings. Moreover, the deeper evaluation of the school HVAC systems completed under the Covid-19 work identified significant deficiencies, which implies that other systems require additional scrutiny and likely remediation. Particularly for buildings being considered for full renovation under the Building Master Plan, those repairs are intended to be temporary in nature, lasting less than the debt service associated with a bond. Therefore, IAM is recommending substantial increased to Capital Outlay to maintain the occupancy of the existing building stock while the larger renovation plans are implemented.

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Change funding source for Capital Projects Senior Project Manager position

Cost: $95,508.72 (estimated NU06 Step 4, 100% General Fund)

The appropriation and bond language for both the 90 Washington Public Safety Building project and the Building Renovation and Department Relocation Master Plan Preliminary Design project allow for the funding of a Senior Project Manager, a position Capital Projects is currently seeking to fill. Given the potential magnitude of additions to the Capital Investment Plan, an advisable strategy would be to reserve the City's bonding and debt service capacity for consultant and construction contracts. To that end, Capital Projects recommends shifting the funding mechanism for this critical position from debt to personal services.

Conclusion

Municipalities like the City of Somerville do not invest in infrastructure for the sake of building infrastructure. Municipal utilities and facilities fulfill basic human needs and support the delivery of civil services. Unfortunately, Somerville's historical practice of deferring maintenance has pushed the condition of nearly all its assets to failure. Moreover, given the age of those assets, the configuration of many systems fails to achieve modern needs or regulatory requirements. While IAM's PIRs do not directly enhance existing or create new constituent-focused programs, they are vital for the continued delivery of existing and proposed services. IAM thanks the Administration for its consideration of these PIRs, which provide the underlying foundation *sine qua non* for all other functions of the City.

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APPENDIX A

IAM PORTFOLIO SCHEDULE CY2021 – CY2023

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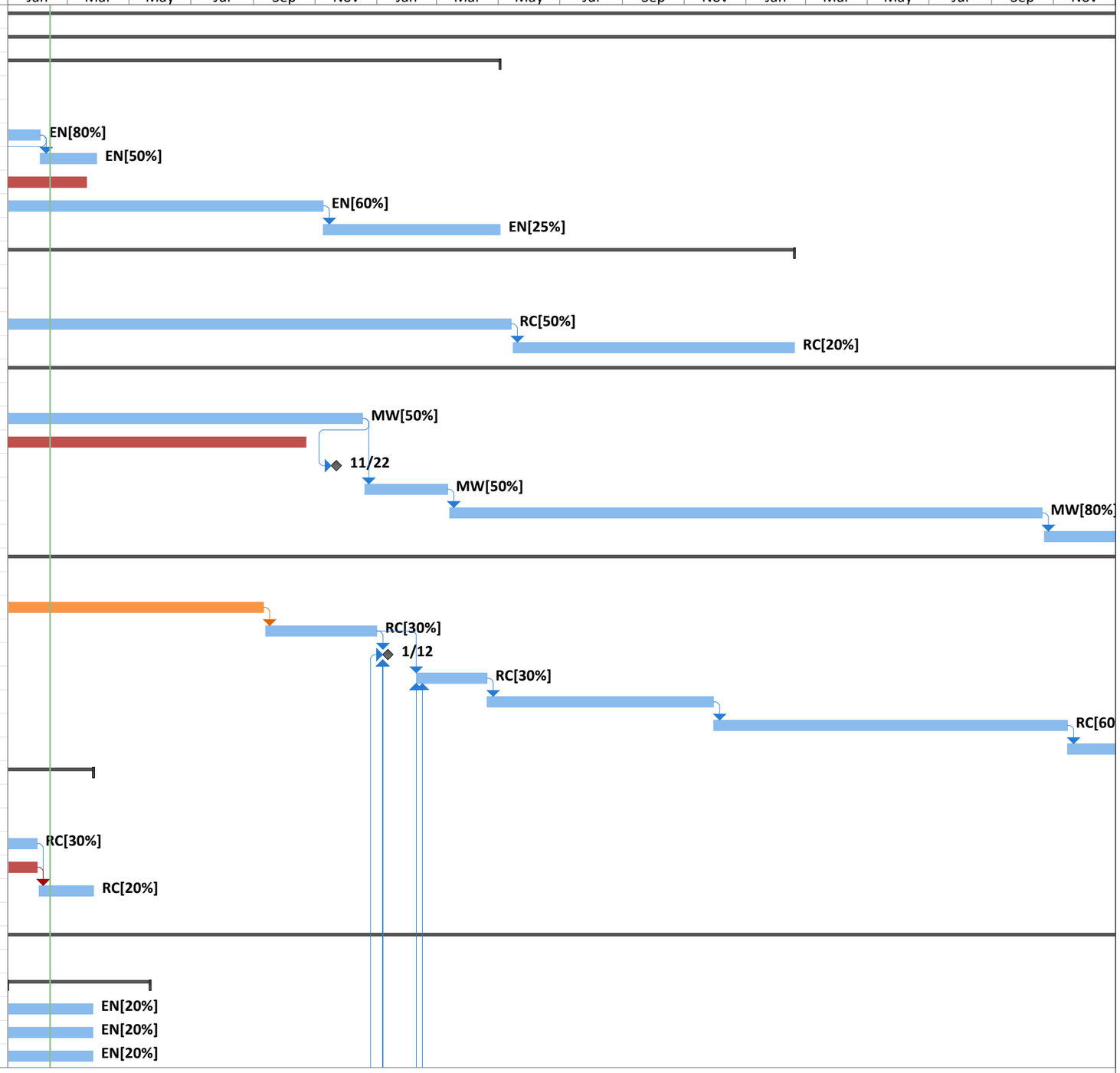
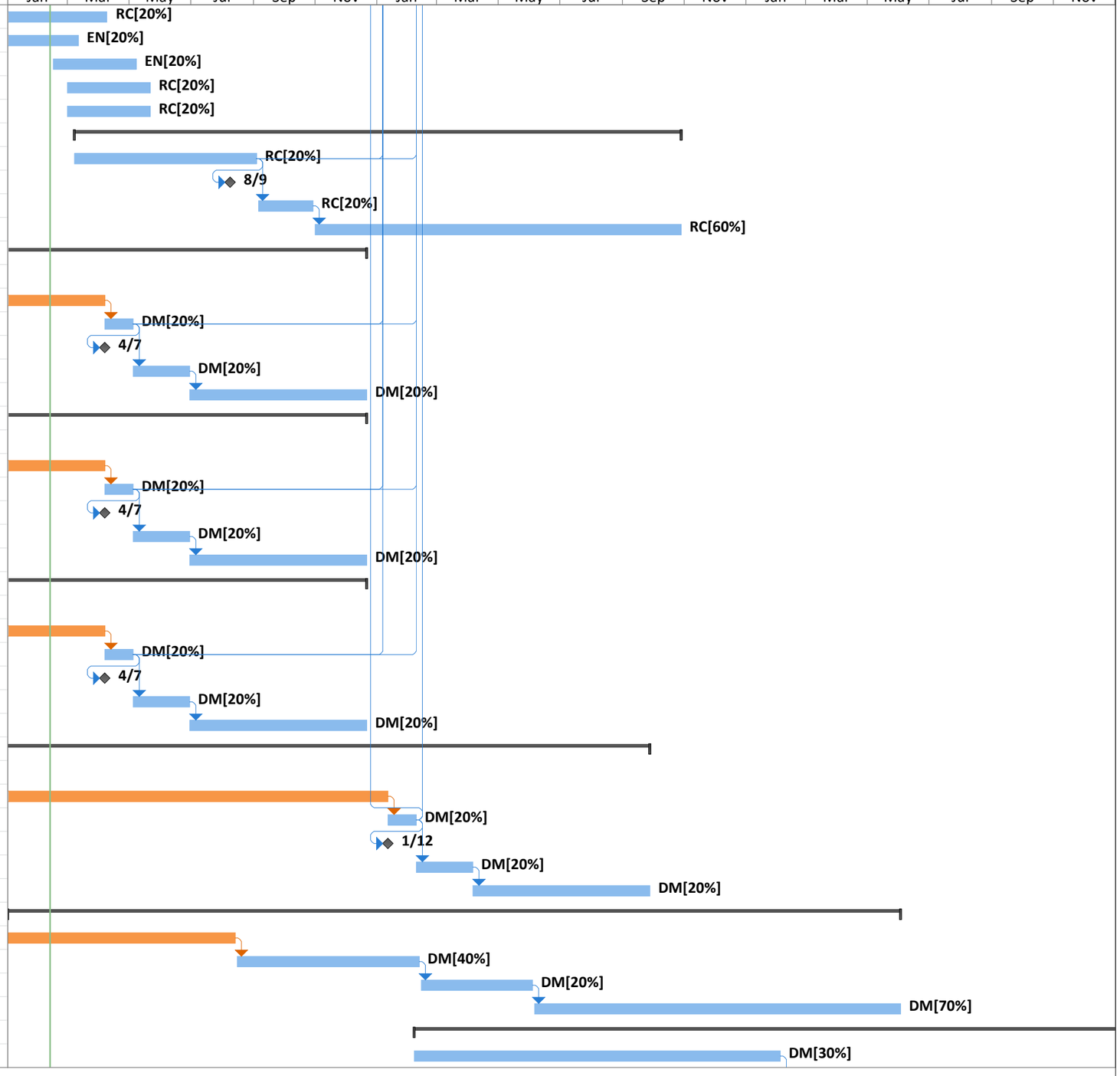
IAM Portfolio Schedule 2021

ID	Task Name	Start	Finish	Resource Names
1	**In-flight design & construction**	**Mon 1/6/20**	**Fri 8/29/25**	
2	**Municipal & School Buildings**	**Mon 1/6/20**	**Fri 3/29/24**	
3	**Somerville High School**	**Mon 1/6/20**	**Mon 5/2/22**	
4	Building construction	Mon 1/6/20	Fri 3/20/20	
5	COVID Impact	Mon 3/23/20	Fri 5/15/20	
6	Building construction	Tue 7/21/20	Mon 2/1/21	EN[80%]
7	Building punch list	Tue 2/2/21	Mon 3/29/21	EN[50%]
8	*PSUF - Central Hill Campus Plan Phase I*	*Mon 5/18/20*	*Fri 3/19/21*	
9	Field construction (incl. exist. bldg. demo.)	Tue 11/24/20	Mon 11/8/21	EN[60%]
10	Field punch list / contract closeout	Tue 11/9/21	Mon 5/2/22	EN[25%]
11	**West Branch Library**	**Mon 1/6/20**	**Fri 2/17/23**	
12	Construction	Mon 1/6/20	Fri 3/20/20	
13	COVID Impact	Mon 3/23/20	Fri 5/15/20	
14	Construction	Mon 5/18/20	Fri 5/13/22	RC[50%]
15	Punch list / contract closeout	Mon 5/16/22	Fri 2/17/23	RC[20%]
16	**90 Washington Public Safety**	**Mon 5/25/20**	**Fri 1/12/24**	
17	RFQ	Mon 5/25/20	Fri 11/6/20	
18	Design	Mon 11/9/20	Fri 12/17/21	MW[50%]
19	*OPSCD ED - Demonstration Project*	*Mon 11/9/20*	*Fri 10/22/21*	
20	*Funding request*	Mon 11/22/2	Mon 11/22/2	
21	Bid	Mon 12/20/2	Fri 3/11/22	MW[50%]
22	Construction	Mon 3/14/22	Fri 10/20/23	MW[80%]
23	Punch list / contract closeout	Mon 10/23/2	Fri 1/12/24	MW[40%]
24	**ArtFarm**	**Mon 1/6/20**	**Tue 1/9/24**	
25	Design	Mon 1/6/20	Fri 3/20/20	
26	COVID Impact	Mon 3/23/20	Fri 9/10/21	
27	Design	Mon 9/13/21	Fri 12/31/21	RC[30%]
28	*Funding request*	Wed 1/12/22	Wed 1/12/22	
29	Bid	Wed 2/9/22	Tue 4/19/22	RC[30%]
30	Lag for Poplar Street Tank	Wed 4/20/22	Tue 11/29/22	
31	Construction	Wed 11/30/2	Tue 11/14/23	RC[60%]
32	Punch list / contract closeout	Wed 11/15/2	Tue 1/9/24	RC[30%]
33	**Buena Vista Garage**	**Mon 1/6/20**	**Fri 3/26/21**	
34	Design	Mon 1/6/20	Fri 3/27/20	
35	Bid	Mon 3/30/20	Fri 5/22/20	
36	Construction	Mon 5/25/20	Fri 1/29/21	RC[30%]
37	*Parking & Arts - Partial closures / parking bans*	Mon 5/25/20	Fri 1/29/21	
38	Punch list / contract closeout	Mon 2/1/21	Fri 3/26/21	RC[20%]
39	**Sacramento Underpass**	**Mon 1/6/20**	**Fri 2/28/20**	
41	**Building Improvements**	**Mon 1/6/20**	**Fri 3/29/24**	
42	**City Hall Boiler**	**Mon 1/6/20**	**Tue 12/15/20**	
46	**School Covid-19 Air Handling**	**Fri 1/1/21**	**Fri 5/21/21**	
47	Argenziano	Fri 1/1/21	Thu 3/25/21	EN[20%]
48	Capuano	Fri 1/1/21	Thu 3/25/21	EN[20%]
49	West	Fri 1/1/21	Thu 3/25/21	EN[20%]



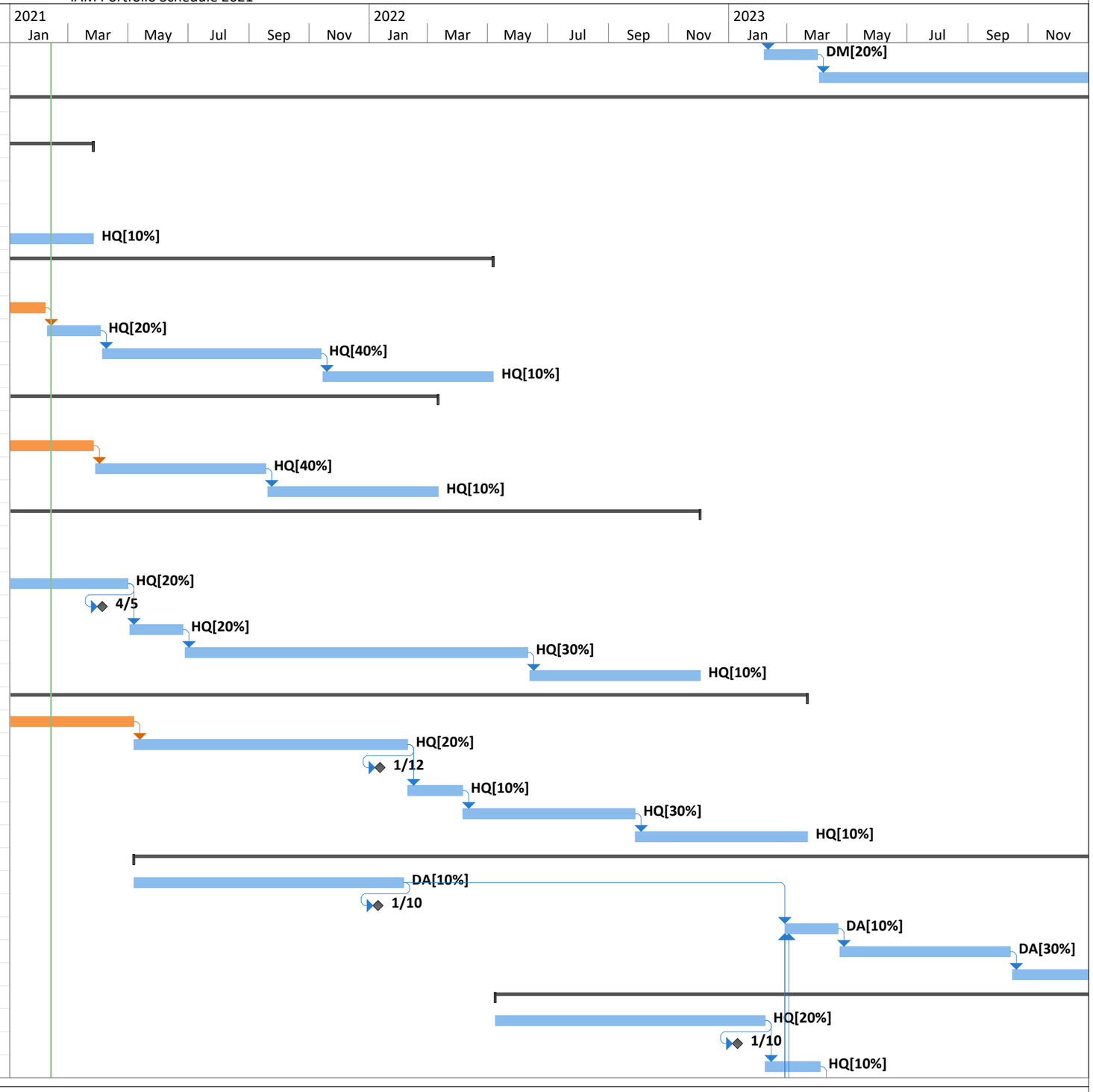
IAM Portfolio Schedule 2021

ID	Task Name	Start	Finish	Resource Names
50	East	Fri 1/1/21	Thu 4/8/21	RC[20%]
51	Mods	Fri 1/1/21	Thu 3/11/21	EN[20%]
52	JFK	Mon 2/15/21	Fri 5/7/21	EN[20%]
53	Healey	Mon 3/1/21	Fri 5/21/21	RC[20%]
54	Winter Hill School	Mon 3/1/21	Fri 5/21/21	RC[20%]
55	**Winter Hill HVAC Updates**	**Mon 3/8/21**	**Fri 10/28/22**	
56	Design	Mon 3/8/21	Fri 9/3/21	RC[20%]
57	*Funding request*	Mon 8/9/21	Mon 8/9/21	
58	Bid	Mon 9/6/21	Fri 10/29/21	RC[20%]
59	Construction	Mon 11/1/21	Fri 10/28/22	RC[60%]
60	**Founders Ice Rink**	**Mon 1/6/20**	**Tue 12/21/21**	
61	Design	Mon 1/6/20	Tue 6/30/20	
62	COVID Impact	Wed 7/1/20	Tue 4/6/21	
63	Design	Wed 4/7/21	Tue 5/4/21	DM[20%]
64	*Funding request*	Wed 4/7/21	Wed 4/7/21	
65	Bid	Wed 5/5/21	Tue 6/29/21	DM[20%]
66	Construction	Wed 6/30/21	Tue 12/21/21	DM[20%]
67	**Engine 7**	**Mon 1/6/20**	**Tue 12/21/21**	
68	Design	Mon 1/6/20	Tue 6/30/20	
69	COVID Impact	Wed 7/1/20	Tue 4/6/21	
70	Design	Wed 4/7/21	Tue 5/4/21	DM[20%]
71	*Funding request*	Wed 4/7/21	Wed 4/7/21	
72	Bid	Wed 5/5/21	Tue 6/29/21	DM[20%]
73	Construction	Wed 6/30/21	Tue 12/21/21	DM[20%]
74	**Winter Hill School Penthouse/Water**	**Mon 1/6/20**	**Tue 12/21/21**	
75	Design	Mon 1/6/20	Tue 6/30/20	
76	COVID Impact	Wed 7/1/20	Tue 4/6/21	
77	Design	Wed 4/7/21	Tue 5/4/21	DM[20%]
78	*Funding request*	Wed 4/7/21	Wed 4/7/21	
79	Bid	Wed 5/5/21	Tue 6/29/21	DM[20%]
80	Construction	Wed 6/30/21	Tue 12/21/21	DM[20%]
81	**Cummings School**	**Mon 1/6/20**	**Tue 9/27/22**	
82	Design	Mon 1/6/20	Tue 6/30/20	
83	COVID Impact	Wed 7/1/20	Tue 1/11/22	
84	Design	Wed 1/12/22	Tue 2/8/22	DM[20%]
85	*Funding request*	Wed 1/12/22	Wed 1/12/22	
86	Bid	Wed 2/9/22	Tue 4/5/22	DM[20%]
87	Construction	Wed 4/6/22	Tue 9/27/22	DM[20%]
88	**CY2022 Projects TBD**	**Fri 1/1/21**	**Fri 6/2/23**	
89	COVID Impact	Fri 1/1/21	Fri 8/13/21	
90	Design	Mon 8/16/21	Fri 2/11/22	DM[40%]
91	Bid	Mon 2/14/22	Fri 6/3/22	DM[20%]
92	Construction	Mon 6/6/22	Fri 6/2/23	DM[70%]
93	**CY2023 Projects TBD**	**Mon 2/7/22**	**Fri 3/29/24**	
94	Design	Mon 2/7/22	Fri 2/3/23	DM[30%]



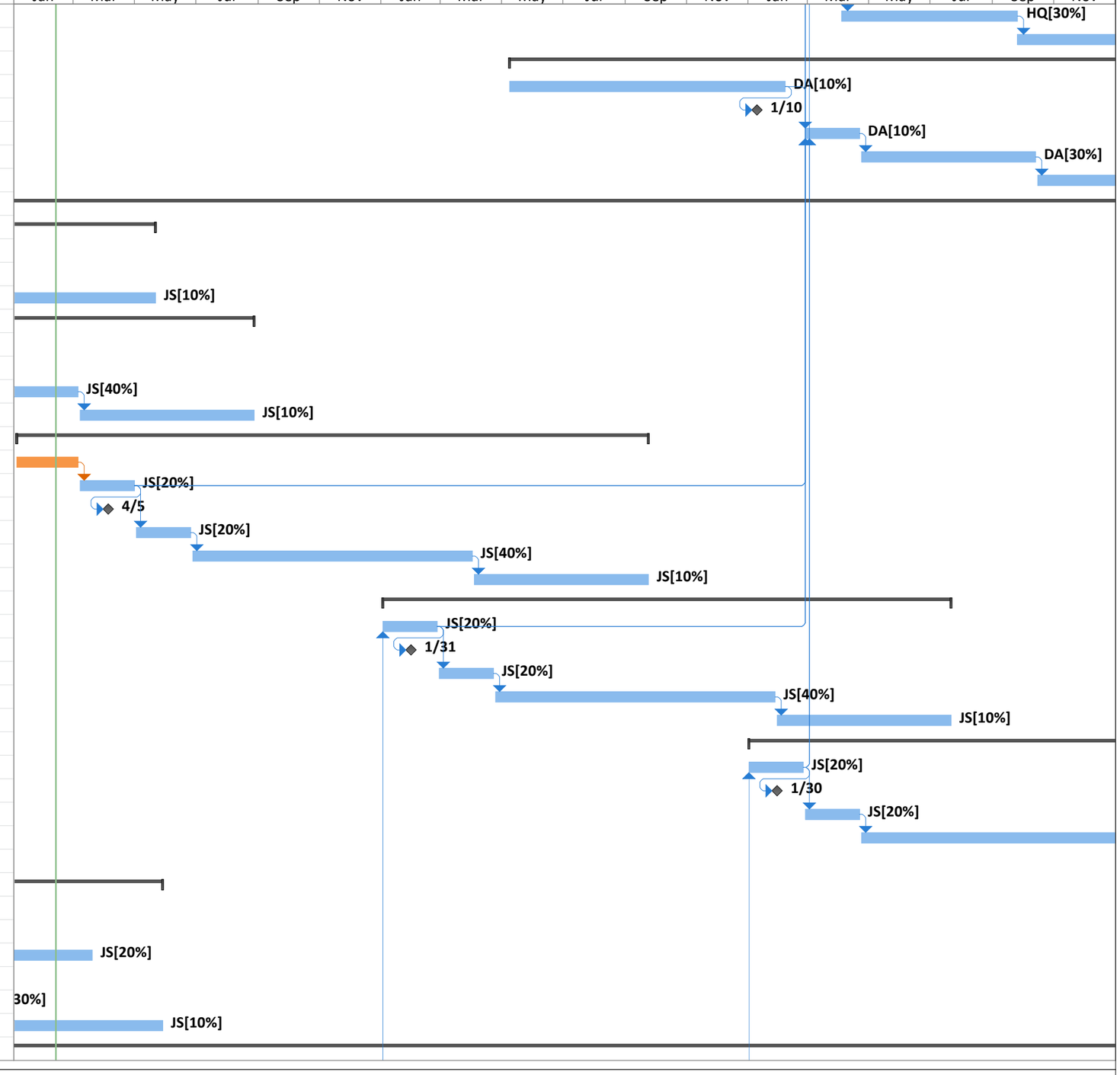
IAM Portfolio Schedule 2021

ID	Task Name	Start	Finish	Resource Names
95	Bid	Mon 2/6/23	Fri 3/31/23	DM[20%]
96	Construction	Mon 4/3/23	Fri 3/29/24	DM[70%]
97	**Water Distribution System**	**Mon 1/6/20**	**Fri 4/5/24**	
98	**CY2018 Pearl Improvements**	**Mon 1/6/20**	**Fri 6/26/20**	
100	**CY2019 Washington Improvements**	**Mon 1/6/20**	**Fri 3/26/21**	
101	Construction	Mon 1/6/20	Fri 3/20/20	
102	COVID Impact	Mon 3/23/20	Fri 5/29/20	
103	Construction	Mon 6/1/20	Fri 10/2/20	
104	Punch list / contract closeout	Mon 10/5/20	Fri 3/26/21	HQ[10%]
105	**CY2020 Hall Improvements**	**Mon 1/6/20**	**Fri 5/6/22**	
106	Design	Mon 1/6/20	Fri 5/22/20	
107	COVID Impact	Mon 5/25/20	Fri 2/5/21	
108	Bid	Mon 2/8/21	Fri 4/2/21	HQ[20%]
109	Construction	Mon 4/5/21	Fri 11/12/21	HQ[40%]
110	Punch list / contract closeout	Mon 11/15/2	Fri 5/6/22	HQ[10%]
111	**CY2020 Lead Services Replacement Contract**	**Mon 1/6/20**	**Fri 3/11/22**	
112	Bid	Mon 1/6/20	Fri 3/27/20	
113	COVID Impact	Mon 3/30/20	Fri 3/26/21	
114	Construction	Mon 3/29/21	Fri 9/17/21	HQ[40%]
115	Punch list / contract closeout	Mon 9/20/21	Fri 3/11/22	HQ[10%]
116	**CY2021 Holland Improvements**	**Fri 3/20/20**	**Fri 12/2/22**	
117	COVID Impact	Fri 3/20/20	Thu 5/14/20	
118	RFQ	Fri 5/15/20	Fri 5/15/20	
119	Design	Mon 5/18/20	Fri 4/30/21	HQ[20%]
120	*Funding request (recurring CIP)*	Mon 4/5/21	Mon 4/5/21	
121	Bid	Mon 5/3/21	Fri 6/25/21	HQ[20%]
122	Construction	Mon 6/28/21	Fri 6/10/22	HQ[30%]
123	Punch list / contract closeout	Mon 6/13/22	Fri 12/2/22	HQ[10%]
124	**CY2022 Lead Services Replacement Contract**	**Fri 3/20/20**	**Tue 3/21/23**	
125	COVID Impact	Fri 3/20/20	Thu 5/6/21	
126	Design	Fri 5/7/21	Tue 2/8/22	HQ[20%]
127	*Funding request (recurring CIP)*	Wed 1/12/22	Wed 1/12/22	
128	Bid	Wed 2/9/22	Tue 4/5/22	HQ[10%]
129	Construction	Wed 4/6/22	Tue 9/27/22	HQ[30%]
130	Punch list / contract closeout	Wed 9/28/22	Tue 3/21/23	HQ[10%]
131	**CY2022 TBD Improvements**	**Fri 5/7/21**	**Fri 4/5/24**	
132	Design	Fri 5/7/21	Fri 2/4/22	DA[10%]
133	*Funding request (recurring CIP)*	Mon 1/10/22	Mon 1/10/22	
134	Bid	Mon 2/27/23	Fri 4/21/23	DA[10%]
135	Construction	Mon 4/24/23	Fri 10/13/23	DA[30%]
136	Punch list / contract closeout	Mon 10/16/2	Fri 4/5/24	DA[10%]
137	**CY2023 Lead Services Replacement Contract**	**Mon 5/9/22**	**Mon 3/18/24**	
138	Design	Mon 5/9/22	Mon 2/6/23	HQ[20%]
139	*Funding request (recurring CIP)*	Tue 1/10/23	Tue 1/10/23	
140	Bid	Tue 2/7/23	Mon 4/3/23	HQ[10%]



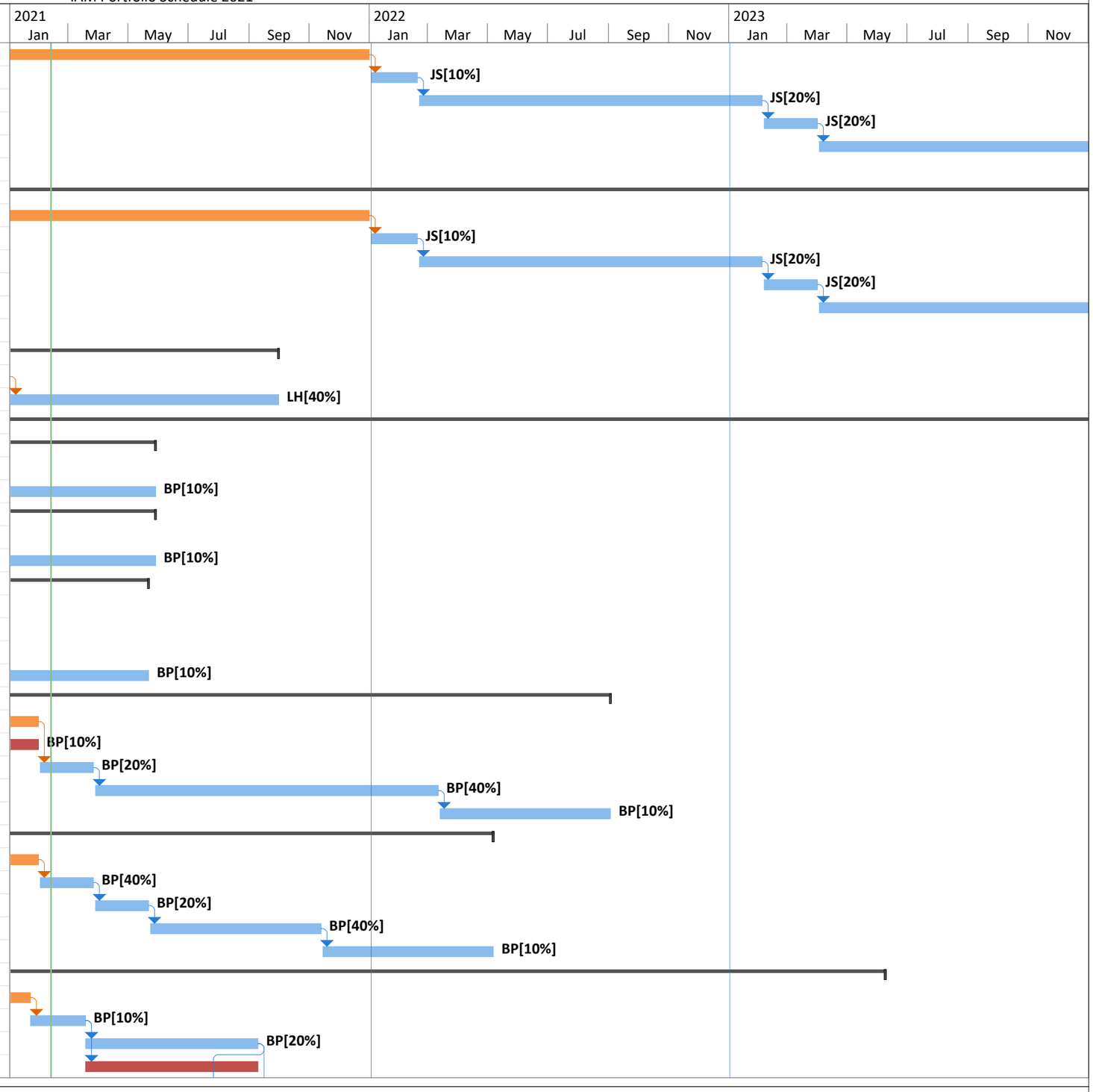
IAM Portfolio Schedule 2021

ID	Task Name	Start	Finish	Resource Names
141	Construction	Tue 4/4/23	Mon 9/25/23	HQ[30%]
142	Punch list / contract closeout	Tue 9/26/23	Mon 3/18/24	HQ[10%]
143	**CY2023 TBD Improvements**	**Mon 5/9/22**	**Fri 4/5/24**	
144	Design	Mon 5/9/22	Mon 2/6/23	DA[10%]
145	*Funding request (recurring CIP)*	Tue 1/10/23	Tue 1/10/23	
146	Bid	Mon 2/27/23	Fri 4/21/23	DA[10%]
147	Construction	Mon 4/24/23	Fri 10/13/23	DA[30%]
148	Punch list / contract closeout	Mon 10/16/2	Fri 4/5/24	DA[10%]
149	**Combined Sewer & Drain System**	**Mon 1/6/20**	**Fri 9/6/24**	
150	**Citywide MH Rehabilitation**	**Mon 1/6/20**	**Fri 5/21/21**	
151	Construction	Mon 1/6/20	Fri 3/20/20	
152	COVID Impact	Mon 3/23/20	Fri 11/27/20	
153	Punch list / contract closeout	Mon 11/30/2	Fri 5/21/21	JS[10%]
154	**Teele/West Davis Pipeline Rehabilitation**	**Mon 1/6/20**	**Fri 8/27/21**	
155	Bid	Mon 1/6/20	Fri 3/27/20	
156	COVID Impact	Mon 3/30/20	Fri 5/29/20	
157	Construction	Mon 6/1/20	Fri 3/5/21	JS[40%]
158	Punch list / contract closeout	Mon 3/8/21	Fri 8/27/21	JS[10%]
159	**CY2021 TBD Pipeline Rehabilitation**	**Mon 1/4/21**	**Fri 9/23/22**	
160	COVID Impact	Mon 1/4/21	Fri 3/5/21	
161	Design	Mon 3/8/21	Fri 4/30/21	JS[20%]
162	*Funding request (recurring CIP)*	Mon 4/5/21	Mon 4/5/21	
163	Bid	Mon 5/3/21	Fri 6/25/21	JS[20%]
164	Construction	Mon 6/28/21	Fri 4/1/22	JS[40%]
165	Punch list / contract closeout	Mon 4/4/22	Fri 9/23/22	JS[10%]
166	**CY2022 TBD Pipeline Rehabilitation**	**Mon 1/3/22**	**Fri 7/21/23**	
167	Design	Mon 1/3/22	Fri 2/25/22	JS[20%]
168	*Funding request (recurring CIP)*	Mon 1/31/22	Mon 1/31/22	
169	Bid	Mon 2/28/22	Fri 4/22/22	JS[20%]
170	Construction	Mon 4/25/22	Fri 1/27/23	JS[40%]
171	Punch list / contract closeout	Mon 1/30/23	Fri 7/21/23	JS[10%]
172	**CY2023 TBD Pipeline Rehabilitation**	**Mon 1/2/23**	**Fri 7/19/24**	
173	Design	Mon 1/2/23	Fri 2/24/23	JS[20%]
174	*Funding request (recurring CIP)*	Mon 1/30/23	Mon 1/30/23	
175	Bid	Mon 2/27/23	Fri 4/21/23	JS[20%]
176	Construction	Mon 4/24/23	Fri 1/26/24	JS[40%]
177	Punch list / contract closeout	Mon 1/29/24	Fri 7/19/24	JS[10%]
178	**Marginal / McGrath Sewer Repair**	**Mon 1/6/20**	**Fri 5/28/21**	
179	Design	Mon 1/6/20	Fri 3/20/20	
180	COVID Impact	Mon 3/23/20	Fri 5/15/20	
181	Design & permitting	Mon 5/18/20	Fri 3/19/21	JS[20%]
182	Bid	Mon 3/23/20	Fri 6/12/20	JS[10%]
183	Construction	Mon 6/15/20	Fri 12/4/20	JS[30%]
184	Punch list / contract closeout	Mon 12/7/20	Fri 5/28/21	JS[10%]
185	**Flint Street Sewer Rerouting**	**Mon 3/23/20**	**Fri 9/6/24**	



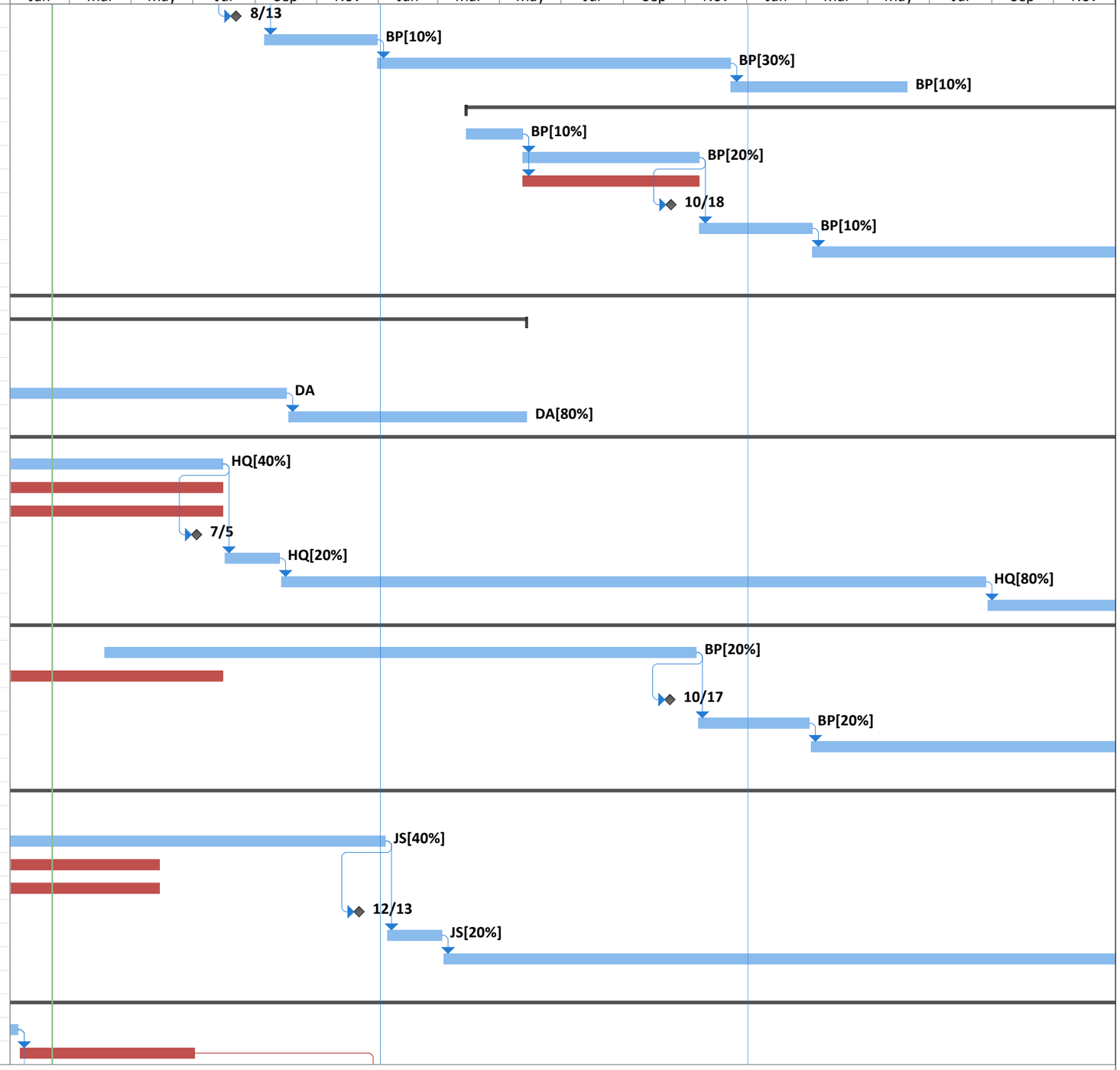
IAM Portfolio Schedule 2021

ID	Task Name	Start	Finish	Resource Names
186	COVID Impact	Mon 3/23/20	Fri 12/31/21	
187	RFQ	Mon 1/3/22	Fri 2/18/22	JS[10%]
188	Design	Mon 2/21/22	Fri 2/3/23	JS[20%]
189	Bid	Mon 2/6/23	Fri 3/31/23	JS[20%]
190	Construction	Mon 4/3/23	Fri 3/15/24	JS[40%]
191	Punch list / contract closeout	Mon 3/18/24	Fri 9/6/24	JS[10%]
192	**Willow to Grove Rerouting**	**Mon 3/23/20**	**Fri 9/6/24**	
193	COVID Impact	Mon 3/23/20	Fri 12/31/21	
194	RFQ	Mon 1/3/22	Fri 2/18/22	JS[10%]
195	Design	Mon 2/21/22	Fri 2/3/23	JS[20%]
196	Bid	Mon 2/6/23	Fri 3/31/23	JS[20%]
197	Construction	Mon 4/3/23	Fri 3/15/24	JS[40%]
198	Punch list / contract closeout	Mon 3/18/24	Fri 9/6/24	JS[10%]
199	**Stormwater Enterprise/Rate Development**	**Fri 3/20/20**	**Thu 9/30/21**	
200	COVID Impact	Fri 3/20/20	Thu 12/31/20	
201	Planning	Fri 1/1/21	Thu 9/30/21	LH[40%]
202	**Roadway & Sidewalk System**	**Mon 1/6/20**	**Mon 8/12/24**	
203	**CY2015/2016 Lowell / PHB / Day / Dane**	**Fri 3/20/20**	**Fri 5/28/21**	
204	COVID Impact	Fri 3/20/20	Fri 5/29/20	
205	Punch list / contract closeout	Mon 6/15/20	Fri 5/28/21	BP[10%]
206	**CY2017 Cedar / PHB / Sycamore**	**Fri 3/20/20**	**Fri 5/28/21**	
207	COVID Impact	Fri 3/20/20	Fri 5/29/20	
208	Punch list / contract closeout	Mon 6/15/20	Fri 5/28/21	BP[10%]
209	**FY2019 Medford**	**Mon 1/6/20**	**Fri 5/21/21**	
210	Construction	Mon 1/6/20	Fri 3/20/20	
211	COVID Impact	Mon 3/23/20	Fri 5/15/20	
212	Construction	Mon 5/18/20	Fri 11/27/20	
213	Punch list / contract closeout	Mon 11/30/2	Fri 5/21/21	BP[10%]
214	**FY2020 Holland/College**	**Mon 1/6/20**	**Fri 9/2/22**	
215	COVID Impact	Fri 3/20/20	Fri 1/29/21	
216	*Mobility - Bus priority lane*	Mon 1/6/20	Fri 1/29/21	BP[10%]
217	Bid	Mon 2/1/21	Fri 3/26/21	BP[20%]
218	Construction	Mon 3/29/21	Fri 3/11/22	BP[40%]
219	Punch list / contract closeout	Mon 3/14/22	Fri 9/2/22	BP[10%]
220	**FY2020/21 Priority Sidewalk / Partial Pave**	**Fri 3/20/20**	**Fri 5/6/22**	
221	COVID Impact	Fri 3/20/20	Fri 1/29/21	
222	Design	Mon 2/1/21	Fri 3/26/21	BP[40%]
223	Bid	Mon 3/29/21	Fri 5/21/21	BP[20%]
224	Construction	Mon 5/24/21	Fri 11/12/21	BP[40%]
225	Punch list / contract closeout	Mon 11/15/2	Fri 5/6/22	BP[10%]
226	**FY2022 Pearl**	**Fri 3/20/20**	**Thu 6/8/23**	
227	COVID Impact	Fri 3/20/20	Thu 1/21/21	
228	RFQ	Fri 1/22/21	Thu 3/18/21	BP[10%]
229	Design	Fri 3/19/21	Thu 9/9/21	BP[20%]
230	*Mobility - Bike, bus & pedestrian priority changes*	*Fri 3/19/21*	*Thu 9/9/21*	



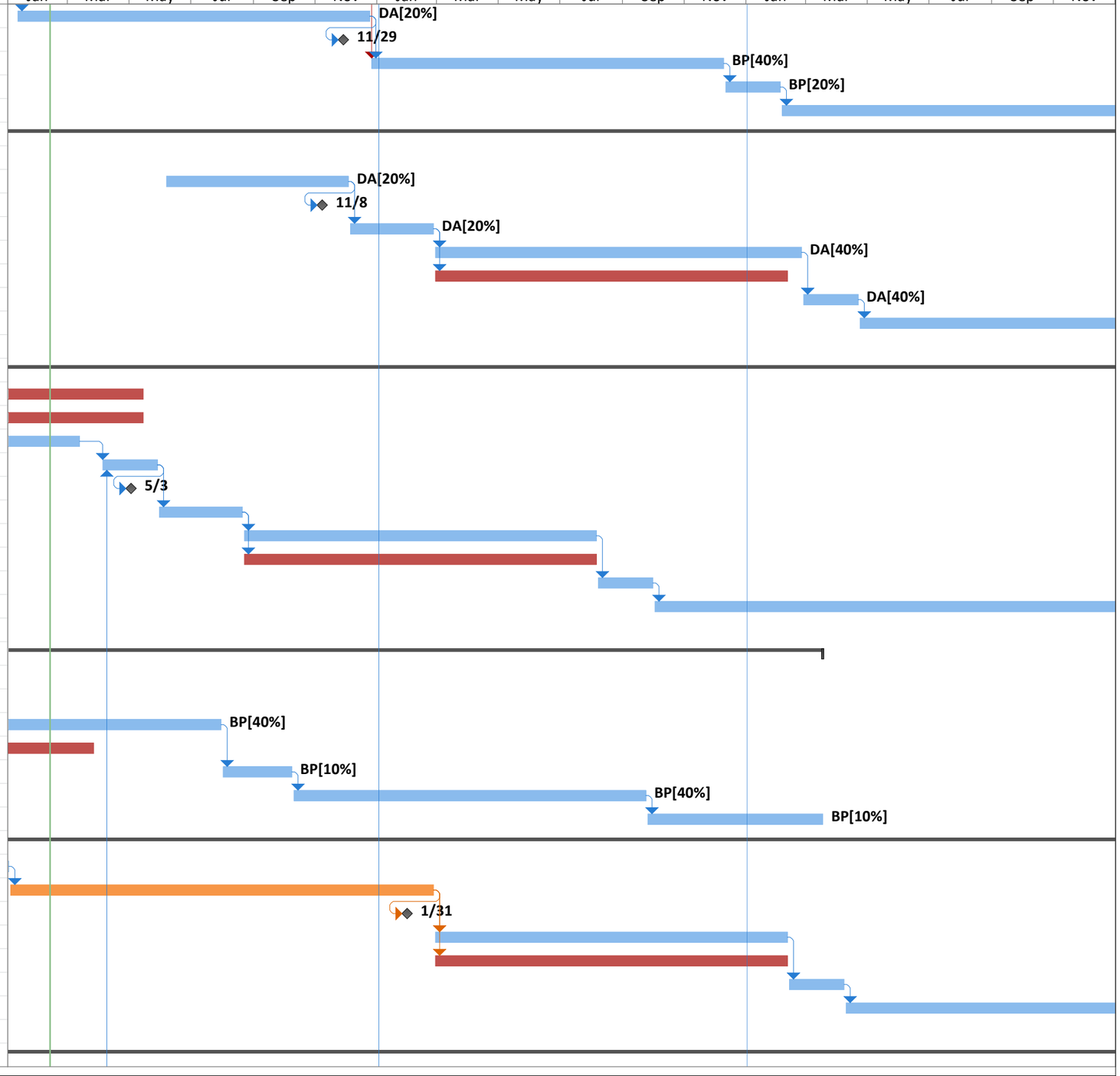
IAM Portfolio Schedule 2021

ID	Task Name	Start	Finish	Resource Names
231	*Funding request (recurring CIP)*	Fri 8/13/21	Fri 8/13/21	
232	Bid	Fri 9/10/21	Thu 12/30/21	BP[10%]
233	Construction	Fri 12/31/21	Thu 12/15/22	BP[30%]
234	Punch list / contract closeout	Fri 12/16/22	Thu 6/8/23	BP[10%]
235	**FY2023 TBD**	**Tue 3/29/22**	**Mon 8/12/24**	
236	RFQ	Tue 3/29/22	Mon 5/23/22	BP[10%]
237	Design	Tue 5/24/22	Mon 11/14/2	BP[20%]
238	*Mobility - Bike, bus & pedestrian priority changes*	*Tue 5/24/22*	*Mon 11/14/2*	
239	*Funding request (recurring CIP)*	Tue 10/18/22	Tue 10/18/22	
240	Bid	Tue 11/15/22	Mon 3/6/23	BP[10%]
241	Construction	Tue 3/7/23	Mon 2/19/24	BP[30%]
242	Punch list / contract closeout	Tue 2/20/24	Mon 8/12/24	BP[10%]
243	**Water, Sewer & Streetscape Improvements**	**Mon 1/6/20**	**Fri 8/29/25**	
244	**Somerville Ave Utility & Streetscapes**	**Mon 1/6/20**	**Fri 5/27/22**	
245	Construction	Mon 1/6/20	Fri 3/20/20	
246	COVID Impact	Mon 3/23/20	Fri 5/15/20	
247	Construction	Mon 5/18/20	Fri 10/1/21	DA
248	Punch list / contract closeout	Mon 10/4/21	Fri 5/27/22	DA[80%]
249	**Spring Hill Sewer Separation Phase I**	**Mon 1/6/20**	**Fri 2/16/24**	
250	Design	Mon 1/6/20	Fri 7/30/21	HQ[40%]
251	*Mobility - Streetscape design*	Mon 1/6/20	Fri 7/30/21	
252	*PSUF - Central Hill Campus Plan Phase I*	Mon 1/6/20	Fri 7/30/21	
253	*Funding request*	Mon 7/5/21	Mon 7/5/21	
254	Bid	Mon 8/2/21	Fri 9/24/21	HQ[20%]
255	Construction	Mon 9/27/21	Fri 8/25/23	HQ[80%]
256	Punch list / contract closeout	Mon 8/28/23	Fri 2/16/24	HQ[30%]
257	**Highland Ave Streetscape & Sewer Separation**	**Mon 1/6/20**	**Fri 10/25/24**	
258	Design	Mon 4/5/21	Fri 11/11/22	BP[20%]
259	*Mobility - Streetscape design*	Mon 1/6/20	Fri 7/30/21	
260	*Funding request*	Mon 10/17/2	Mon 10/17/2	
261	Bid	Mon 11/14/2	Fri 3/3/23	BP[20%]
262	Construction	Mon 3/6/23	Fri 7/5/24	BP[80%]
263	Punch list / contract closeout	Mon 7/8/24	Fri 10/25/24	BP[30%]
264	**Poplar Street Stormwater Pump Station**	**Mon 1/6/20**	**Fri 7/26/24**	
265	RFQ	Mon 1/6/20	Fri 5/29/20	
266	Design	Mon 6/1/20	Fri 1/7/22	JS[40%]
267	*Mobility - Streetscape changes*	*Mon 6/1/20*	*Fri 5/28/21*	
268	*PSUF - ArtFarm*	*Mon 6/1/20*	*Fri 5/28/21*	
269	*Funding request*	Mon 12/13/2	Mon 12/13/2	
270	Bid	Mon 1/10/22	Fri 3/4/22	JS[20%]
271	Construction	Mon 3/7/22	Fri 2/2/24	JS[80%]
272	Punch list / contract closeout	Mon 2/5/24	Fri 7/26/24	JS[50%]
273	**USQ Streetscapes and Plaza**	**Mon 1/6/20**	**Fri 1/19/24**	
274	RFQ	Mon 1/6/20	Fri 1/8/21	
275	*PSUF - Preliminary design*	*Mon 1/11/21*	*Fri 7/2/21*	



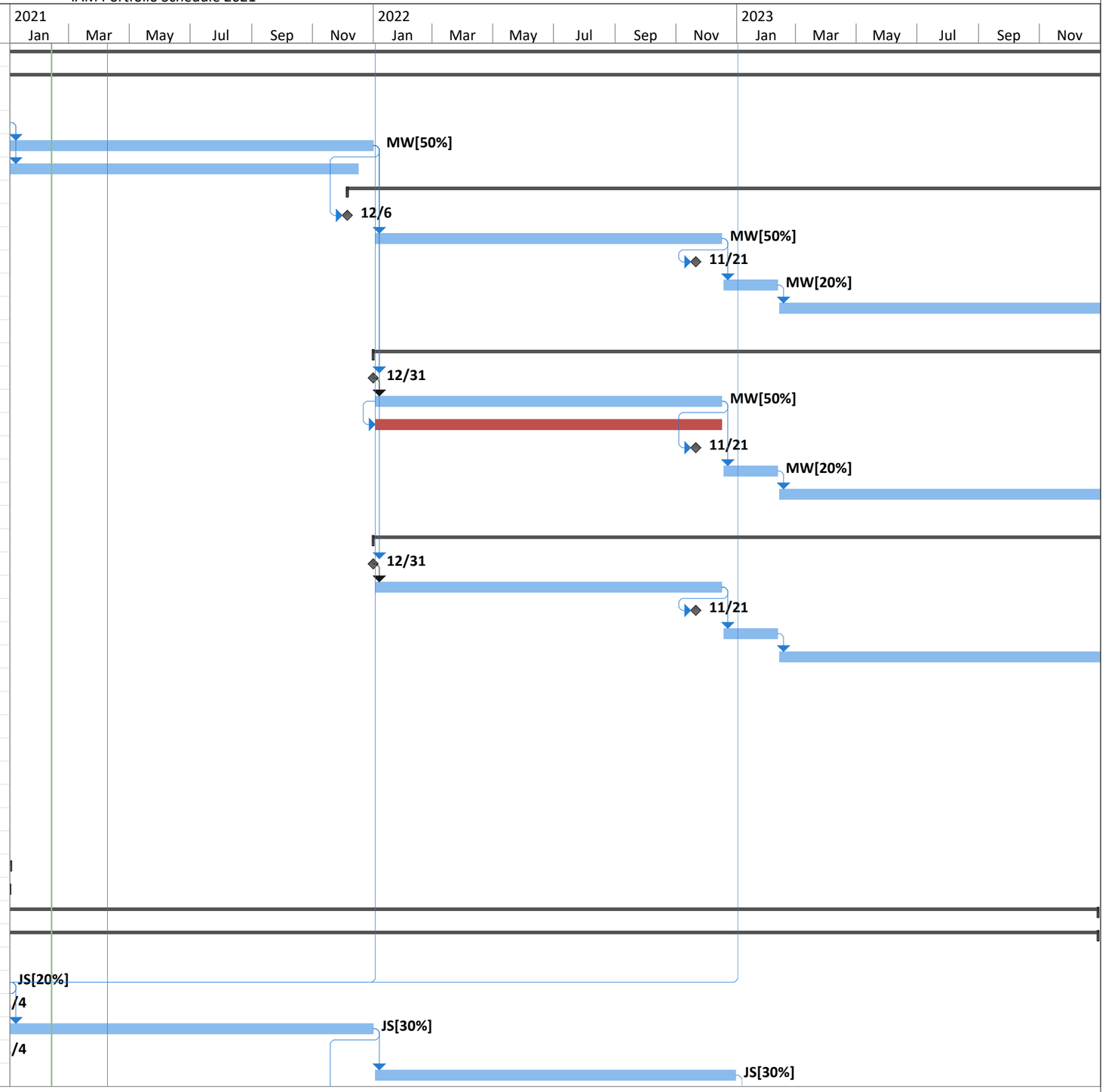
IAM Portfolio Schedule 2021

ID	Task Name	Start	Finish	Resource Names
276	Water & Sewer preliminary design	Mon 1/11/21	Fri 12/24/21	DA[20%]
277	*Funding request*	Mon 11/29/2	Mon 11/29/2	
278	Final design	Mon 12/27/2	Fri 12/9/22	BP[40%]
279	Bid	Mon 12/12/2	Fri 2/3/23	BP[20%]
280	Construction	Mon 2/6/23	Fri 1/19/24	BP[80%]
281	**Boynton Yards Infrastructure Program**	**Mon 1/6/20**	**Fri 3/21/25**	
282	*P&Z - Developer coordination*	Mon 1/6/20	Fri 12/18/20	
283	Preliminary design	Mon 6/7/21	Fri 12/3/21	DA[20%]
284	*Funding request*	Mon 11/8/21	Mon 11/8/21	
285	RFQ	Mon 12/6/21	Fri 2/25/22	DA[20%]
286	Design	Mon 2/28/22	Fri 2/24/23	DA[40%]
287	*Mobility - Streetscape design*	*Mon 2/28/22*	*Fri 2/10/23*	
288	Bid	Mon 2/27/23	Fri 4/21/23	DA[40%]
289	Construction	Mon 4/24/23	Fri 9/27/24	DA[80%]
290	Punch list / contract closeout	Mon 9/30/24	Fri 3/21/25	DA[40%]
291	**Gilman Square Reconfiguration**	**Mon 1/6/20**	**Fri 8/30/24**	
292	*Mobility - Conceptual design*	Mon 1/6/20	Fri 5/14/21	
293	*OSPCD ED - Utility design*	Mon 1/6/20	Fri 5/14/21	
294	Preliminary design streetscape	Mon 1/6/20	Fri 3/12/21	
295	Preliminary design utilities	Mon 4/5/21	Fri 5/28/21	
296	*Funding request*	Mon 5/3/21	Mon 5/3/21	
297	RFQ	Mon 5/31/21	Fri 8/20/21	
298	Design	Mon 8/23/21	Fri 8/5/22	
299	*Mobility - Streetscape design*	*Mon 8/23/21*	*Fri 8/5/22*	
300	Bid	Mon 8/8/22	Fri 9/30/22	
301	Construction	Mon 10/3/22	Fri 3/8/24	
302	Punch list / contract closeout	Mon 3/11/24	Fri 8/30/24	
303	**Clarendon Hill / Powder House Blvd Reconfiguration**	**Mon 1/6/20**	**Fri 3/17/23**	
304	*Mobility - Conceptual design*	Mon 1/6/20	Fri 7/31/20	
305	Preliminary design	Mon 1/6/20	Fri 7/31/20	
306	Design	Mon 8/3/20	Fri 7/30/21	BP[40%]
307	*Mobility - Streetscape design*	*Mon 8/3/20*	*Fri 3/26/21*	
308	Bid	Mon 8/2/21	Fri 10/8/21	BP[10%]
309	Construction	Mon 10/11/2	Fri 9/23/22	BP[40%]
310	Punch list / contract closeout	Mon 9/26/22	Fri 3/17/23	BP[10%]
311	**Spring Hill Sewer Separation Phase II**	**Mon 1/6/20**	**Fri 8/29/25**	
312	Preliminary design	Mon 1/6/20	Fri 1/1/21	
313	*Lag between phases*	Mon 1/4/21	Fri 2/25/22	
314	*Funding request*	Mon 1/31/22	Mon 1/31/22	
315	Design	Mon 2/28/22	Fri 2/10/23	
316	*Mobility - Streetscape design*	Mon 2/28/22	Fri 2/10/23	
317	Bid	Mon 2/13/23	Fri 4/7/23	
318	Construction	Mon 4/10/23	Fri 3/7/25	
319	Punch list / contract closeout	Mon 3/10/25	Fri 8/29/25	
320	**Planning**	**Mon 1/6/20**	**Fri 8/11/28**	



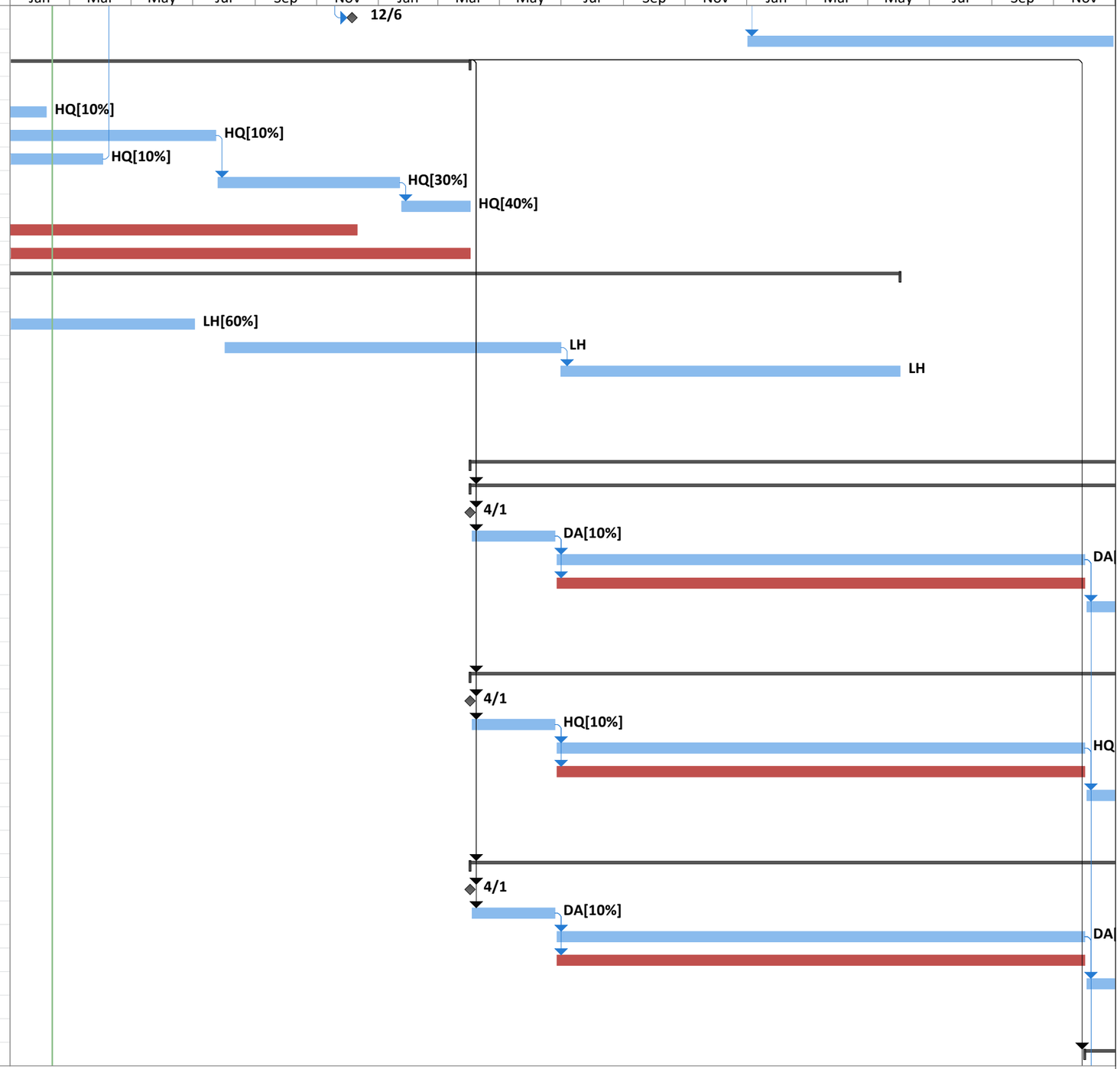
IAM Portfolio Schedule 2021

ID	Task Name	Start	Finish	Resource Names
321	**Municipal & School Buildings**	**Mon 1/6/20**	**Fri 4/2/27**	
322	**Building Renovation and Department Relocation Master Plan**	**Mon 1/6/20**	**Fri 4/2/27**	
323	RFQ	Mon 1/6/20	Thu 12/31/20	
324	Planning	Fri 1/1/21	Fri 12/31/21	MW[50%]
325	*VARIOUS - Citywide Department & Schools planning*	Fri 1/1/21	Thu 12/16/21	
326	**1895**	**Mon 12/6/21**	**Fri 9/13/24**	
327	*Funding request*	Mon 12/6/21	Mon 12/6/21	
328	Design	Mon 1/3/22	Fri 12/16/22	MW[50%]
329	*Funding request*	Mon 11/21/2	Mon 11/21/2	
330	Bid	Mon 12/19/2	Fri 2/10/23	MW[20%]
331	Construction	Mon 2/13/23	Fri 7/19/24	MW[80%]
332	Punch list / contract closeout	Mon 7/22/24	Fri 9/13/24	MW[30%]
333	**City Hall**	**Fri 12/31/21**	**Fri 9/13/24**	
334	Lag between 1895 and City Hall starts	Fri 12/31/21	Fri 12/31/21	
335	Design	Mon 1/3/22	Fri 12/16/22	MW[50%]
336	*PSUF - Central Hill Campus Plan Phase II*	Mon 1/3/22	Fri 12/16/22	
337	*Funding request*	Mon 11/21/2	Mon 11/21/2	
338	Bid	Mon 12/19/2	Fri 2/10/23	MW[20%]
339	Construction	Mon 2/13/23	Fri 7/19/24	MW[80%]
340	Punch list / contract closeout	Mon 7/22/24	Fri 9/13/24	MW[30%]
341	**Brown School**	**Fri 12/31/21**	**Fri 9/13/24**	
342	Lag between 1895 and Brown School starts	Fri 12/31/21	Fri 12/31/21	
343	Design	Mon 1/3/22	Fri 12/16/22	
344	*Funding request*	Mon 11/21/2	Mon 11/21/2	MW[50%]
345	Bid	Mon 12/19/2	Fri 2/10/23	
346	Construction	Mon 2/13/23	Fri 7/19/24	MW[20%]
347	Punch list / contract closeout	Mon 7/22/24	Fri 9/13/24	MW[80%]
348	**Edgerly**	**Fri 7/19/24**	**Fri 4/2/27**	MW[30%]
349	Lag between Brown School finish and Edgerly start	Fri 7/19/24	Fri 7/19/24	
350	Design	Mon 7/22/24	Fri 7/4/25	MW[50%]
351	*Funding request*	Mon 6/9/25	Mon 6/9/25	
352	Bid	Mon 7/7/25	Fri 8/29/25	MW[20%]
353	Construction	Mon 9/1/25	Fri 2/5/27	MW[80%]
354	Punch list / contract closeout	Mon 2/8/27	Fri 4/2/27	MW[30%]
355	**Roadway & Sidewalk System**	**Mon 1/6/20**	**Fri 1/1/21**	
356	*IAM, DOT, Parking, SomerStat coordination*	*Mon 1/6/20*	*Fri 1/1/21*	
357	**Combined Sewer & Drain System**	**Mon 1/6/20**	**Fri 12/29/23**	
358	**Sewer System Condition Assessment & Risk Evaluation**	**Mon 1/6/20**	**Fri 12/29/23**	
359	RFQ	Mon 1/6/20	Fri 2/28/20	
360	CCTV/Planning Phase I	Mon 3/2/20	Thu 12/31/20	JS[20%]
361	*Funding request (recurring CIP)*	Fri 12/4/20	Fri 12/4/20	
362	CCTV/Planning Phase II	Fri 1/1/21	Fri 12/31/21	JS[30%]
363	*Funding request (recurring CIP)*	Fri 12/4/20	Fri 12/4/20	
364	CCTV/Planning Phase III	Mon 1/3/22	Fri 12/30/22	JS[30%]



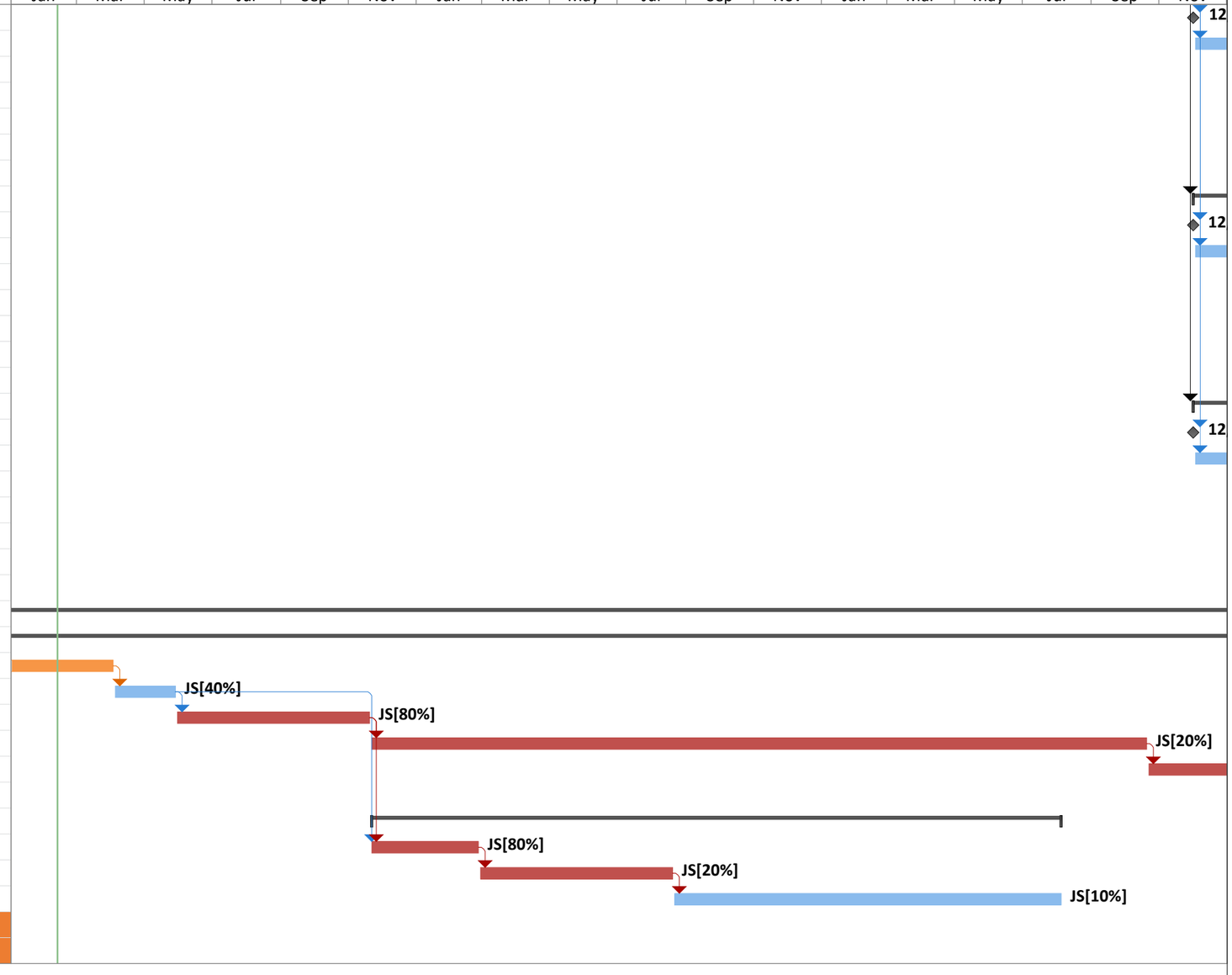
IAM Portfolio Schedule 2021

ID	Task Name	Start	Finish	Resource Names
365	*Funding request (recurring CIP)*	Mon 12/6/21	Mon 12/6/21	
366	CCTV/Planning Phase IV	Mon 1/2/23	Fri 12/29/23	JS[30%]
367	**Hydraulic Modeling and Master Planning**	**Mon 1/6/20**	**Fri 4/1/22**	
368	RFQ	Mon 1/6/20	Fri 1/10/20	
369	Planning (Southern Somerville)	Mon 1/13/20	Fri 2/5/21	HQ[10%]
370	Planning (Alewife/West Somerville)	Mon 12/14/2	Fri 7/23/21	HQ[10%]
371	Planning (Mystic/Winter Hill)	Mon 6/29/20	Fri 4/2/21	HQ[10%]
372	Planning (CA, M, S1, C1)	Mon 7/26/21	Fri 1/21/22	HQ[30%]
373	Final Plan	Mon 1/24/22	Fri 4/1/22	HQ[40%]
374	*VARIOUS - Parking Study*	*Mon 1/13/20*	*Fri 12/10/21*	
375	*Mobility - Bike, bus & pedestrian priority plan*	*Mon 10/26/2*	Fri 4/1/22	
376	**IDDE & CMOM Program**	**Mon 1/6/20**	**Thu 6/1/23**	
377	RFQ	Mon 1/6/20	Fri 5/8/20	
378	Planning - Initial investigations	Mon 5/11/20	Fri 7/2/21	LH[60%]
379	Planning - Detailed investigations, remedial action plar	Mon 8/2/21	Thu 6/30/22	LH
380	Implementation & Policy	Fri 7/1/22	Thu 6/1/23	LH
381	**Water Distribution System**	**Mon 1/6/20**	**Tue 6/30/20**	
382	**Water System Condition Assessment & Risk Eval. Updat**	**Mon 1/6/20**	**Tue 6/30/20**	
383	Planning	Mon 1/6/20	Tue 6/30/20	
384	**Water, Sewer & Streetscape Improvements**	**Fri 4/1/22**	**Fri 8/11/28**	
385	**Alewife/West Somerville Project 1**	**Fri 4/1/22**	**Fri 6/19/26**	
386	*Funding request*	Fri 4/1/22	Fri 4/1/22	
387	RFQ	Mon 4/4/22	Fri 6/24/22	DA[10%]
388	Design	Mon 6/27/22	Fri 12/1/23	DA[50%]
389	*Mobility - Streetscape design*	*Mon 6/27/22*	*Fri 12/1/23*	
390	Bid	Mon 12/4/23	Fri 1/26/24	DA[20%]
391	Construction	Mon 1/29/24	Fri 12/26/25	DA[80%]
392	Punch list / contract closeout	Mon 12/29/2	Fri 6/19/26	DA[20%]
393	**Mystic/Winter Hill Project 1**	**Fri 4/1/22**	**Fri 6/19/26**	
394	*Funding request*	Fri 4/1/22	Fri 4/1/22	
395	RFQ	Mon 4/4/22	Fri 6/24/22	HQ[10%]
396	Design	Mon 6/27/22	Fri 12/1/23	HQ[50%]
397	*Mobility - Streetscape design*	*Mon 6/27/22*	*Fri 12/1/23*	
398	Bid	Mon 12/4/23	Fri 1/26/24	HQ[20%]
399	Construction	Mon 1/29/24	Fri 12/26/25	HQ[80%]
400	Punch list / contract closeout	Mon 12/29/2	Fri 6/19/26	HQ[20%]
401	**Southern Somerville Project 1**	**Fri 4/1/22**	**Fri 6/19/26**	
402	*Funding request*	Fri 4/1/22	Fri 4/1/22	
403	RFQ	Mon 4/4/22	Fri 6/24/22	DA[10%]
404	Design	Mon 6/27/22	Fri 12/1/23	DA[50%]
405	*Mobility - Streetscape design*	*Mon 6/27/22*	*Fri 12/1/23*	
406	Bid	Mon 12/4/23	Fri 1/26/24	DA[20%]
407	Construction	Mon 1/29/24	Fri 12/26/25	DA[80%]
408	Punch list / contract closeout	Mon 12/29/2	Fri 6/19/26	DA[20%]
409	**Alewife/West Somerville Project 2**	**Fri 12/1/23**	**Fri 8/11/28**	



IAM Portfolio Schedule 2021

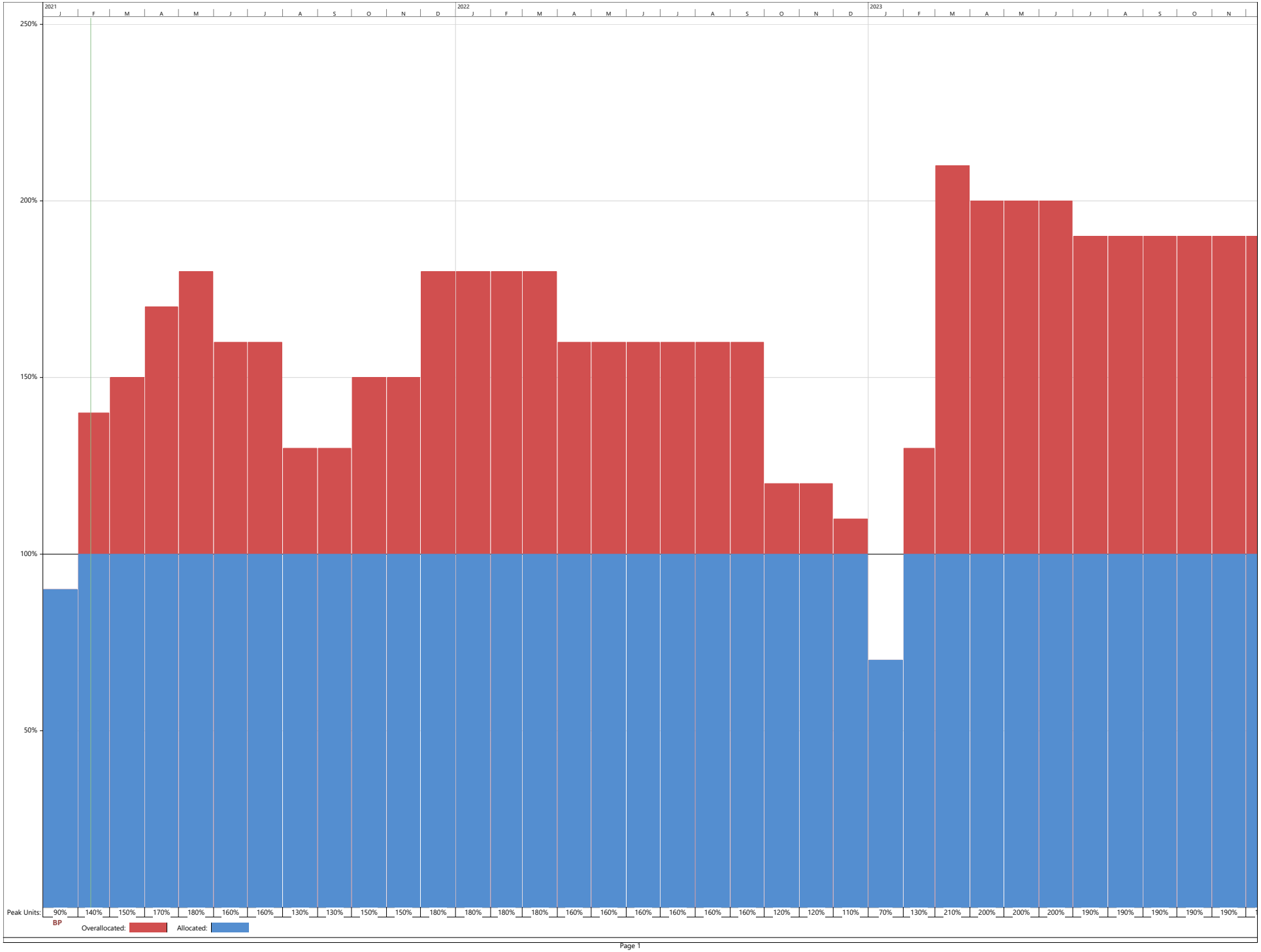
ID	Task Name	Start	Finish	Resource Names
410	*Funding request*	Fri 12/1/23	Fri 12/1/23	
411	RFQ	Mon 12/4/23	Fri 2/23/24	DA[10%]
412	Design	Mon 2/26/24	Fri 12/26/25	DA[40%]
413	*Mobility - Streetscape design*	*Mon 2/26/24*	*Fri 8/1/25*	
414	Bid	Mon 12/29/2	Fri 3/20/26	DA[20%]
415	Construction	Mon 3/23/26	Fri 2/18/28	DA[80%]
416	Punch list / contract closeout	Mon 2/21/28	Fri 8/11/28	DA[20%]
417	**Mystic/Winter Hill Project 2**	**Fri 12/1/23**	**Fri 8/11/28**	
418	*Funding request*	Fri 12/1/23	Fri 12/1/23	
419	RFQ	Mon 12/4/23	Fri 2/23/24	JS[10%]
420	Design	Mon 2/26/24	Fri 12/26/25	JS[40%]
421	*Mobility - Streetscape design*	*Mon 2/26/24*	*Fri 8/1/25*	
422	Bid	Mon 12/29/2	Fri 3/20/26	JS[20%]
423	Construction	Mon 3/23/26	Fri 2/18/28	JS[80%]
424	Punch list / contract closeout	Mon 2/21/28	Fri 8/11/28	JS[20%]
425	**Southern Somerville Project 2**	**Fri 12/1/23**	**Fri 8/11/28**	
426	*Funding request*	Fri 12/1/23	Fri 12/1/23	
427	RFQ	Mon 12/4/23	Fri 2/23/24	HQ[10%]
428	Design	Mon 2/26/24	Fri 12/26/25	HQ[50%]
429	*Mobility - Streetscape design*	*Mon 2/26/24*	*Fri 8/1/25*	
430	Bid	Mon 12/29/2	Fri 3/20/26	HQ[20%]
431	Construction	Mon 3/23/26	Fri 2/18/28	HQ[80%]
432	Punch list / contract closeout	Mon 2/21/28	Fri 8/11/28	HQ[20%]
433	**Asset Management & CIP Prioritization**	**Fri 3/20/20**	**Fri 3/6/26**	
434	**Work Order System**	**Fri 3/20/20**	**Fri 3/6/26**	
435	COVID Impact	Fri 3/20/20	Fri 4/2/21	
436	RFQ	Mon 4/5/21	Fri 5/28/21	JS[40%]
437	System design	Mon 5/31/21	Fri 11/19/21	JS[80%]
438	Software customization & data management	Mon 11/22/2	Fri 10/20/23	JS[20%]
439	Rollout & training	Mon 10/23/2	Fri 4/5/24	JS[40%]
440	Support	Mon 4/8/24	Fri 3/6/26	JS[10%]
441	**Capital Planning**	**Mon 11/22/2**	**Fri 8/4/23**	
442	System design / prioritization criteria definition	Mon 11/22/2	Fri 2/25/22	JS[80%]
443	System build & data management	Mon 2/28/22	Fri 8/19/22	JS[20%]
444	Implementation	Mon 8/22/22	Fri 8/4/23	JS[10%]
445	HQ - Asset Management grant / project	Mon 1/6/20	Mon 1/6/20	
446	BP - Intersection / GLX improvements Mobility handoff	Mon 1/6/20	Mon 1/6/20	



APPENDIX B

IAM RESOURCE WORKLOAD

Somerville City Hall • 93 Highland Avenue • Somerville, Massachusetts 02143
(617) 625-6600, Ext. 2100 • TTY: (617) 666-0001 • Fax: (617) 625-3434 • www.somervillema.gov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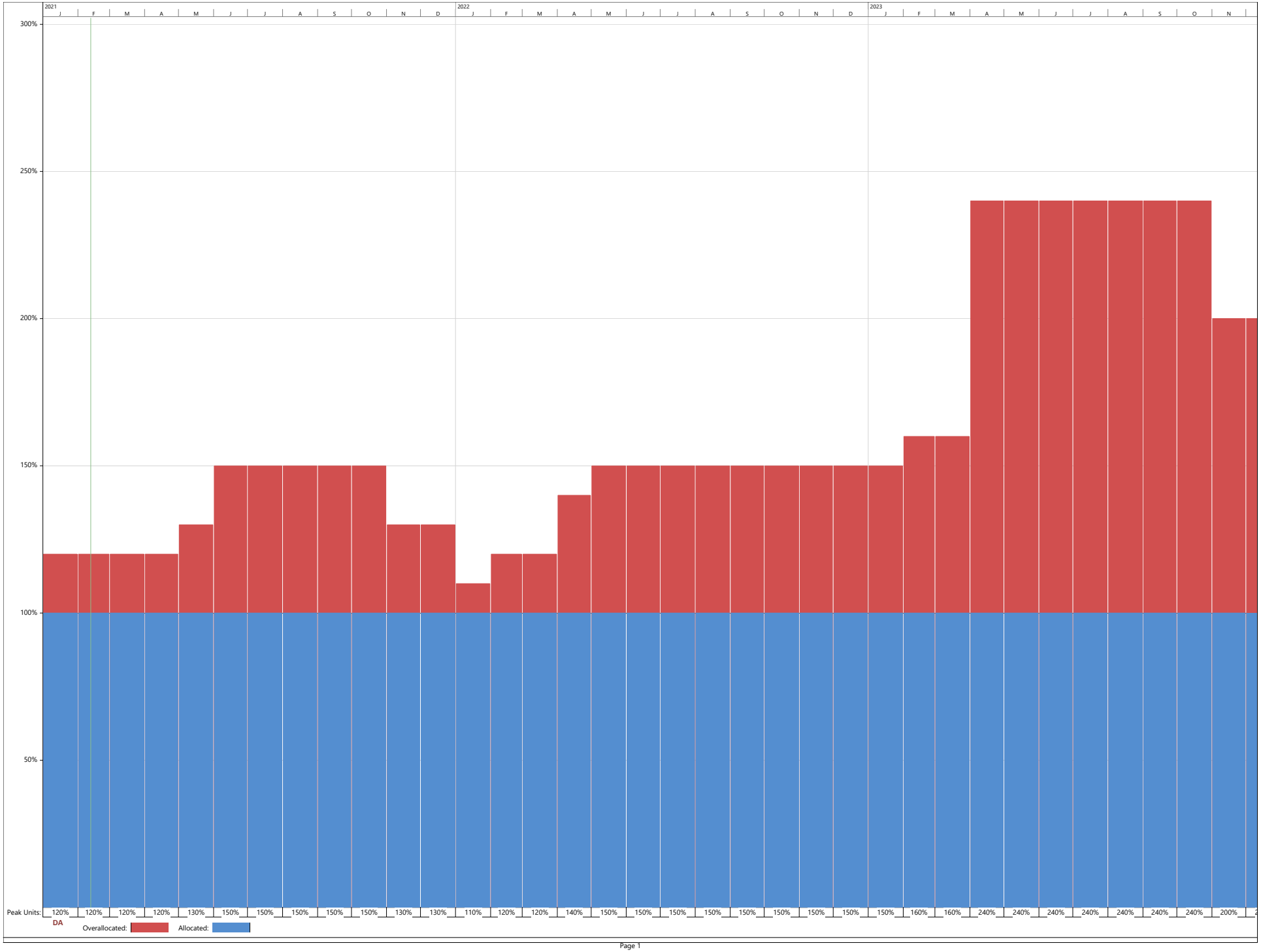
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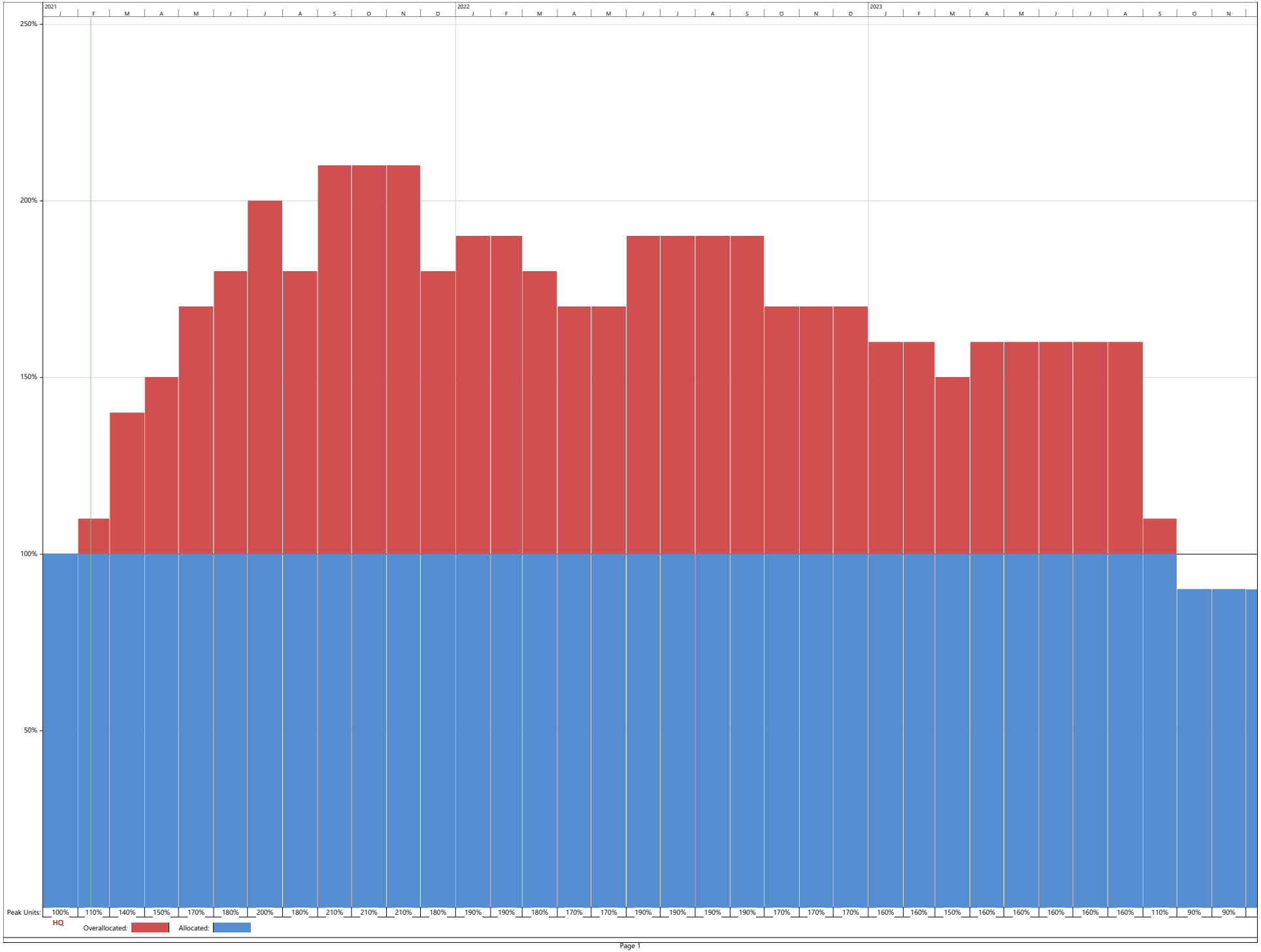
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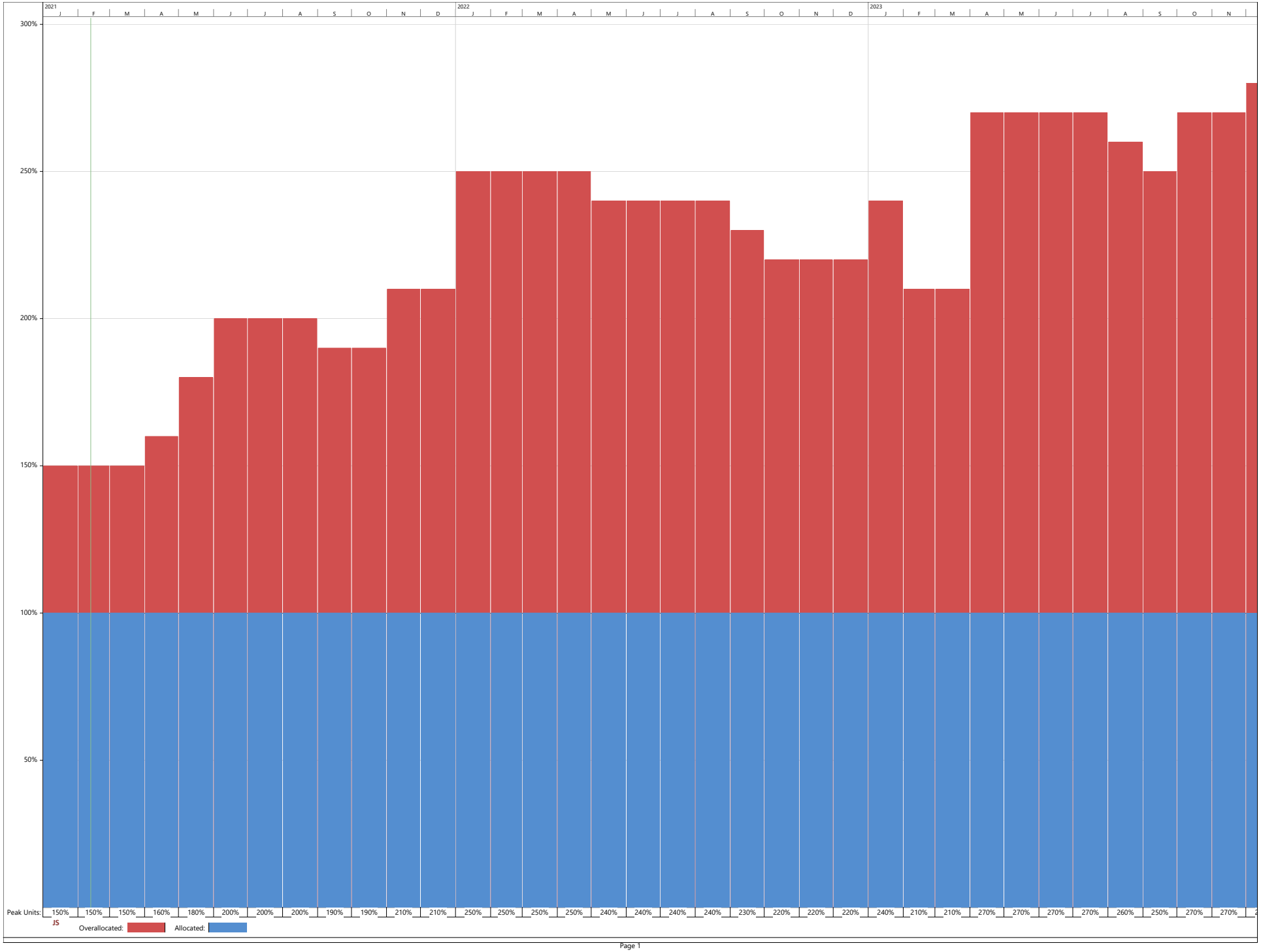
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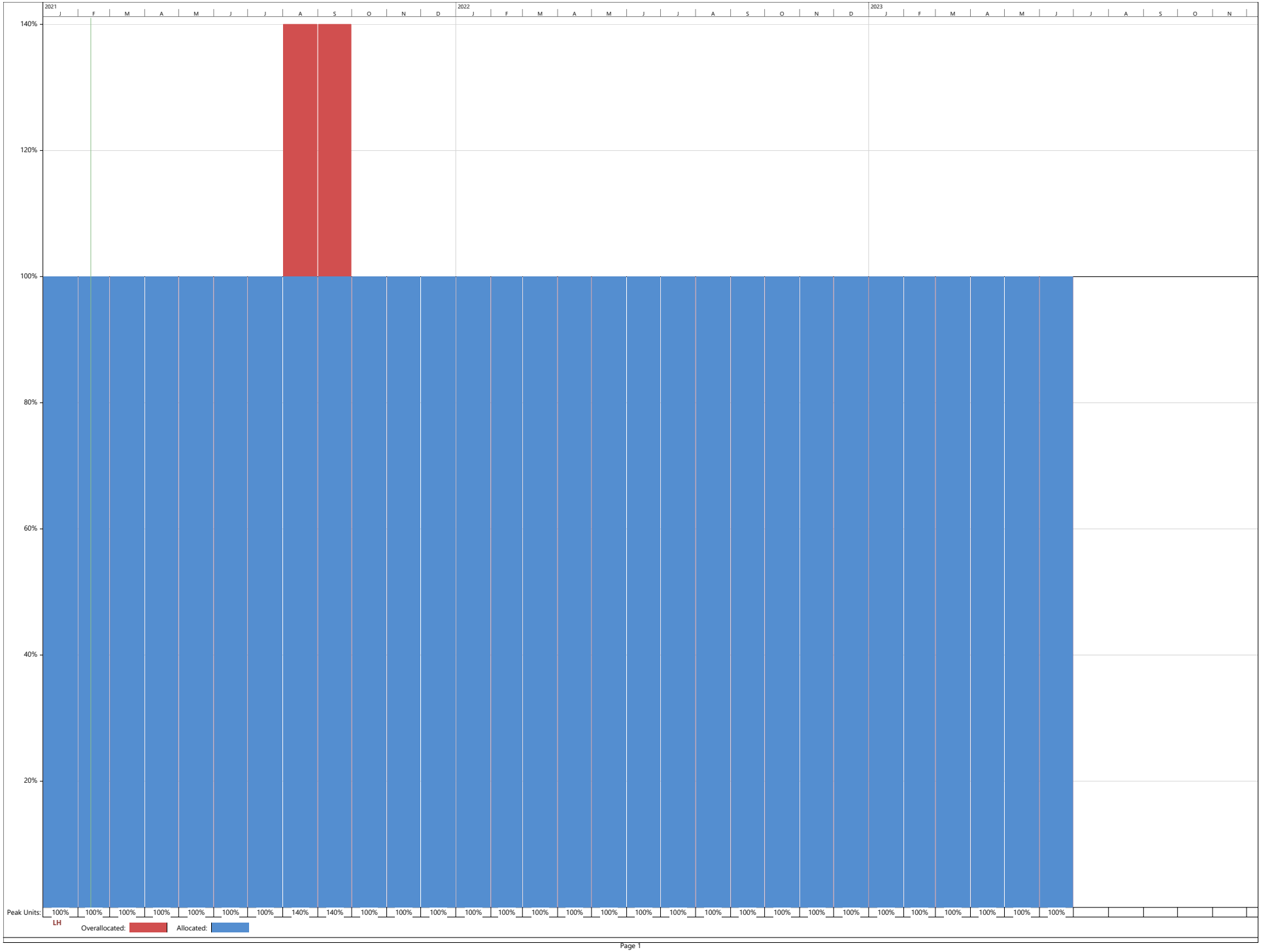
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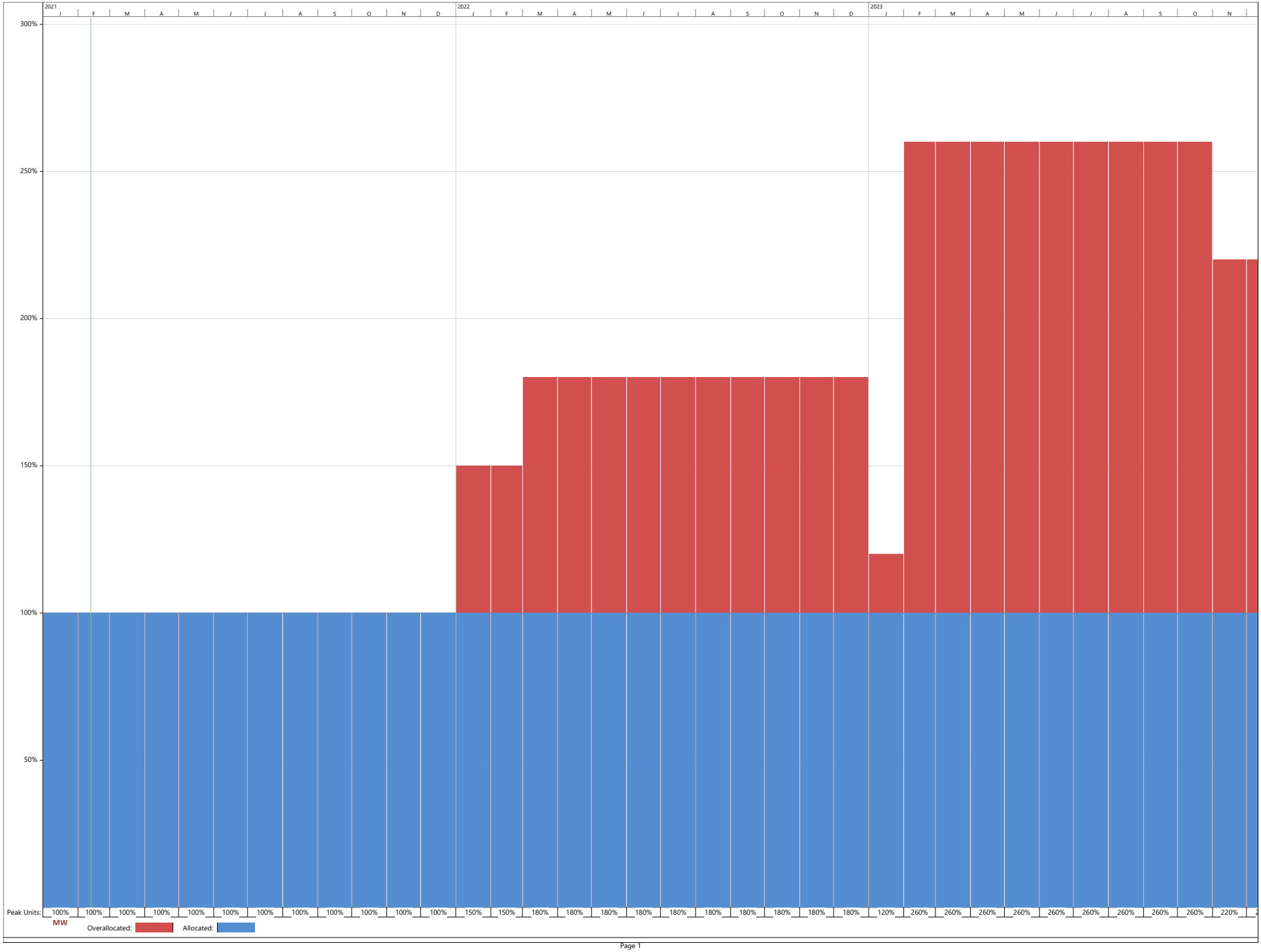
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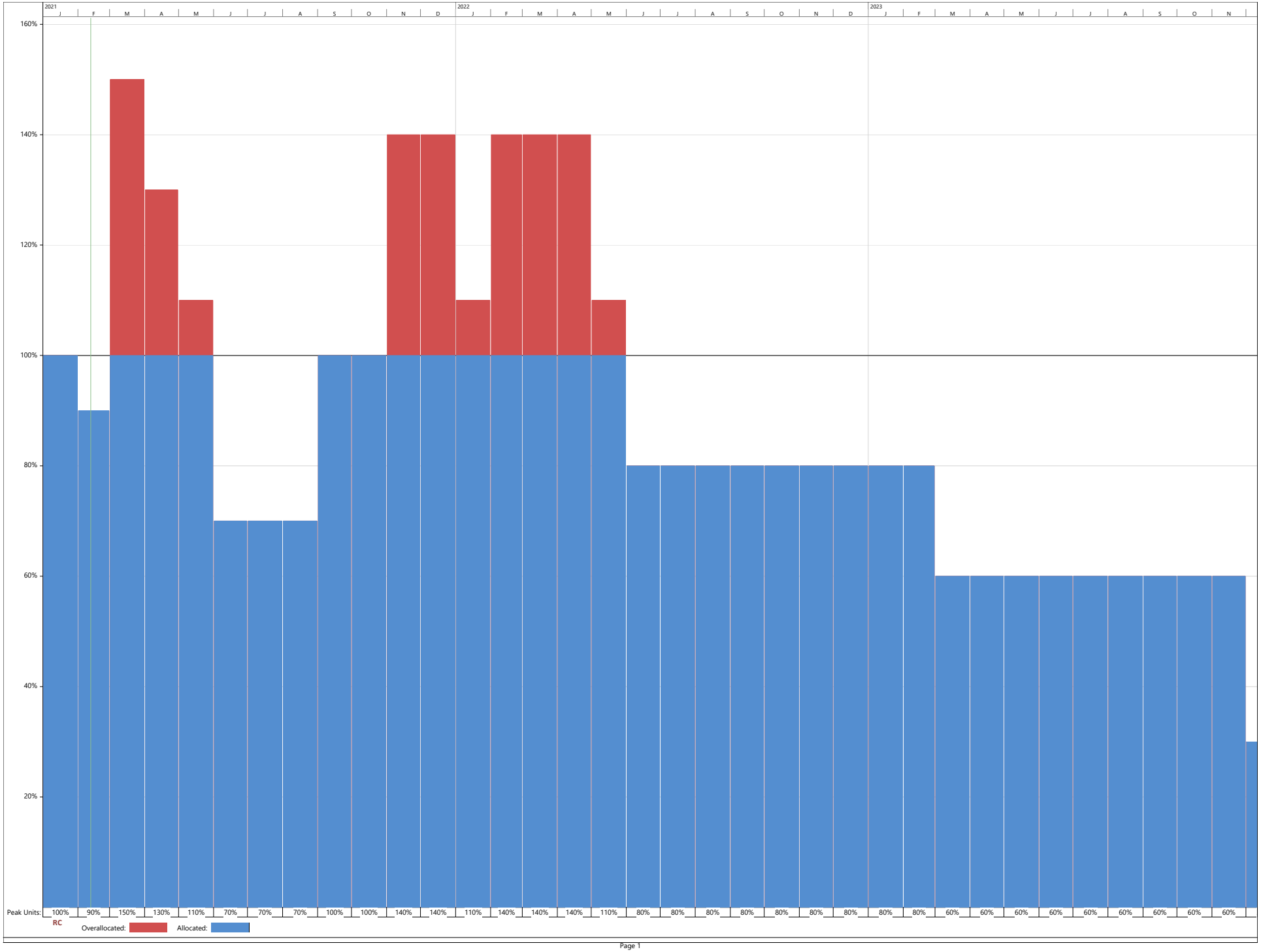
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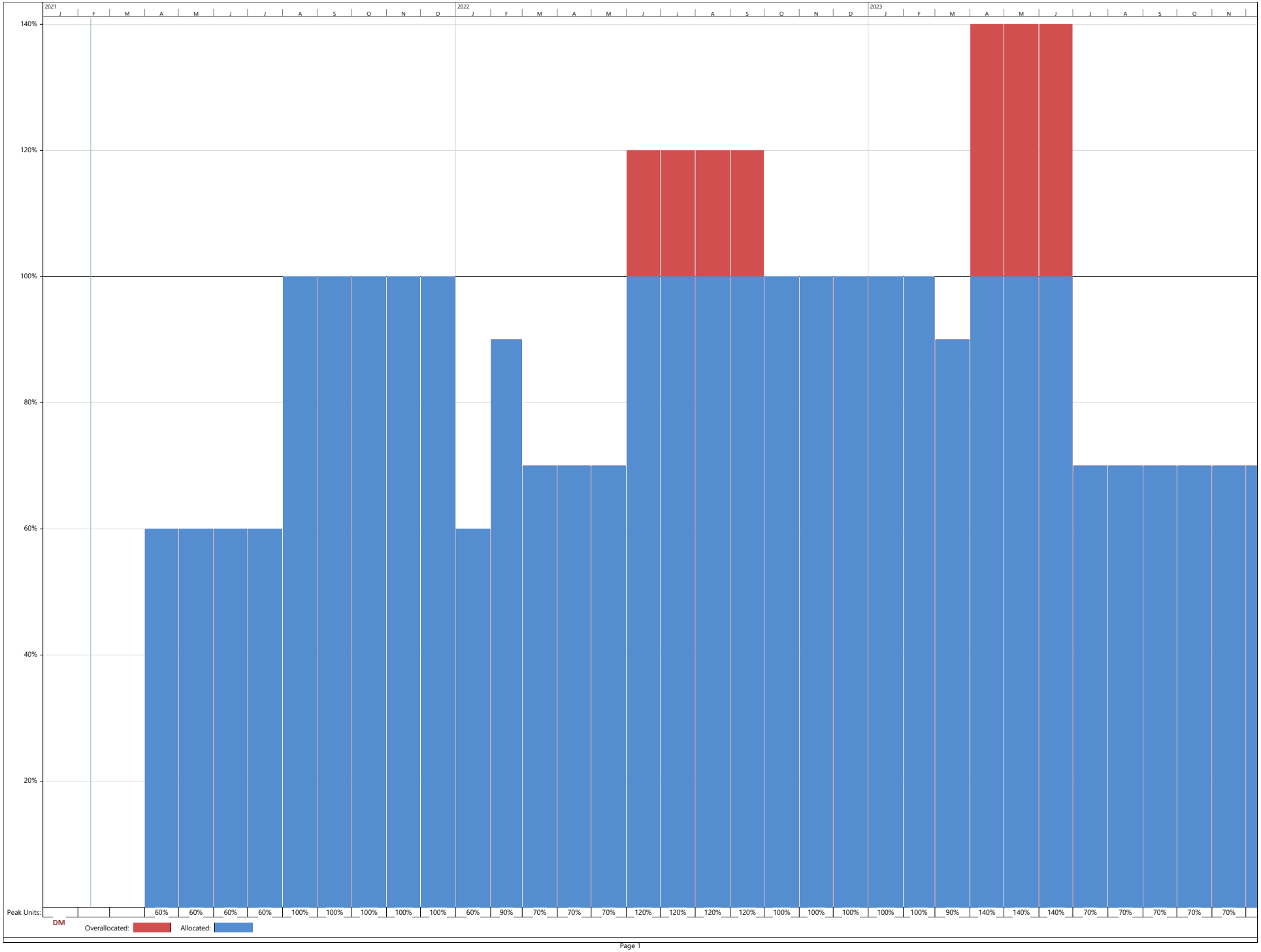
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