

Cambridge Redevelopment Authority
Board Packet of Supporting Materials
Meeting of June 18, 2014

i. Agenda

1. Draft minutes of the Regular Board Meeting on May 21, 2014
 2. Letter of Approval of the Ninth Amendment of the Kendall Square Urban Renewal Plan from Aaron Gornstein, Undersecretary Department of Housing and Community Development May 28, 2014
 3. Communication from Richard C. Rossi, City Manager to City Council, relative to Awaiting Report Item Number 14 -18, regarding the Foundry Building, June 9, 2014
 4. Design Review Committee Meeting Report from May 21, 2014 on the Ames Street Residential Project
 5. Google Digital Wall Design Concept Submission
-

7. Monthly Report to the Board of the Executive Director
8. Expenditures Reports for May 2014
9. Draft Revisions to the 2014 Programmatic Budget
10. Proposed Internal Controls Policy
11. Draft Procurement Policy for Discussion Purposes Only
12. Draft Market Manager Scope Description
13. Grand Junction Path Presentation Materials

(Document numbering altered to reflect agenda item numbers)

Cambridge Redevelopment Authority

One Cambridge Center/Fourth Floor
Cambridge, Massachusetts 02142
617 492-6800
617 492-6804 (FAX)
www.cambridgeredevelopment.org



NOTICE OF MEETING

Pursuant to the Massachusetts Open Meeting Law, M.G.L. c. 30A, §§ 18-25, notice is hereby given of a meeting of the Cambridge Redevelopment Authority to take place as follows:

Wednesday June 18, 2014 at 5:30 pm

Cambridge Police Department
First Floor Community Room
125 Sixth Street
Cambridge, Massachusetts 02142

REVISED AGENDA

June 18, 2014 Meeting

The following is a proposed agenda containing the items the Chair of the Authority reasonably anticipates will be discussed at the meeting:

Call

Public Comment

Minutes

1. Motion: To accept the minutes of the Regular Board Meeting of the CRA on May 21, 2014*

Communications

2. Letter of Approval of the Ninth Amendment of the Kendall Square Urban Renewal Plan from Aaron Gornstein, Undersecretary Department of Housing and Community Development May 28, 2014*
3. Communication from Richard C. Rossi, City Manager to City Council, relative to Awaiting Report Item Number 14 -18, regarding the Foundry Building, June 9, 2014*

Reports, Motions and Discussion Items:

4. **Report:** Design Review Committee Meeting - May 21, 2014: Ames Street Residential Project (Mr. Evans & Mr. Stewart of Boston Properties)*
 - a. Motion: *Accepting the minutes and approving the Conceptual Design of the Ames Street Residential Project and directing Boston Properties to submit the design to the Cambridge Planning Board with the Article 19 Large Project Review Application*

5. **Report:** Site Walk of Google Connector, Three, Four & Five Cambridge Center - June 12, 2014 (Mr. Evans)
 - a. *Authorizing the Chair and the Executive Director to Issue a Certificate of Completion for the Connector Buildings at Three, Four, and Five Cambridge Center*
6. **Discussion:** MIT Coop remodeling plans for food court and bookstore at Three Kendall Center (Mr. Murphy of the MIT Coop)
7. **Report:** Monthly Report to the Board of the Executive Director (Mr. Evans)*
8. **Report:** Expenditure Update for May 2014 (Mr. Evans)*
9. **Discussion:** Revisions to the 2014 Budget based on Strategic Planning Priorities (Mr. Evans)
10. **Motion:** *Approving the 2014 CRA Internal Control Policies* (Mr. Evans)*
11. **Discussion:** Draft CRA Procurement Policy (Mr. Evans) *
12. **Motion:** *Authorizing the Executive Director to initiate a procurement process to select a market manager for a pilot retail project on Parcel 6.* (Mr. Evans) *
13. **Discussion:** Design and Construction Schedule for the Grand Junction Pathway Phase 1 – CRA Parcel 7 between Main and Broadway (Mr. Evans)

Adjournment

(*) Supporting material can be found at: www.cambridgeredevelopment.org/next-meeting/

Summer Board Meeting: (**Note the revised meeting date is the Fourth Wednesday of July**)

- July 23, 2014 at the Cambridge Police Station 1st Floor Community Room
- August Meeting will be scheduled if needed.

Upcoming Community Meeting regarding the **Foundry Building**

- June 24, 2014, 6pm at the Cambridge Multicultural Arts Center

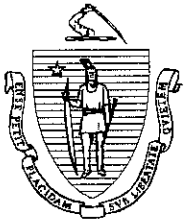
The Cambridge Redevelopment Authority is a “local public body” for the purpose of the Open Meeting Law pursuant to M. G. L. c. 30A, § 18.

M. G. L. c. 30A, § 20, provides, in relevant part:

(b) Except in an emergency, in addition to any notice otherwise required by law, a public body shall post notice of every meeting at least 48 hours prior to such meeting, excluding Saturdays, Sundays and legal holidays. In an emergency, a public body shall post notice as soon as reasonably possible prior to such meeting. Notice shall be printed in a legible, easily understandable format and shall contain the date, time and place of such meeting and a listing of topics that the chair reasonably anticipates will be discussed at the meeting.

(c) For meetings of a local public body, notice shall be filed with the municipal clerk and posted in a manner conspicuously visible to the public at all hours in or on the municipal building in which the clerk's office is located.

It is the policy of the Cambridge Redevelopment Authority to provide notice at least 7 calendar days prior to its meetings whenever practicable.



Commonwealth of Massachusetts
**DEPARTMENT OF HOUSING &
COMMUNITY DEVELOPMENT**

Deval L. Patrick, Governor ♦ Aaron Gornstein, Undersecretary

May 28, 2014

Ms. Kathleen L. Born, Chair
Cambridge Redevelopment Authority
One Cambridge Center, Fourth Floor
Cambridge, MA 02142

RE: Kendall Square Urban Renewal Plan: Amendment #9 - Approved

Dear Ms. Born:

The Department of Housing & Community Development (the Department) has reviewed the Cambridge Redevelopment Authority's April 28, 2014 request for Amendment #9 to the Kendall Square Urban Renewal Plan (KSURP). Additional information was submitted to the Department on May 12, 2014. The proposed amendment would revise the urban renewal plan so that it is consistent with changes to the City's mixed use development zoning ordinance adopted on December 9, 2013.

The Department has determined that the proposed Amendment #9 to the KSURP is a Minor Plan Change. The documentation submitted in support of the amendment complies with 760 CMR 12.03, "Plan Changes." The Department approves the requested Minor Plan Change as submitted.

Please contact Carol Wolfe, Manager, Office of Sustainable Communities, at (671) 573-1450 or at carol.wolfe@state.ma.us if you have any questions or need assistance.

Sincerely,

A handwritten signature in black ink, appearing to read "Aaron Gornstein".

Aaron Gornstein
Undersecretary

cc: Tom Evans, Executive Director, Cambridge Redevelopment Authority

CITY COUNCIL

City Manager Letter

June 9, 2014

To the Honorable, the City Council:

In response to Awaiting Report Item Number 14-18 regarding report on determining the legal and regulatory process to collaborate with the Cambridge Redevelopment Authority, companies in the private sector and/or donors that are willing to partner with the City to achieve the desired development objectives at the Foundry Building, I am please to provide you the following update:

Currently, the City is continuing to identify principles regarding programming, financing and operations for the Foundry building redevelopment through community input, discussions among city staff, and other engaged parties, as well as work with the Cambridge Redevelopment Authority (CRA) to explore strategies for collaboration. A community meeting regarding the Foundry building is tentatively scheduled for June 24th 2014. The City has committed to using \$6 million to proceed with initial capital improvements to the building to address code and accessibility requirements, sprinkler and plumbing system updates, and walls and insulation updates.

PROJECT PHASES AND TIMELINE

Based on similar examples, the complete redevelopment process for the Foundry building will likely include five basic phases:

1. Acquisition and Due Diligence (2012-2013)
2. Predevelopment Phase (current, 2014)
3. Transaction Phase (Fall 2014 - Spring 2015)
4. Redevelopment Phase (2015 - 2016)
5. Operational Phase (2016 forward)

1. Acquisition and Due Diligence Phase (2012-2013)

The City acquired the Foundry building in connection with a zoning amendment sought by Alexandria Real Estate in 2009. The zoning amendment included a provision that at least 10,000 square feet of the building's Gross Floor Area will be dedicated to educational, cultural, or institutional uses as listed in Article 4, Section 4.33 Table of Use Regulations of the Cambridge Zoning Ordinance.

Since that time, there have been several public forums including multiple discussions regarding the potential redevelopment of the property into a multi-purpose community center with a particular focus on science, technology, engineering, arts, and math (STEAM) activities, visual and performing arts space, workforce development opportunities, and incubator space for emerging companies.

The March 3, 2014 report on the Foundry Building, submitted by the City Manager to City Council, summarizes due diligence activities that have occurred since the acquisition of the building, including a Reuse Study conducted HMFH (2013), community outreach, initial legal review and fiscal impact analyses. Five different implementation approaches were discussed along with relative advantages and disadvantages. Based on this analysis and discussion, it is the intention of the City to retain ownership of the building. Per the March 3rd report, there are also notable advantages to approach #2 (City works with the CRA to redevelop the property) including a two-step negotiated transaction and more flexibility with procurement processes, as further described below.

2. Predevelopment Phase (current, 2014)

The Cambridge City Council Policy Order adopted on March 17, 2014 requested that the City Manager appropriate up to \$6 million to facilitate necessary capital improvements to the Foundry building as well as to determine the legal and regulatory process necessary to collaborate with the Cambridge Redevelopment Authority (CRA). The City and the CRA signed a Letter of Agreement on April 14, 2014 (attached) stating that the two parties will continue to explore scenarios for collaboration.

The City Manager's office is also working with staff from the Law Department, Finance Department, Assessing Department, Community Development Department, and the Cambridge Redevelopment Authority to develop a

community engagement process, and explore governance and development models to implement the project.

Community Outreach

There will be several opportunities over the next few months for additional community input and discussion regarding the Foundry building, including a planned community meeting on Tuesday June 24th, 2014, as well as other public forums:

- June 24, 2014 - community meeting, Multicultural Arts Center
- July 23, 2014 - CRA monthly meeting, 6th Street Police Station
- Neighborhood association monthly meeting(s), to be scheduled (East Cambridge Planning Team and/or Neighborhood Association of East Cambridge)
- September 2014 - community meeting, to be scheduled

These meetings will help refine the development framework, guiding principles, and overall building mission and goals that will become the basis for a redevelopment Request for Proposals (RFP) and building lease.

Development Objectives and Building Programming

In determining the development objectives and building programming for the Foundry, the City will also identify nearby STEAM related programs and projects, including workforce development, teen programs, performing and visual arts, and entrepreneurial development; and also research comparable projects, both locally and nationally, for additional guidance on planning for the Foundry redevelopment and operation.

Governance and Management Strategies

During this phase, the City will also research using the possibility of using a CRA Demonstration Project which may allow the CRA to utilize the tools available to urban redevelopment agencies as set forth in M.G.L. Chapter 121B Section 46(f). An informational meeting with the State Department of Housing and Community Development is being scheduled for mid-June.

Options are being explored to set up the necessary governing body(s) and transactional structure, in order to consider and protect the long term financial interests of both the City and the CRA, as well as provide oversight that ensures the mission and criteria set forth in any lease agreements continue to be realized.

Development and Finance Strategies

The City and CRA are exploring and testing the implications of different development options which look comprehensively at the interrelationship of program (tenant types), the development entity, the operating entity, and the sources and uses of funds in both the development and operational phases. The CRA has engaged HR&A, a real estate advisory firm, to test different financial implications of the development models, which will help inform a potential RFP for redeveloping and leasing the building and the criteria for evaluating proposals.

3. Transaction Phase (Fall 2014 - Spring 2015)

Community Engagement (September 2014)

It is anticipated that the City and the CRA will continue to engage the community at this phase in order to review the draft Demonstration Plan and draft Request for Information/Request for Proposal materials, especially regarding the building mission, principles, program parameters, and evaluation criteria.

Demonstration Plan (September - November 2014)

If it is decided to move forward with a Demonstration Plan, the CRA will prepare and submit a Demonstration Plan, which incorporates community and City input, for City Council approval.

CRA Agreement (September 2014)

Based on the research and discussions in the Predevelopment Phase, the City and the CRA would enter into a more formal agreement to advance the project into development.

Building Lease and Redevelopment Request for Information/Request for Proposal (RFI/RFP) (November 2014 - March 2015)

The CRA would then initiate a two-step process to solicit information from interested private and non-profit organizations, and would then manage a process with the City to narrow the list before issuing a more detailed request for proposals. Based on the evaluation criteria, including program concept and financial abilities, an entity would be selected to sub-lease and redevelop the building.

4. Redevelopment Phase (2015-2016)

While no final decisions have been made as to how the building will ultimately be redeveloped, it is anticipated that during this phase, the entity that is selected to redevelop the Foundry building will begin finalizing the design, incorporating and refining the program concept and secure the project financing and move the project construction forward.

This entity would continue to engage and inform the CRA, the City, the community, and any oversight bodies to ensure that the project remains consistent with the project mission and principles and the tenets of the Demonstration Plan.

5. Operational Phase (2016 forward)

No final decisions have been made regarding the future operation of the building however, it's assumed that the redeveloping entity of the Foundry building would be expected to manage all aspects of building operations including maintenance and repairs, debt repayment if any, and sub-leasing and/or the designation of operators to manage programs within the building. An oversight body would likely continue to be involved in ensuring that the building and its operation stay true to the mission and principles. Financing the operational phase may involve a wide variety of sources such as market and below-market rents, memberships, event sales, usage fees, fund-raising, and/or other grants that could subsidize operations.

Very truly yours,

Richard C. Rossi
City Manager

RCR/mec
Attachment(s)

View attached letter

Charles Redmon, FAIA/Urban Design

MEETING NOTES: Ames Street Development Design Progress Review Meeting on May 21, 2014

Attending: Kathy Born (CRA), Barry Zevin (CRA), Tom Evans (CRA), David Stewart (BP), Ben Lavery (BP), John Schuyler (FXF), Gustavo Rodriguez (FXF), Charles Redmon (CR/UD). A few / several members of the public also attended.

Date: May 27, 2014

On May 21, 2014, the CRA's and the City's design review team met with Boston Properties and their Architect, FXFowle, at the Cambridge Police Department, First Floor Community Room, 125 Sixth Street, to continue the design review process for the Ames Street Development.

FXF and BP presented the further development of the streetscape, massing and façade treatment for the Ames Street Development; they are outlined below:

- FXF restated the project assumptions: 200,000 GSF Residential with between 8-16,000 GSF Retail; 250 feet high to highest occupied floor, including 22-24 floors residential depending upon final selected structural system, and compliant with MXD Zoning requirements.
- The general massing consists of a 3-level base, 1-level amenity floor and the 22-24 level tower; rooftop, MEP and elevator over runs occur on top of the tower.
- The existing pedestrian alley, tentatively called Pioneer Way, between the garage and CC5 will be paved with a special treatment signaling pedestrian usage. Limited service access for this development and CC5 will also occur here as will exiting parking traffic only onto Ames Street. New lighting and mechanical equipment screening also will be provided.
- Two exterior dining and seating areas will be developed along Ames Street; at Main Street corner for Legal Sea Foods, and at Broadway corner for Mead Hall.
- The exterior treatment of the Ames Street tower consists of variably spaced vertical solid bands to screen residential units, adjacent to the different conditions around the tower facing CC5 and CC4. Floor spandrel bands will diminish in vertical dimension from bottom to top to accentuate the desire to open up the façade to the sky and away from CC5 and CC4
- The treatment of the base consists of a very open and transparent ground level where retail would occur. The 2nd and 3rd residential floors will be more articulated and screened. The possibility for portions of these two floors to be retail is still being considered. The amenity level, 4th floor, will be recessed and transparent and will vertically connect to the residential lobby entrance below.

Following FXF's presentation there was discussion of fact from both the CRA representatives and the general public regarding the preliminary development of the project. CRA and Public comments were deferred to the follow up CRA Board meeting that would be held after the Design Review meeting.

In general, everyone felt that this presentation was very informative and positive as to the advancement of the Ames Street Development.

Charles Redmon, FAIA/Urban Design

Next Steps

BP's time line is to bring the Article 19 and Special Permit Presentation before the CRA at its June Board Meeting before taking it to the Cambridge Planning Board. In parallel, CRA is expecting State Planning approval for the Ames Street property disposition soon. Completion of final Construction Documents is anticipated before the end of 2014.

A handwritten signature in black ink, appearing to read 'Charm', with a long horizontal flourish extending to the right.

Submitted by: Charles Redmon, FAFA, CR/UD
27 May 2014



CRA BOARD PACKAGE

13 JUNE 2014

AMES STREET RESIDENCES

BOSTON PROPERTIES

FX FOWLE

CBA LANDSCAPE ARCHITECTS

VANASSE HANGEN BRUSTLIN

Site Circulation Diagram



SITE CIRCULATION DIAGRAM

AMES STREET RESIDENCES
BOSTON PROPERTIES

14002.L00

13 JUNE 2014

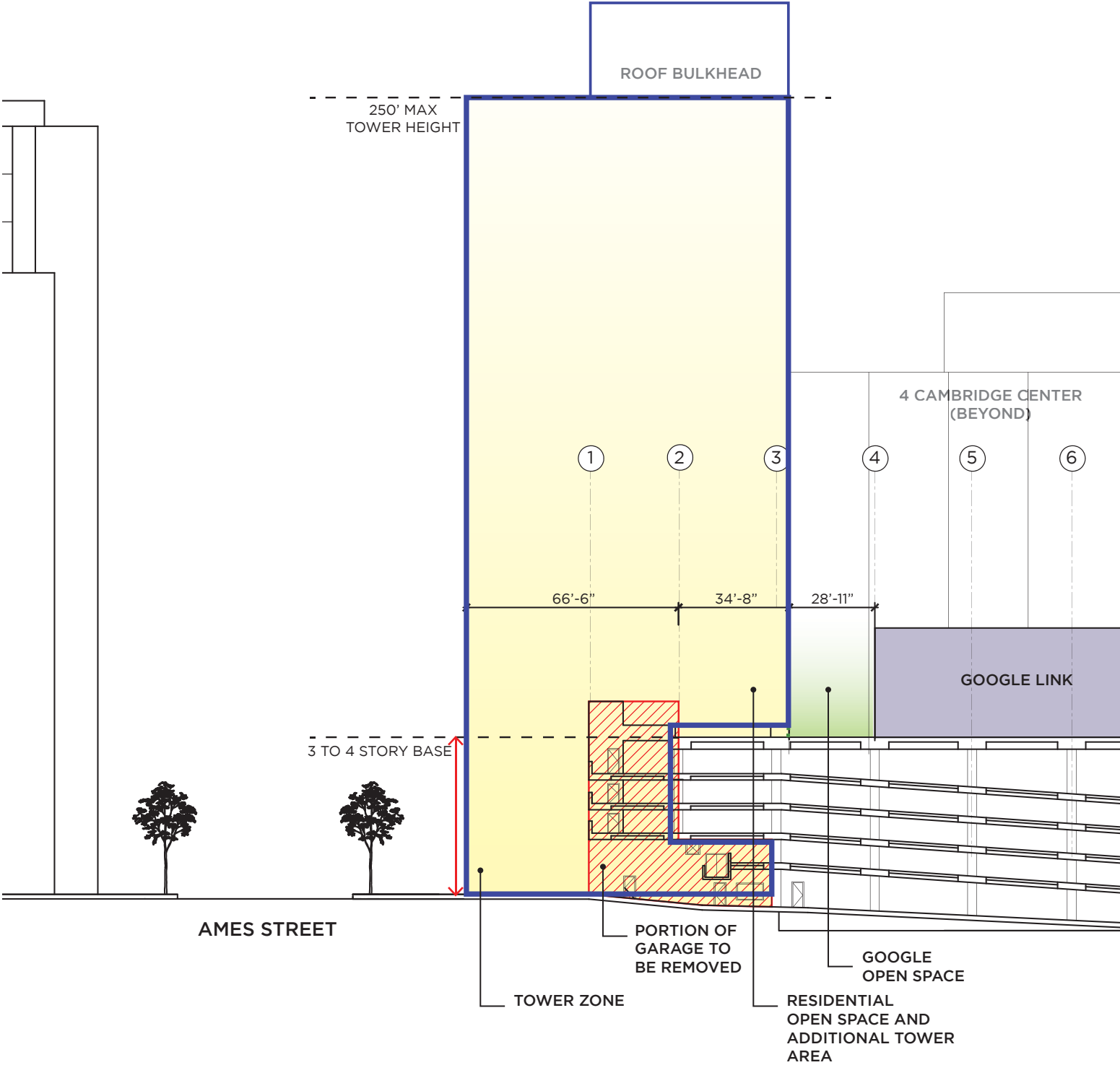
FX FOWLE

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SITE AND CONTEXT - KENDALL SQUARE
AMES STREET RESIDENCES
BOSTON PROPERTIES

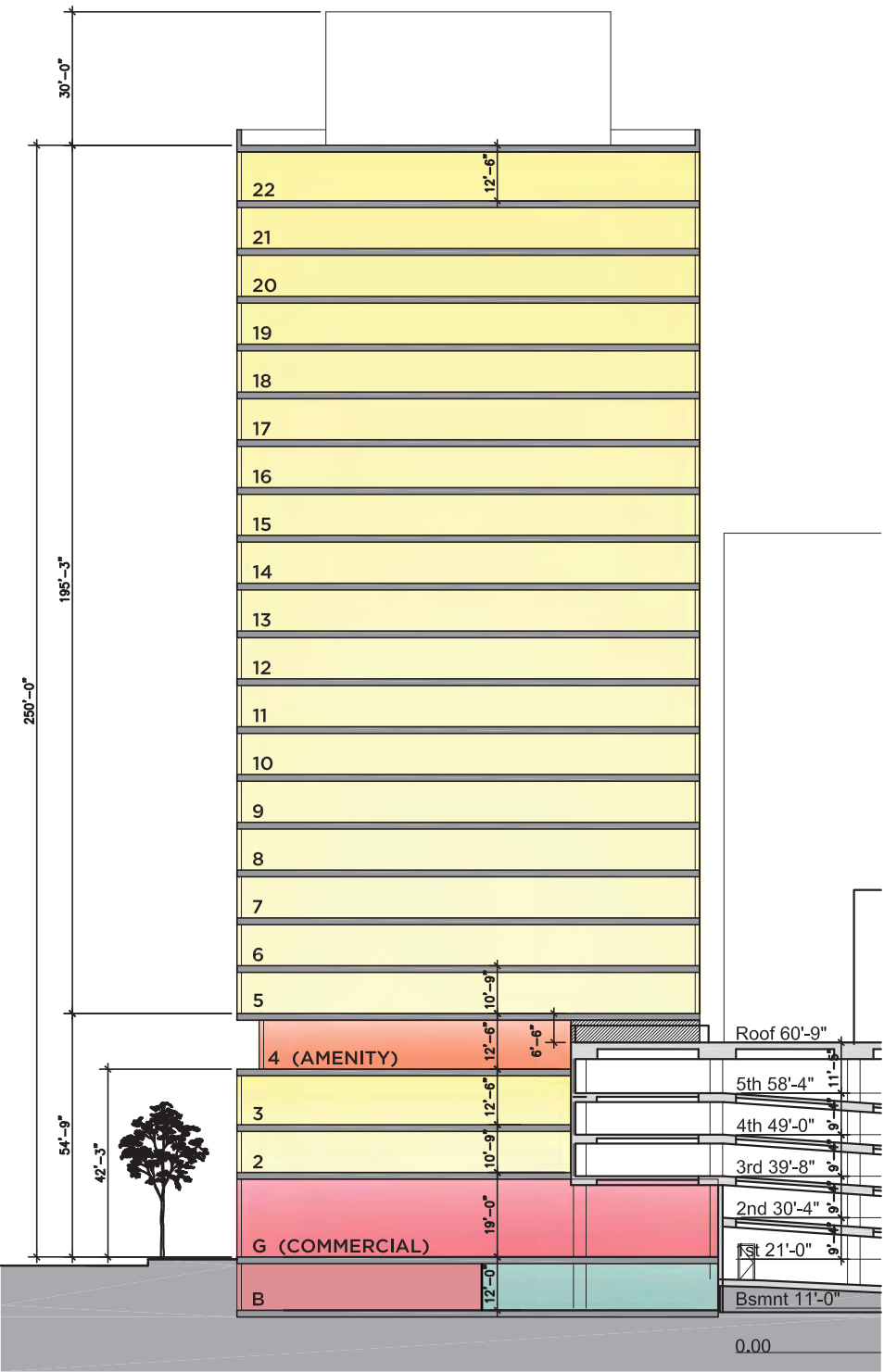
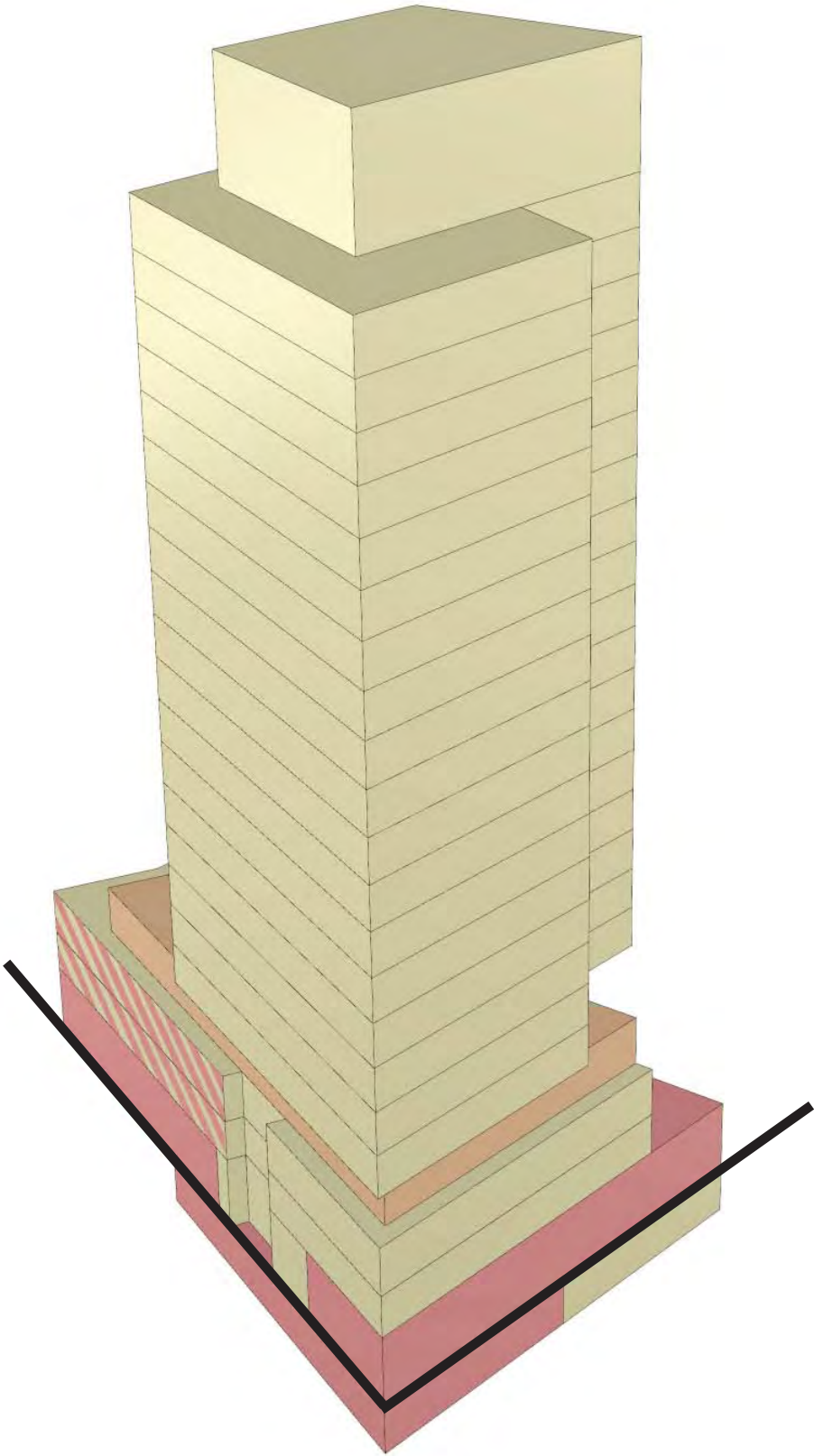
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13 JUNE 2014

FX FOWLE

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HEIGHT OF BUILDING: 250'-0"
NUMBER OF FLOORS: 22
TOWER. FLOOR TO FLOOR HEIGHT: 10'-9"
TOWER CLEAR CEILING HEIGHT: 8'-11 1/2"
GF FLOOR TO FLOOR HEIGHT: 19'-0"

RESIDENTIAL ZFA: 200,000 SF
COMMERCIAL ZFA: 16,000 SF

MASSING, PROGRAM AND SECTION

AMES STREET RESIDENCES
BOSTON PROPERTIES

13 JUNE 2014

FX FOWLE



FACADE CONCEPT - OVERALL VIEWS

AMES STREET RESIDENCES
BOSTON PROPERTIES

14002.L00

13 JUNE 2014

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FACADE CONCEPT - OVERALL VIEWS

AMES STREET RESIDENCES
BOSTON PROPERTIES

14002.L00

13 JUNE 2014

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VIEW LOOKING SOUTH ON AMES ST.

STREET VIEWS

AMES STREET RESIDENCES
BOSTON PROPERTIES



VIEW LOOKING NORTH ON AMES ST.

13 JUNE 2014

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VIEW OF AMES ST. BASE



VIEW OF AMES ST. BASE

STREET VIEWS: INCREASED RETAIL OPTION

AMES STREET RESIDENCES
BOSTON PROPERTIES

14002.L00

13 JUNE 2014

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AMES STREET | LANDSCAPE MASTER PLAN



LANDSCAPE DESIGN - PLAN

AMES STREET RESIDENCES
BOSTON PROPERTIES

14002.L00

13 JUNE 2014

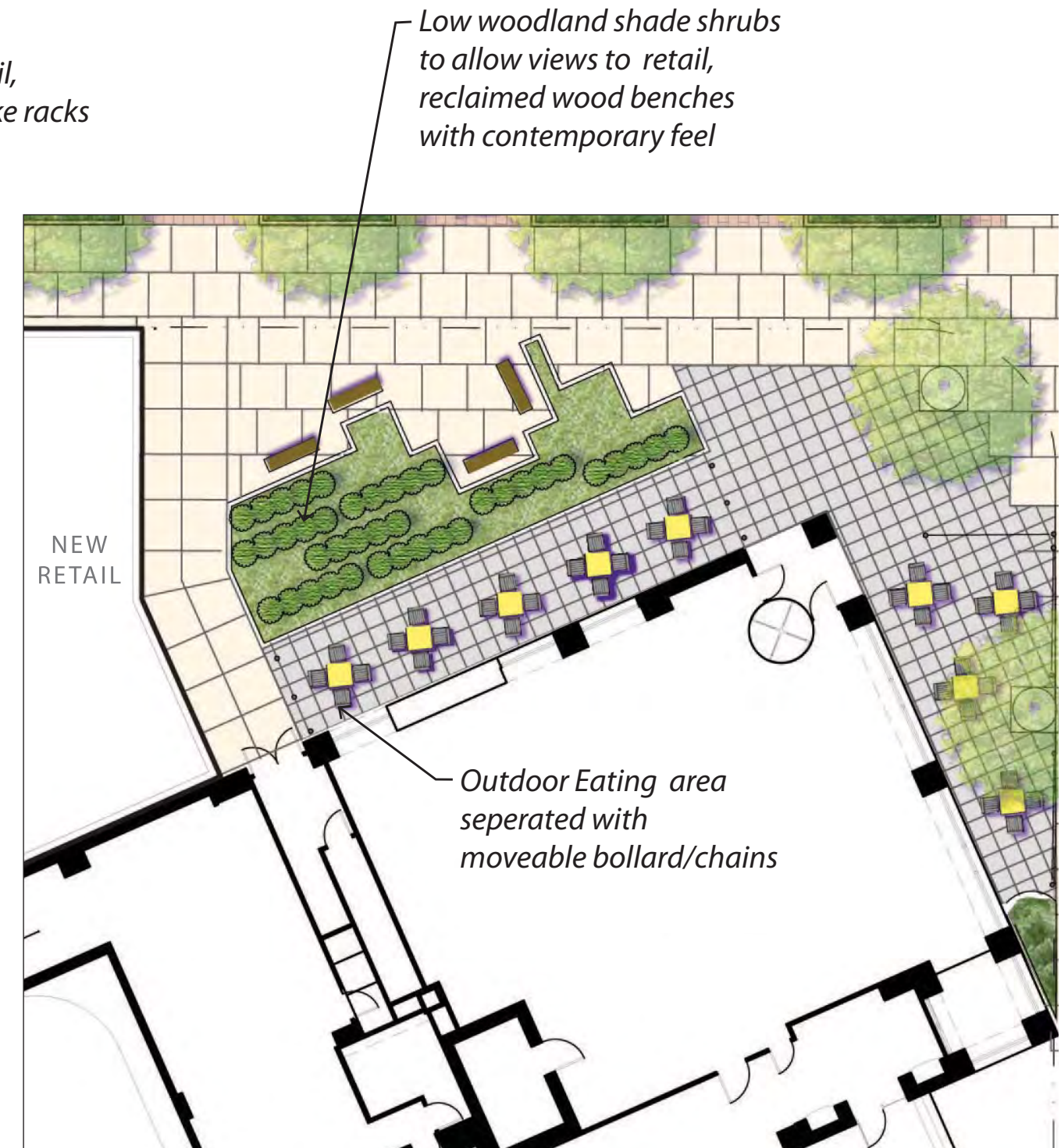
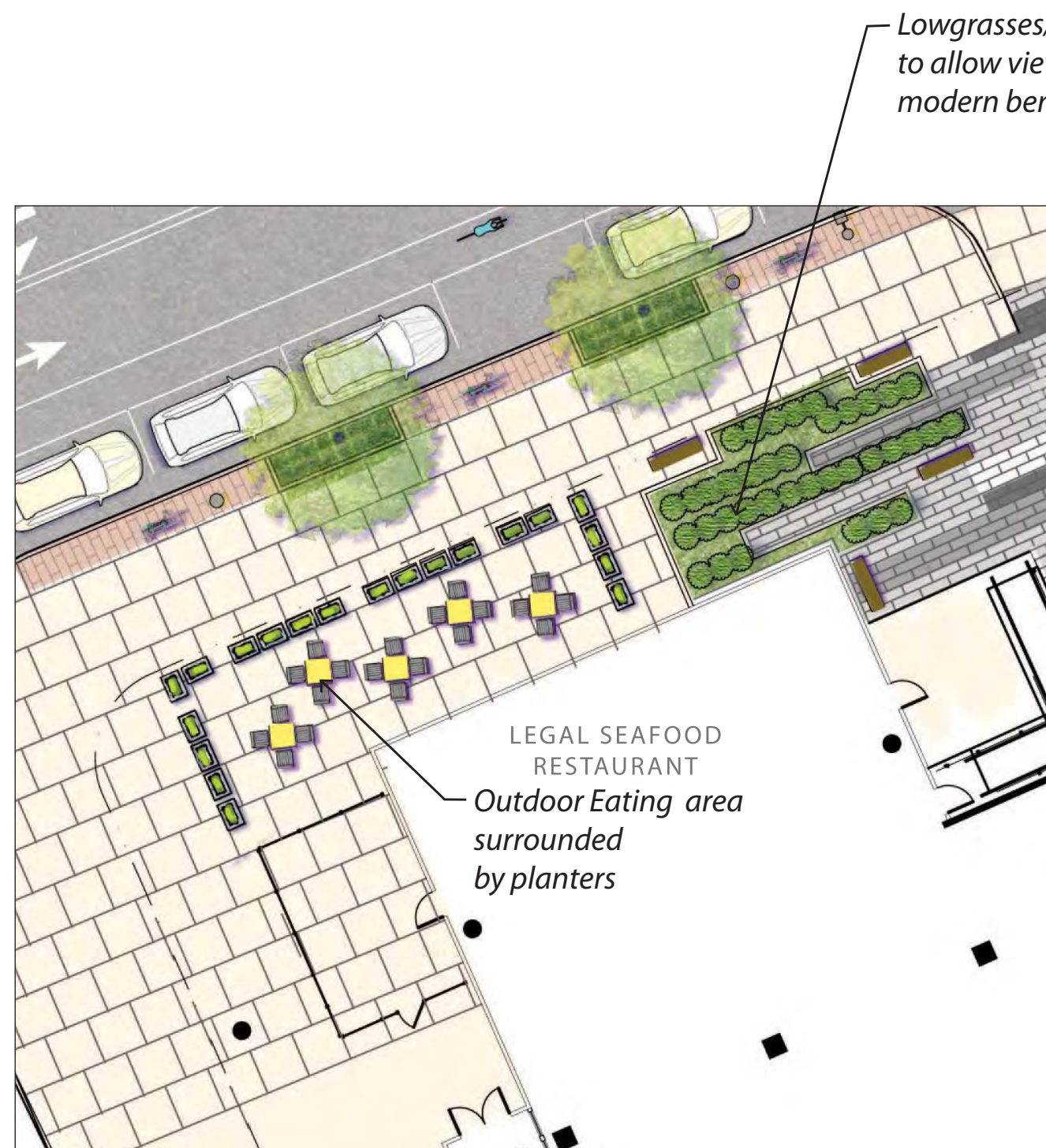
CBA | Landscape Architects LLC

FX FOWLE

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AMES STREET | OUTDOOR DINING & OPEN SPACE

Goals: Create outdoor seating and public open space areas to enhance the pedestrian experience and enliven the streetscape.



LANDSCAPE DESIGN - PLAN DETAIL

AMES STREET RESIDENCES
BOSTON PROPERTIES

14002.L00

13 JUNE 2014

CBA | Landscape Architects LLC

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AMES STREET | PIONEER WAY

Plantings, climbing vines and laser-cut screens improve aesthetic of blank walls

Lighting treatments add safety, sense of place and scale

Tree Pits with Plantings at the Street Edge



Lighted bollards and textured paving give cues to drivers and pedestrians to safely share the passageway

LANDSCAPE DESIGN - PIONEER WAY VIEW

AMES STREET RESIDENCES
BOSTON PROPERTIES

13 JUNE 2014

CBA | Landscape Architects LLC

FX FOWLE

SUSTAINABILITY HIGHLIGHTS:

1. TRACKING TO LEED SILVER

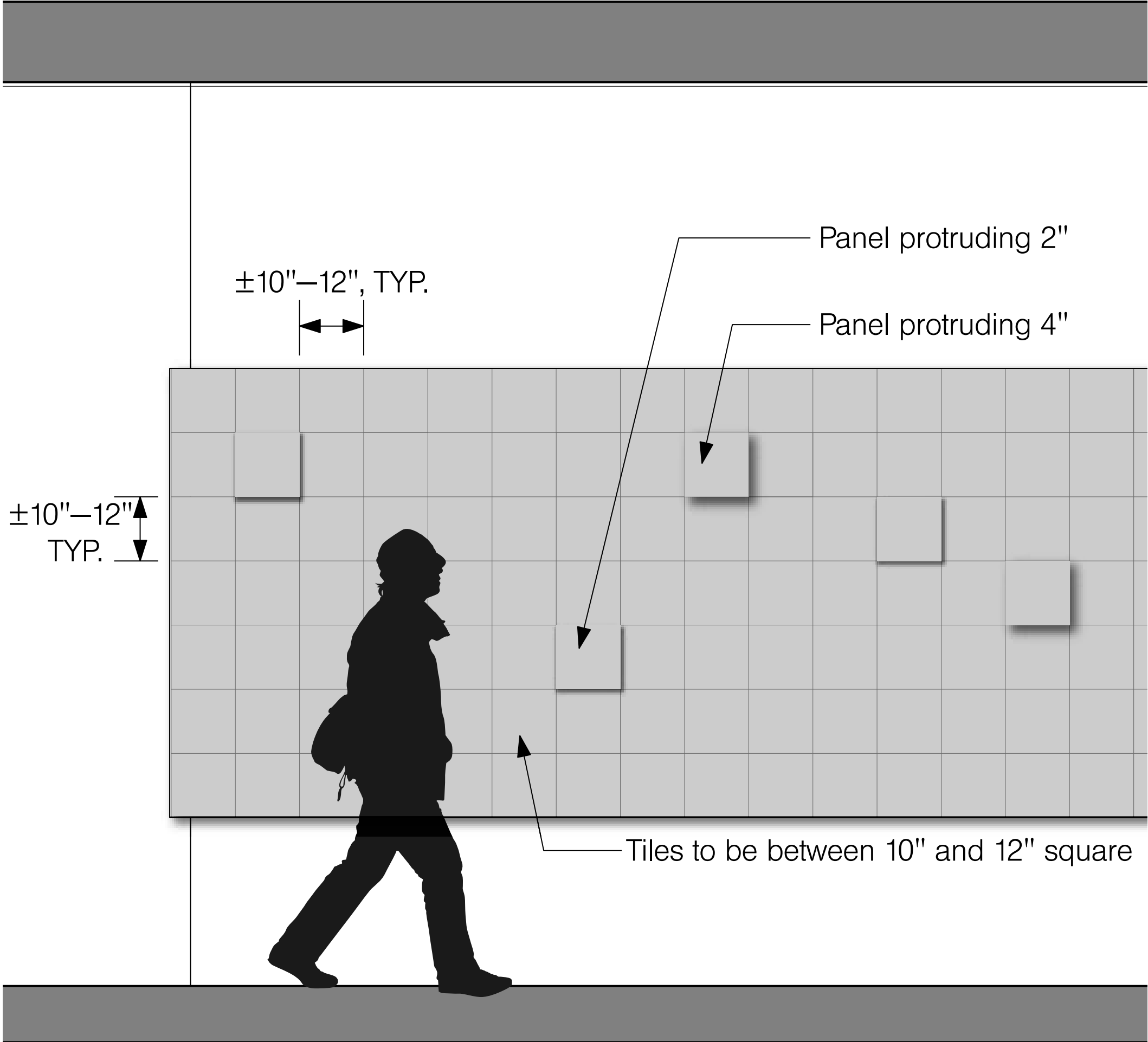
2. INNOVATIVE TENANT CONTROL

3. GREEN ROOFS

4. RESILIENCY FOR CLIMATE CHANGE

Sculptural Tiles

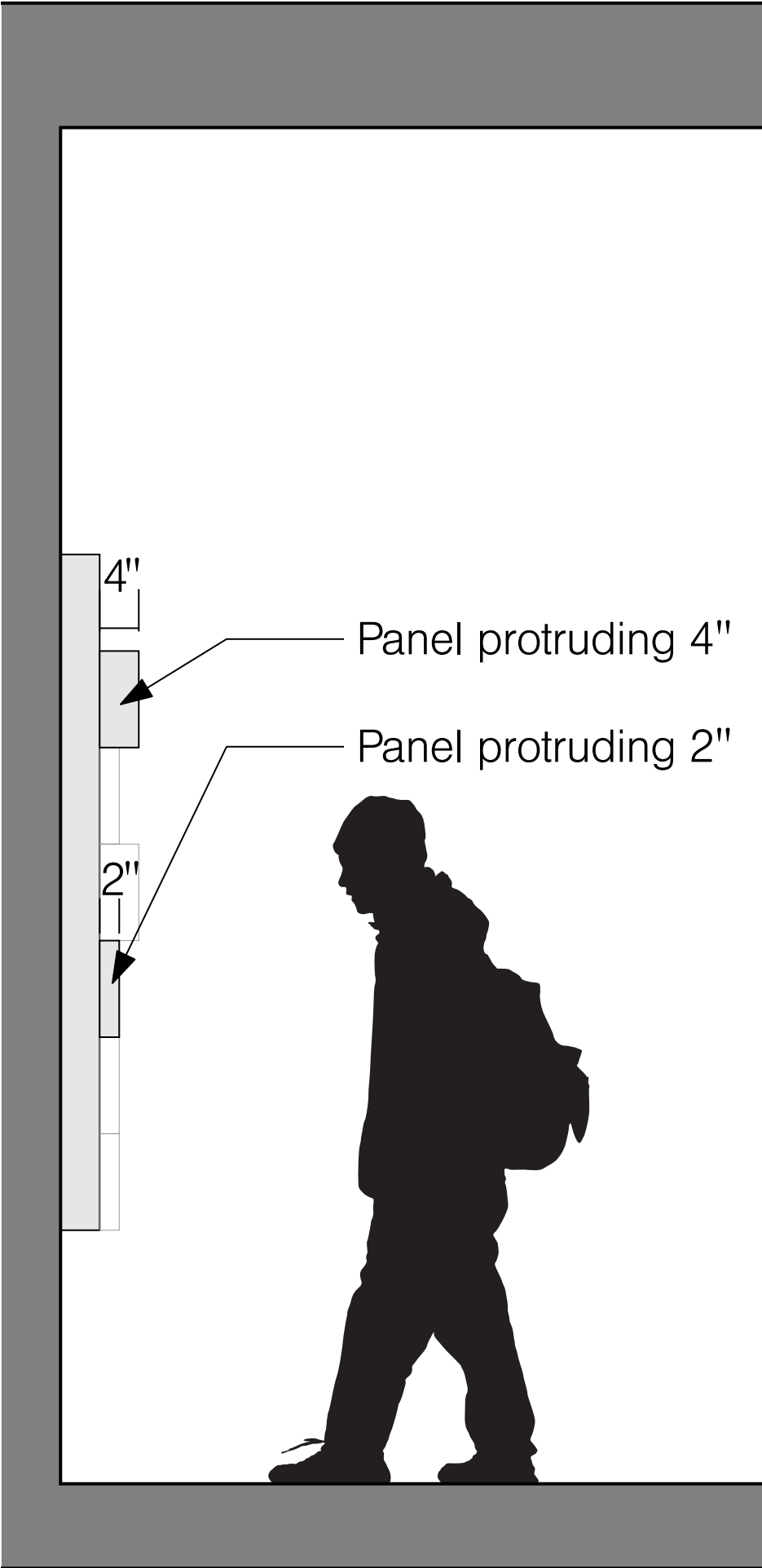
Tiles in certain locations will protrude to give the overall wall more of a sculptural quality. These tiles will extend either 2" or 4" in a random pattern and will only occur on the public roof garden section.



Typical Elevation
Scale: 3/4" = 1'-0"



Reference Image



Typical Section
Scale: 3/4" = 1'-0"

Graham Hanson Design LLC
475 Park Avenue South
Floor 19
New York, New York 10016
212 481 2858 telephone
212 481 0784 telefax
www.grahamhanson.com
info@grahamhanson.com

Client
Google Cambridge

Project
Art Wall

Architect

Drawing
Detail Drawings

Page
1

Scale
As Noted

Date
6 June 2014

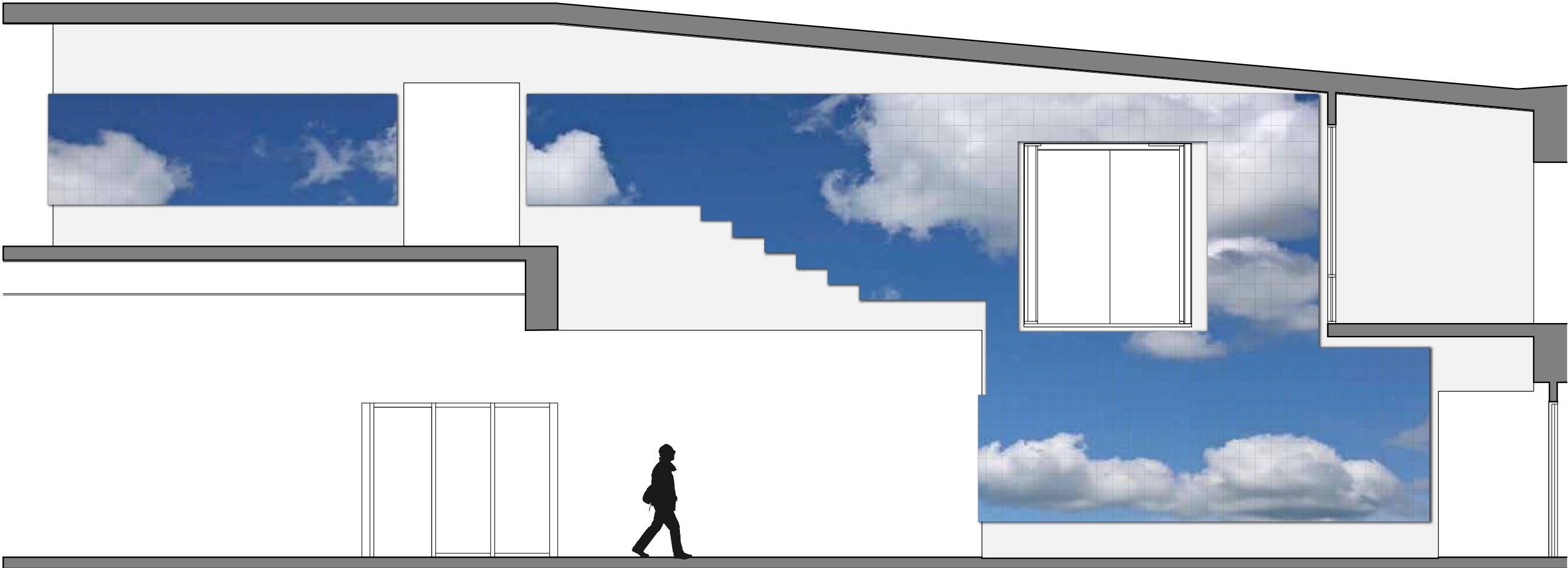
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Public Screening Wall Content

The area of the media wall that faces out to the public roof garden would be used for more abstract art and general informative data sets.

Real Time Cloud Movement

Using Rooftop mounted cameras, the wall can serve to reflect and emulate certain aspects of the natural world and display that information in real time on its digital canvas.



Client

Google Cambridge

Project

Art Wall

Architect

Drawing

Content Drawings

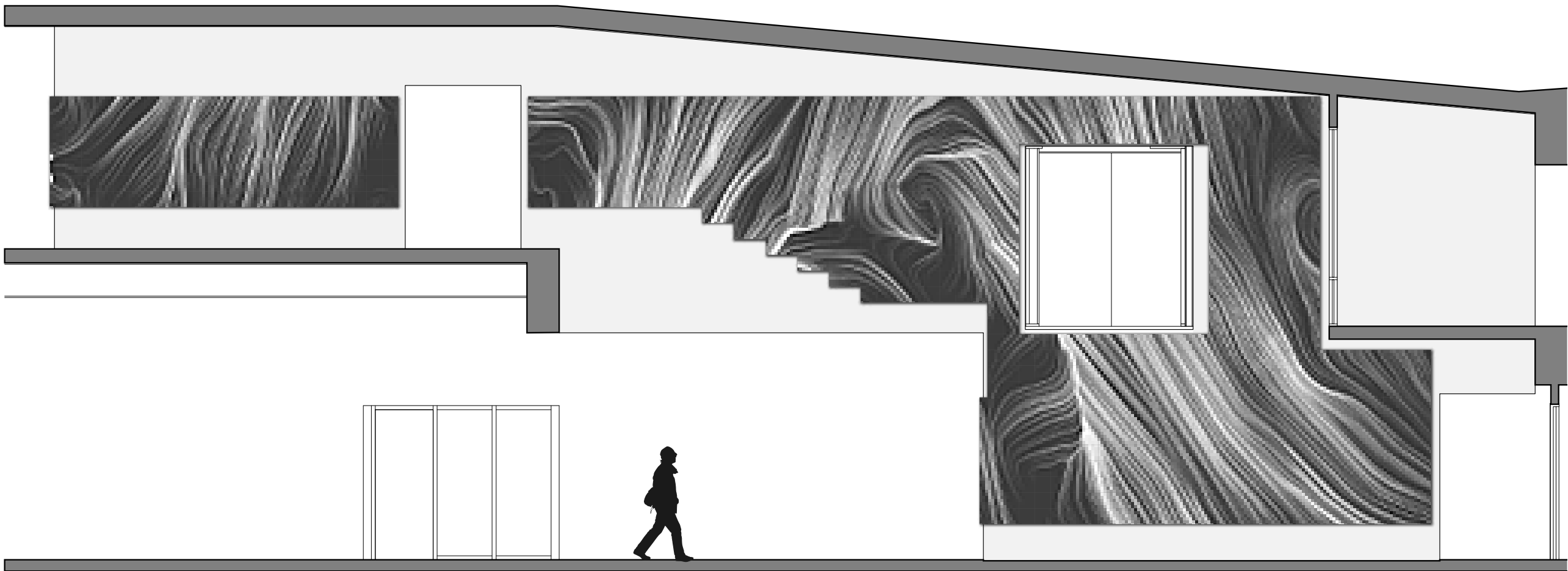
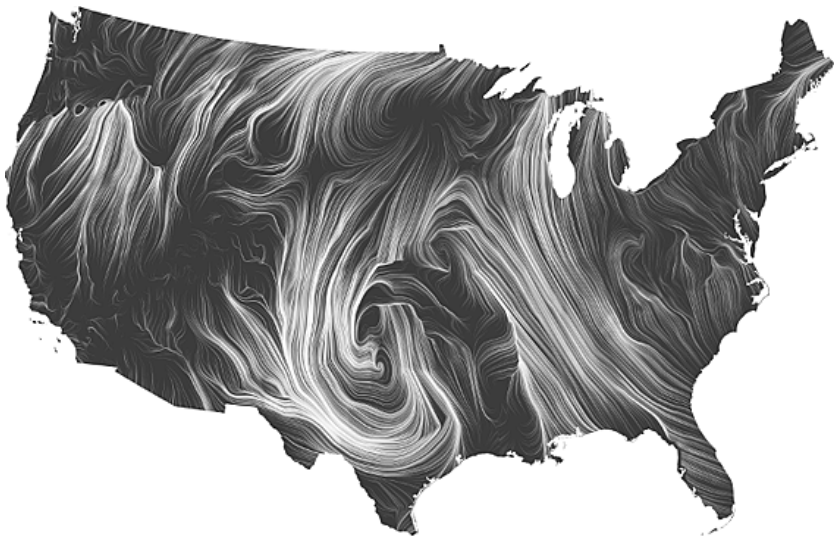
Page

2

Scale

Localized Wind Map

Using Rooftop mounted wind sensors, the wall displays real time wind direction and speed. Through this method, the data creates a visually striking abstract graphic.



Date

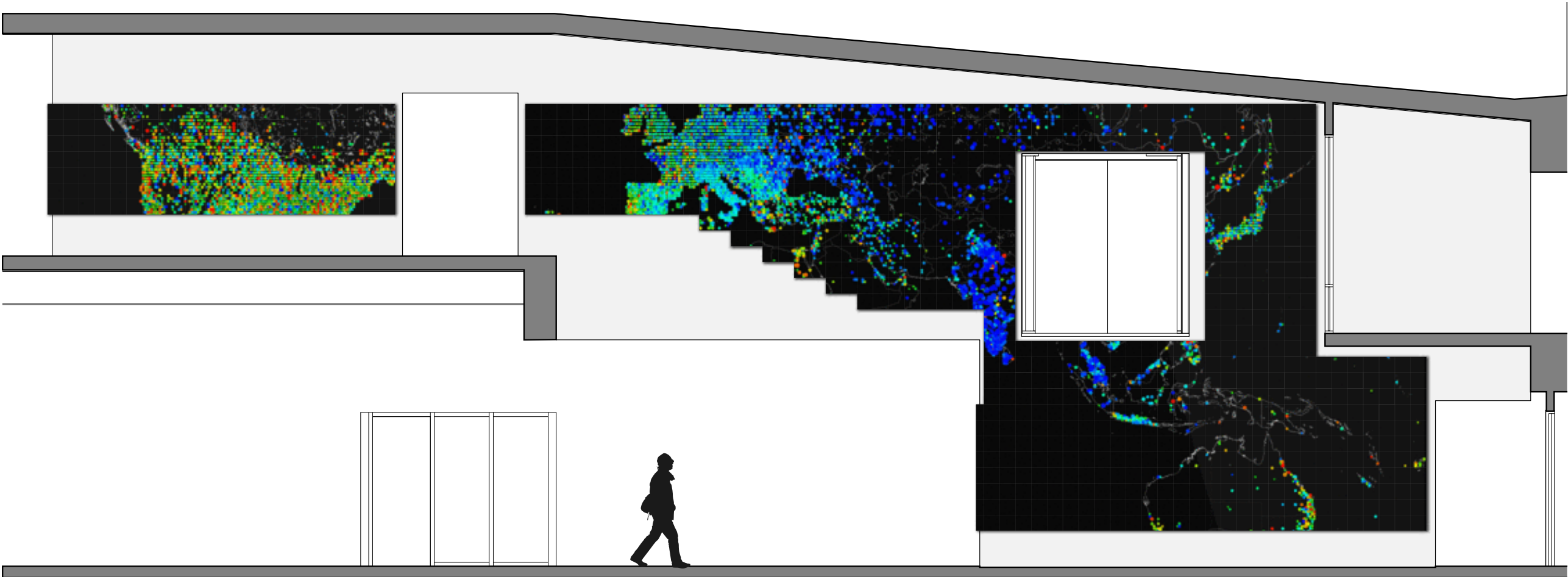
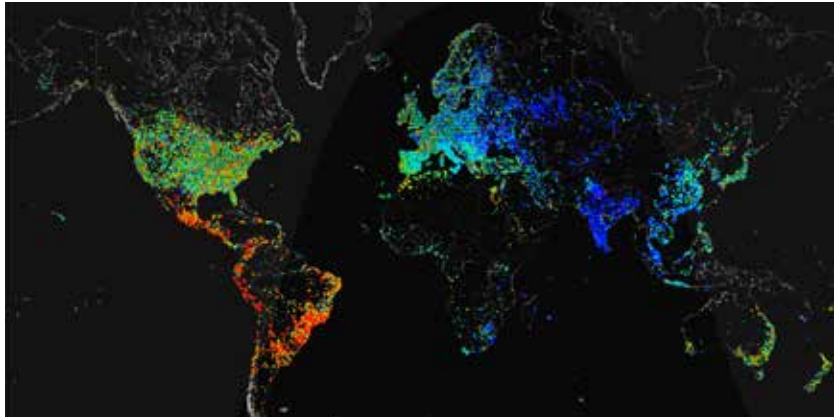
6 June 2014

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Client
Google Cambridge

Data Map: Internet Usage

The wall has the technology to abstract any number of data maps. These maps fluctuate and change giving a different user experience throughout the day.



Project
Art Wall

Architect

Drawing
Content Drawings

Page
3

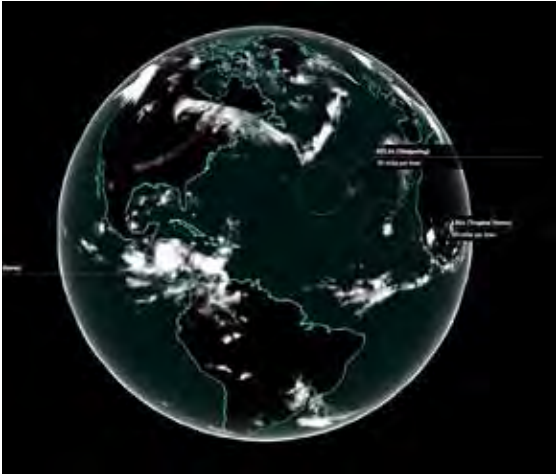
Scale

World Data Sets: Google Data Arts Team

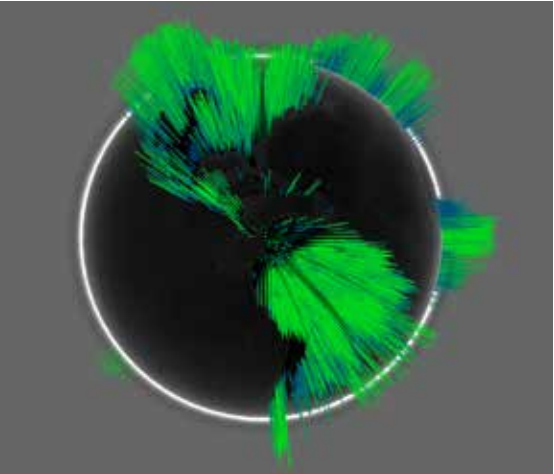
Using open source sites such as WebGL Globe on Chrome Experiments, the wall is able to show and layer a variety of data over the same framework.



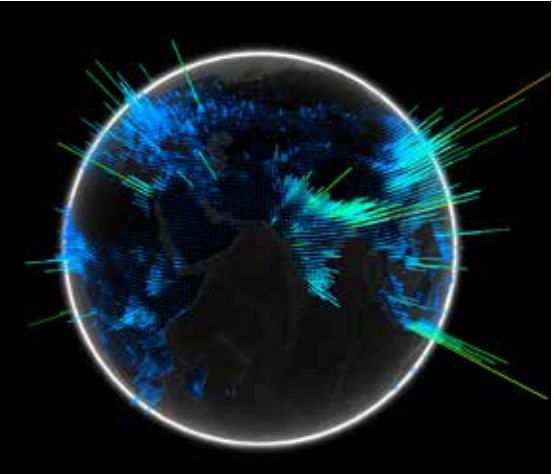
World Elevation



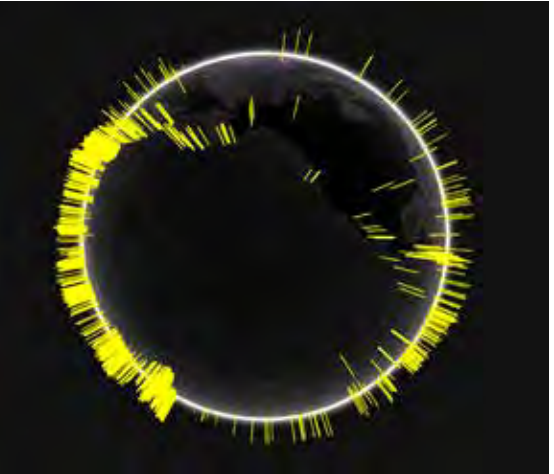
Cloud Globe



World Tree Cover



World Population



Earthquakes by Magnitude



Meteorite Landings

Date
6 June 2014

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Private Screening Wall Content

This area of the media wall faces away from the public roof garden and therefore would be used for private functions such as keynote presentations.

Private Screening: Work



Client

Google Cambridge

Project

Art Wall

Architect

Drawing

Content Drawings

Page

4

Scale

Date

6 June 2014

It is the sole responsibility of the fabricator to verify and ensure the structural integrity of this design with a licensed engineer prior to fabrication. Neither this design, nor the ideas expressed on this drawing shall be disclosed to any person or party for any use whatsoever except by the prior written permission of Graham Hanson Design LLC. These drawings are not for construction. Fabricators shall verify and be responsible for all dimensions and conditions and inform this office of all variations prior to undertaking work. Written dimensions have authority over scaled dimensions. This office must review and approve all fabricator's shop drawings.

Cambridge Redevelopment Authority



Executive Director Report to the Board

June 18, 2014

Contracting, Personnel, and General Administration

Our new Office Manager, Ellen Shore, began work on Monday, June 9th. She has been settling into the office, learning our various systems, and making insightful suggestions already. Board members should certainly utilize her as a resource for logistics, scheduling, and information inquiries. We have also brought on a new summer intern Young-Ae Chung, a master's student from the Harvard Graduate School of Design. She has been assisting with various data gathering efforts and outreach for the Foundry project.

We have finalized the contract and set the initial scope of work for HR&A Advisors. They have begun plugging into the Foundry, helping us build development scenarios to create a financing plan for the building's reuse.

We continue to refine various operational policies of the CRA. The Internal Controls policy is ready for execution and the Procurement Policy is to be presented in its current form to the Board for discussion. I have begun to re-think the draft Signage Design Review Protocol based on recent revisions to our broader design review process.

Draft Forward Calendar

Summer Meeting	September
Strategic Plan	Design Review Procedures
Mid-Year Budget Revision	Community Fund Program
Procurement Policy	Foundry Demonstration Project Plan
Foundry Redevelopment Update	Ames Street Schematic Design
Discussion of KSURP Amendment #10	Amendment to Parcel 3&4 DDA
Parcel Six Market Manager Selection	Investment Policy
Grand Junction Construction Bid	Anticipated Signage Proposals

Kendall Square Urban Renewal Area

The reconstruction of Main Street is expected to begin in the next month. I have executed a permit to enter to DPW for their contractors to conduct improvements to the sidewalk and Main Street on land currently held by the CRA. I am coordinating with Boston Properties to refurbish Point Park with full depth brick pavers and repair lighting of the Galaxy globes. We will continue to look into the issue of providing a new steam connection to the fountain as well as replacement furnishing for the traffic island area.

Biogen Idec and Boston Properties held a LEED Platinum ceremony with the U.S. Green Building Council for 300 Binney / 17 Cambridge Center. Key building elements that were recognized by the USGBC, beyond the transit-oriented development location, were energy management, water conservation, and the use of recycled building materials. Biogen Idec is currently making significant tenant improvements within their manufacturing center at 14 Cambridge Center.

Boston Properties is working to finalize the building addresses for One through Seventeen Cambridge Center. Production documents are under development for some of the signage. The Kendall Square Association and MIT have approached the CRA looking to co-host a forum to discuss wayfinding and district identity in Kendall Square among large property owners, much in response to the revised identity of Cambridge Center. This effort will be coordinated with CDD's East Cambridge Kendall Square Open Space Planning process, which included wayfinding as an element of its broader planning and design competition scope.

Ames Street

In addition to the review of the building design under discussion at our meeting, the City has been conducting a study of the right-of-way layout for Ames Street. The Transportation Planning division seeks to provide a protected bike facility along Ames Street with the goal to make a high quality bicycle connect from the Sixth Street walkway to the Charles River along Ames Street. An improved crossing of Memorial Drive was a goal of the recent DCR/MassDOT Charles River Connectivity Study.

Foundry

On June 9th, the City Council continued its discussion of the Foundry building's reuse plan in response to the City Manager report. The Working Group of city and CRA staff have collectively conducted research, outreach and preparations for a community meeting scheduled for June 24th. We have also met with Carol Wolfe of the Department of Housing and Community Development whom confirmed the authority of the CRA to conduct a real estate development project under the Demonstration Project provision. She was supportive of the development goals of the Foundry and thought it was a potential model of innovative building reuse.

Grand Junction

The City Council and Public Utilities Committee held a public hearing on the full corridor of the proposed Grand Junction Path on Wednesday June 11th, which included discussions with staff of CDD, MIT, CRA, MassDOT, and representatives of the Friends of the Grand Junction. Last week, the CRA hosted an inter-departmental design session with Fay Spofford & Thorndike to re-launch the design efforts for the first phase of the path's construction. The timeline for this project will be a discussion topic for the Board at our meeting.

Kendall Square EcoDistrict

The Kendall Square EcoDistrict has taken some major steps over the past few months. The CRA participated in interviews with potential project managers to guide the project over the next 18 to 24 months. The City, CRA and an initial set of Kendall Square property owners, are in discussions to participate in an EcoDistrict Target Cities program. Both of these resources will contribute significant resources to the goal setting, project prioritization, and future implementation of EcoDistrict projects.

Strategic Plan

Kathy Born and I presented the CRA's Strategic Plan to the Fresh Pond Residents Association on June 4th. A refined draft (with a cover page and a couple typographic corrections) has been posted on our website at www.cambridgeredevelopment.org/strategic-plan/. Hard copies will be available at the Board meeting. We are still collecting feedback on the document from Board members and the public, while also using this draft for our internal work planning.

Cambridge Redevelopment Authority

PROFIT AND LOSS

May 2014

	TOTAL	
	MAY 2014	JAN - MAY, 2014 (YTD)
Income		
4060 Discounts given		100.00
4100 Operating Revenue		
4230 Rental Income	2,668.00	10,012.00
Total 4100 Operating Revenue	2,668.00	10,012.00
4500 Unapplied Cash Payment Income	2,000.00	2,000.00
Total Income	\$4,668.00	\$12,112.00
Gross Profit	\$4,668.00	\$12,112.00
Expenses		
6100 Operating Expenses		
6110 .Personnel		
6120 Payroll Expenses - Other		
6130 Salaries	15,013.93	88,466.41
Total 6120 Payroll Expenses - Other	15,013.93	88,466.41
6140 Payroll Taxes		
6150 Medicare	571.47	2,590.76
6160 Payroll Taxes - Other		34.30
6170 Unemployment	18.25	201.84
Total 6140 Payroll Taxes	589.72	2,826.90
6180 Personnel and Fringe Benefits		
6183 Pension Contribution		1,326.93
6186 Workers Comp & Disability Insurance		165.00
Total 6180 Personnel and Fringe Benefits	0.00	1,491.93
6187 Retiree Benefits		
6188 Insurance - Medical (Retiree)		18,234.38
Total 6187 Retiree Benefits	0.00	18,234.38
Total 6110 .Personnel	15,603.65	111,019.62
6200 Community Outreach & Marketing		
6250 Marketing & Professional Development		
6260 Advertising		495.00
6280 Dues and Membership		330.00
Total 6250 Marketing & Professional Development	0.00	825.00
Total 6200 Community Outreach & Marketing	0.00	825.00
6300 Office/Administrative		
6310 Insurance		
6320 Commercial Liability	150.46	2,392.55
6330 Special Risk		1,567.00

Total 6310 Insurance	150.46	3,959.55
6400 Office Equipment		
6410 Equipment Lease		2,529.06
Total 6400 Office Equipment	0.00	2,529.06
6500 Office Space		
6510 Archives (Iron Mountain)	439.44	2,498.12
6530 Office Rent	5,105.33	27,954.88
6540 Other Rental Space		289.00
6560 Repairs and Maintenance		200.00
Total 6500 Office Space	5,544.77	30,942.00
6600 Printing and Supplies		387.60
6620 Office Expenses		400.00
6630 Office Supplies	52.01	114.20
6640 Postage and Delivery		102.31
6650 Printing and Reproduction		158.54
Total 6600 Printing and Supplies	52.01	1,162.65
6700 Professional Services - Administrative		
6710 Administrative		
6720 Accounting	4,940.00	20,000.00
6740 Legal	69.70	32,926.49
6770 Payroll Services	63.38	387.91
6790 Web Design		1,837.50
Total 6710 Administrative	5,073.08	55,151.90
6800 Land Surveys		582.50
Total 6700 Professional Services - Administrative	5,073.08	55,734.40
6810 Telecommunications		
6840 Telephone		1,758.35
Total 6810 Telecommunications	0.00	1,758.35
6900 Utilities		
6910 Gas and Electric	78.10	588.64
Total 6900 Utilities	78.10	588.64
Total 6300 Office/Administrative	10,898.42	96,674.65
6801 Property Management		
6802 Contract Work		5,000.00
6803 Landscaping		3,461.00
6805 Snow Removal	1,425.00	7,390.00
Total 6801 Property Management	1,425.00	15,851.00
Total 6100 Operating Expenses	27,927.07	224,370.27
6901 Project/Program Expenses		
6924 Unassigned Professional Services		
6928 Engineers and Survey	4,020.12	10,239.70
6935 Planning	2,110.63	11,730.18
Total 6924 Unassigned Professional Services	6,130.75	21,969.88
Total 6901 Project/Program Expenses		

	6,130.75	21,969.88
6933 Unapplied Cash Bill Payment Expense	5,105.33	5,105.33
Equipment Purchase (computers, etc.)	1,256.95	1,256.95
Insurance - Medical (Employee)	1,930.53	1,930.53
Insurance - Medical (Retiree)	19,003.20	19,003.20
Total Expenses	\$61,353.83	\$273,636.16
Net Operating Income	\$ (56,685.83)	\$ (261,524.16)
Other Income		
7000 Non-Operating Revenue		
7010 Dividend Income		121.00
Total 7000 Non-Operating Revenue	0.00	121.00
Total Other Income	\$0.00	\$121.00
Net Other Income	\$0.00	\$121.00
Net Income	\$ (56,685.83)	\$ (261,403.16)

Monday, Jun 16, 2014 11:11:15 AM PDT GMT-4 - Cash Basis

2014 BUDGET - Cambridge Redevelopment Authority Budget

6/13/14

PROJECT Budget Assignments DRAFT			
	2014	2014 Mid-Year	
	Budget	Assignment	Comments
Unassigned Professional Services			
Legal	\$150,000	50,000	
Planning	\$50,000		
Design - Architects	\$15,000		
Design - Landscape Architects			
Engineers and Survey	\$20,000		
Real Estate and Finance	\$40,000		
Construction Management			
Sub-Total Project Cost (To be Assigned)	\$275,000		
Personnel Costs by Project			
	\$195,800		
Un-Assigned		\$88,500	Payroll to date
Administration		\$26,825.00	25%
Ames Street		\$5,365.00	5%
Community Fund		\$10,730.00	10%
Foundry		\$21,460.00	20%
Grand Junction Path		\$5,365.00	5%
KSURP / K2 MXD Zoning		\$10,730.00	10%
MXD Design Review		\$5,365.00	5%
Parcel 6		\$5,690.15	5%
Strategic Plan		\$10,730.00	10%
Volpe		\$5,365.00	5%
Sub-Total (to be Assigned)	\$107,300	\$107,625	100%
Professional Services by Project			
Un-Assigned		\$43,000	Legal & Real Estate
Ames Street		\$8,000	Design & Legal
Community Fund		\$5,000	Legal
Foundry		\$82,000	Legal, Real Estate, & Design
Grand Junction Path		\$65,000	Planning & Engineering
KSURP / K2 Zoning		\$40,000	Planning & Legal
MXD Design Review		\$5,000	Design
Parcel 6		\$10,000	Market Manager
Strategic Plan		\$12,000	Planning
Volpe		\$5,000	Legal
Sub-Total		\$275,000	
Redevelopment Investments			
Real Estate Acquisitions	TBD	\$0	Potential part of Investment
Community Loan Fund	\$300,000	\$200,000	Program under design
Capital Costs	TBD	\$510,000	Grand Junction & Parcel 6
Sub-Total	\$300,000	\$710,000	
Total	\$682,625	\$1,092,625	

CAMBRIDGE REDEVELOPMENT AUTHORITY

INTERNAL CONTROL POLICY

INTERNAL CONTROL POLICY

- 1) Internal controls are defined by the Cambridge Redevelopment Authority (CRA) as the plan of organization and the procedures and records that are concerned with the safeguarding of assets and the reliability of financial records. Local redevelopment authorities should address financial controls through both prevention and detection. Internal controls of the CRA are designed to accomplish the following:
 - a) Safeguarding resources against waste, fraud, and inefficiency
 - b) Promoting accuracy and reliability in accounting and operating data
 - c) Encouraging and measuring compliance with local agency policy
 - d) Evaluating the efficiency of financial operations in all departments of the authority; and
 - e) Providing procedures for oversight by the CRA Board of Directors (Board) of assets and finances.
- 2) The CRA shall maintain and periodically review (at least annually) policies related to personnel, procurement, fiscal operations, and investments. All revisions shall be Board approved.
- 3) The CRA shall segregate duties to the greatest extent possible given organization size and staffing levels.
- 4) Checks received via mail, drop slot, site collection, or in person are to be receipted and restrictively endorsed by the person taking the money. These checks are then deposited in the respective banks and entered into the electronic general ledger system for comparison of receipts and deposit to banking accounts. Cash is not accepted by the CRA.
- 5) Cash loans to employees are prohibited. This includes payroll advances. Loans against employee retirement plans are prohibited by the plan policy.
- 6) Cambridge Redevelopment Authority Insurance Coverage
 - a) An insurance schedule is to be maintained and updated annually by the Executive Director or his designee that lists carrier, coverage limits, premiums, deductibles and expiration dates. This schedule will be reviewed by the Executive Director annually.
 - b) The CRA Treasurer, Assistant Treasurer and any signer of bank accounts shall be bonded for an amount no less than \$250,000.
 - c) All Board members are to be covered by a Professional Liability and Employment Practices Liability. This coverage shall be in an amount not less than \$1,000,000.
 - d) Insurance coverage limits for property are reviewed periodically via an on-site review by a professional in the insurance field to ensure that coverage amounts are adequate.
- 7) All CRA general ledger records shall be kept up to date.
 - a) Control accounts shall be balanced with subsidiary accounts weekly.
 - b) Journal entries shall be reviewed by the Executive Director monthly.
 - c) Recurring, automatic posting journal entries shall be used for repetitive items to the greatest extent possible (i.e. amortizations, interest accruals, etc.). This reduces the potential for human entry error.
 - d) Financial Statements shall be presented to the Board monthly.

INTERNAL CONTROL POLICY

- e) All accounting records are backed up continuously to an alternate location via the internet.
- 8) The CRA Board shall adopt a formal budget each year that will be presented to and approved by the Board of directors by resolution.
- a) The Executive Director may approve transfers between budget line items within broader budget categories for values up to ten percent (10%) of the value of the lesser line item.
 - b) If necessary, the Board shall review and approve major mid-year budget revisions.
 - c) All transfers between accounts are to be approved in writing by either the Treasurer or the Executive Director prior to the transfer.
- 9) Board Meetings
- a) Monthly CRA Board meetings shall be held in accordance with the By-Laws and recorded by detailed minutes, which are approved monthly and maintained indefinitely.
 - b) At such **Monthly** meetings, the following financial report shall be provided by the Executive Director:
 - i) A summary of Year-to-Date Actual expenses in comparison to Annual Budget
 - c) On a **Quarterly** basis, a more comprehensive reporting will include the additional reports
 - i) List of the past quarters expenditures by Budget category
 - ii) Balance sheets that summarize current bank account balances
 - d) Any abnormalities, significant variances with the budget, or significant expenditures shall be reviewed with the Board by the Executive Director.
 - e) As requested by the Board, other budget information will be provided by CRA staff, including accounts of active projects or initiatives.
- 10) Petty Cash
- a) The responsibility for petty cash is assigned to the Executive Director.
 - b) Petty cash is limited to \$100.
 - c) Petty cash is to be signed for by the person receiving the cash.
 - d) Valid receipts are required for the use of petty cash.
 - e) Petty cash is not to be utilized for check cashing purposes.
 - f) Petty cash must be reconciled by the Bookkeeper and signed off by the Executive Director prior to replenishment.
 - g) Petty cash lock box shall be stored under lock and key as a protection from misuse.
- 11) Bank Accounts
- a) All bank accounts shall be authorized by the Board.
 - b) The Treasurer and Vice Treasurer shall be the signatories on all saving accounts. The Treasurer, Vice Treasurer and Executive Director shall be the signatories on checking accounts.
 - c) All bank account statements shall be directed initially upon receipt to the Executive Director for review. Statements are then forwarded to the Bookkeeper for

INTERNAL CONTROL POLICY

reconciliation. They are reconciled monthly and reviewed by the Executive Director after reconciliation. This review shall include the following:

- i) review of check numbers
 - ii) review of authorized signatures
 - iii) comparison to general ledger cash balance
 - iv) review of transfers, direct deposits, and direct drafts
 - v) comparison to cash logs.
- d) All bank accounts shall have running balances available to accurately forecast cash uses, receipts and needs. Excess cash should be transferred to higher yield investment accounts in accordance with the Investment Policy.
- e) A report describing the monthly bank reconciliations shall be signed off on by the Executive Director and then submitted to the Board.

12) Disbursements for Goods and Services

- a) With the exception of petty cash, pre-authorized vendor direct drafts and purchases made with bank sponsored debit card, all disbursements are to be made by check.
- b) All checks are to be pre-numbered and issued in sequence.
- c) All bank and other information is printed on the checks by the electronic general ledger software and only authorized users have password access to the software.
- d) Check stock is kept under lock and key. Only authorized users and only signers of the checks have keys to the lock box.
- e) All vouchers¹ are to be prepared by the Bookkeeper and approved and signed by the Executive Director prior to preparations of checks. Vouchers will have the following components reviewed:
 - i) Authorization (PO, etc.)
 - ii) Receipt of goods
 - iii) Amount paid
 - iv) Account code
 - v) Expense reasonableness for travel and training expenses, and reimbursements.
- f) All vouchers are to be marked paid after check is issued to prevent duplicate payments.
- g) All checks are prepared with invoices attached for reference.
- h) All checks over \$1,000 require a signature from the Treasurer.
- i) The Treasurer shall review the record of all checks issued by the CRA on a monthly basis.
- j) A Board representative shall be required to counter-sign the payment voucher for all credit card expenditures and reimbursements to the Executive Director.

13) Purchasing of Goods, Supplies, Equipment, Materials and Services

- a) Purchasing shall be accomplished through the Executive Director or his designee.
- b) Purchases over \$10,000 require a contract and Board Approval.
- c) Food purchases shall be approved by the Executive Director.
- d) All items for purchase or contractor selection shall be procured in accordance with the Procurement Policy.
- e) All goods should be shipped directly to the CRA office or project location.

¹ Vouchers for payment include invoices for goods, services, materials, etc. and for contracts.

INTERNAL CONTROL POLICY

- f) Purchases may not exceed the Board approved budget.
- g) Received goods shall be inspected for condition and quantity when received.
- h) No expenditures over the contracted amount shall be made without prior Board approval.

14) Purchase Orders

- a) Upon entering into a contract for services, funds for that contract shall be encumbered in the QuickBooks bookkeeping system.
- b) The Executive Director, or his/her designee shall enter a purchase order into QuickBooks with the following information:
 - i) Vendor contact information
 - ii) Account details
 - iii) Amount of contract to which the expense item refers
 - iv) A description of the services to be performed
- c) Staff can print an open purchases report at any time to review the current status of purchase orders. It will not appear on the profit and loss until deductions are entered from the actual bill payments.
- d) An open purchase order report will need to be part of the monthly statements in order to track the unbilled but encumbered amounts.

15) Cambridge Redevelopment Authority Payroll

- a) Personnel records shall be maintained in a locked area with access restricted to those staff with human resource or payroll responsibilities.
- b) Executive Director approval is required for both addition to and deletion of names from the payroll listing.
- c) The Executive Director may establish individual salary rates of employees within a Board approved salary range or budgeted allocation for that position.
- d) Board approval is required for the annual salary schedule adoption. The salary schedule is presented in Executive Session. Board approval is done through approval of budgets that incorporate wages as line items.
- e) Straight time, overtime, holiday, personal and major medical amounts paid are all reviewed by the Executive Director prior to preparation of paychecks by the Payroll Services.
- f) Payroll may not be issued without a completed timesheet, reviewed and authorized by the Executive Director
- g) Payroll is reviewed for accuracy and pay rates by the Bookkeeper or Executive Director prior to issuance.
- h) Payroll checks are to be issued by direct deposit.
- i) Unclaimed checks will be handled in accordance with state regulations.

16) Accounts receivable

- a) Amounts contained in the general accounts receivable are reviewed monthly by the Executive Director.
- b) Write offs of uncollectible accounts receivable requires prior Board approval.
- c) All accounts receivable shall be maintained in the general ledger.

INTERNAL CONTROL POLICY

17) Investments

- a) All CRA investments and pledged securities shall be obtained, recorded (including investment and interest revenue) and reviewed in accordance with the Cambridge Redevelopment Authority Investment Policy.

18) Physical Assets

- a) Board approval is required for real property acquisition.
- b) Perpetual inventory records shall be maintained with periodic counts being performed annually at a minimum.
- c) Accounting records will be adjusted as appropriate if differing quantities appear in the physical counts.
- d) Office equipment inventories are covered under “contents value” on the Property Insurance Policy.
- e) Fixed assets detail records are balanced monthly to general ledger accounts.
- f) Board approval by resolution is required for disposition of assets maintained on the books (in accordance with property disposition policy).

19) Travel Policy for Employees or Officials of the CRA

- a) Travel expenses that are expected to exceed \$1,000 must be pre-approved by the Chair of the Board.
- b) Reimbursement will be provided to the employee or Board member upon the submission of paid receipts.
- c) The CRA will not be responsible for travel expenses incurred relative to family members or guests of individuals travelling on behalf of the CRA.

20) Use of a Debit Card

- a) There shall be a debit card issued to the Executive Director for the use of purchases under \$1,000 when the payment process is not practicable.
- b) The debit card may only be used for routine and budgeted expenses.
- c) The Executive Director shall provide to the bookkeeper receipts for charges using the debit card and notify the bookkeeper which accounts shall be charged.

21) Community Loan Program

- a) Any program implemented that results in loans being made by the CRA will need Board approval.

22) Miscellaneous Provisions

- a) Partisan political activity is prohibited by the CRA personnel.
- b) Federal and State grants will administered to adhere to compliance and reporting requirements.
- c) The CRA shall obtain an annual audit of its Financial Statements.
- d) Federal, State and private grants should all be accepted and approved by the Board.

23) Policy changes

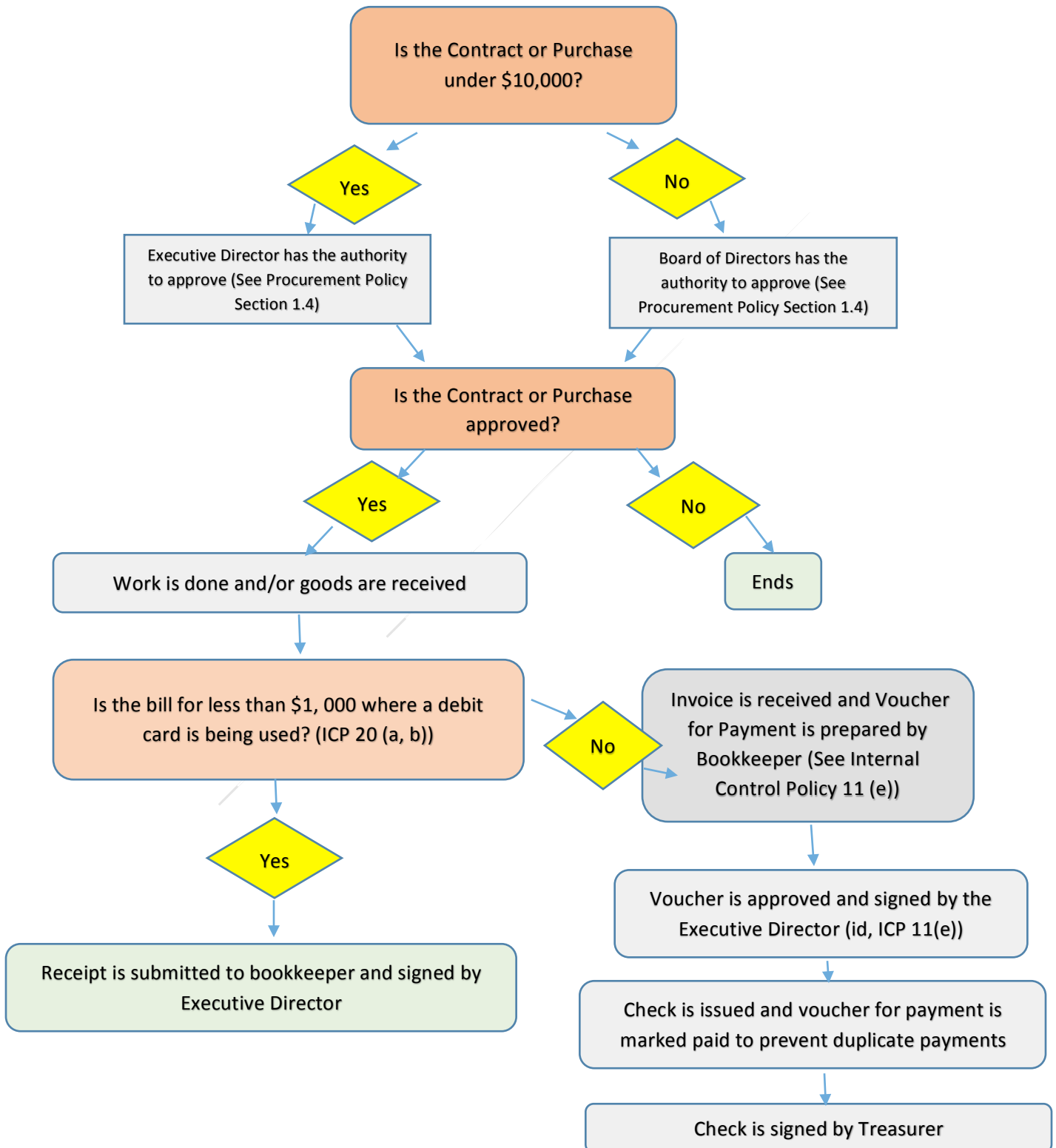
INTERNAL CONTROL POLICY

- a) All policy changes must be approved by a majority of Board members at a public meeting

INTERNAL CONTROL POLICY

PURCHASE TO PAYMENT SUMMARY

Procurement Decision Flow Chart



CAMBRIDGE REDEVELOPMENT AUTHORITY

PROCUREMENT POLICY

**(Working Draft for Discussion
Purposes Only)**

DRAFT

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A. GENERAL PROVISIONS

A. GENERAL PROVISIONS

1. GENERAL POLICY STATEMENT

A. POLICY

- 1) It is the policy of the Cambridge Redevelopment Authority (CRA) that all procurement for services and/or materials shall be in accordance with applicable federal and Commonwealth of Massachusetts ("state") laws, codes and regulations.
- 2) This policy establishes a broad framework of policies to ensure that CRA's purchasing and contracting functions promote administrative flexibility and efficiency, while at the same time maintaining prudent internal controls and compliance with applicable statutes and regulations. Specific purposes of this policy include, but are not limited to, the following:
 - a) Fairness and objectivity: providing a fair, objective, and equitable selection and contracting environment for all individuals and firms seeking to do business or contracting with CRA.
 - b) Ensuring reasonable costs: promoting competition, and negotiating (where applicable) to ensure that CRA receives the most favorable prices and terms in its contracts.
 - c) Efficiency: ensuring that supplies and services (consultant, construction, social services, etc.) are obtained efficiently and effectively.
 - d) Accountability: promoting accountability of contracting actions by CRA employees and encouraging employees to protect CRA's financial and other interests.
 - e) Value-added procurement: facilitating a procurement process that provides service and value to CRA in obtaining goods and services.
 - f) Ethical standards: ensuring that CRA's procurement activities are implemented with the highest regard for integrity, avoidance of conflicts of interest, and consistent with applicable ethical standards.
 - g) Sustainability: Practicing Environmentally Preferable Purchasing and encouraging these practices with vendors.
 - h) Legal considerations: complying with all applicable federal, state and local statutes and regulations.

2. SCOPE

- A. Funding sources: CRA receives funds from federal, state, and private funding sources. As such, in its procurement activities, CRA shall develop procedures designed to ensure compliance with applicable laws and regulations without necessarily imposing a higher standard than is necessary to ensure compliance.
- B. Where a requirement in these policies is based only on federal requirements, CRA's Executive Director may, on a case-by-case basis for non-federally funded contracts,

A. GENERAL PROVISIONS

apply a more or less stringent standard than that outlined in the federal requirements, provided, however, that it is otherwise consistent with applicable policies and that all state or other legal requirements are met.

- C. Nothing in this policy will prevent CRA from complying with the terms and conditions of any grant, contract, gift, or bequest that is otherwise consistent with law.
- D. The following shall be governed by this policy:
 - 1) Procuring, Purchasing, Leasing, or Renting (use of CRA Property by others to fulfill their mission):
 - a) Goods, Supplies, Equipment, Materials and Services
 - b) Construction and Maintenance
 - c) Consultant Services
 - d) Architectural and Engineering (A & E) Design Services
 - e) Other Services
 - 2) Selling
 - a) Concessions
 - b) Disposal of Surplus Material and Equipment
- E. Excluded from scope: the following shall not be governed by this policy:
 - 1) Loan/Grant transactions and documents.
 - 2) Sub-recipient or sub-grantee agreements and related change orders
 - 3) Employment agreements.
 - a) Quality requirements
 - b) Relevant experience with providing similar goods or services
 - c) References
 - d) Examples of work
 - 4) Real Estate transaction are excluded as the CRA will adopt policies on a project by project basis

B. CONTRACTING FOR GOODS AND SERVICES (CHAPTER 30B)

CHART OF M.G.L. c. 30B PROCUREMENT OF SUPPLIES AND SERVICES

Estimated Contract Amount	Under \$10,000	\$10,000 to \$24,999	\$25,000 and over
Procurement Procedure	Sound business practices	Solicit three written or oral quotes.	Sealed bids or proposals (M.G.L. c. 30B, §§ 5 or 6)..
Advertising Required	No.	No.	Advertise once in a newspaper of general circulation at least two weeks before bids or proposals are due, and post a notice on your jurisdiction's bulletin board or website for two weeks before bids or proposals are due. If \$100,000 or more, advertise once in the <i>Goods and Services Bulletin</i> at least two weeks before bids or proposals are due.
Award contract to:	Person offering the best price	Responsible ² and responsive ³ person offering the best price.	Under §5, the responsible and responsive bidder offering the best price. Under §6, the most advantageous proposal from a responsible and responsive proposer taking into consideration price and non-price proposals..
Written Contract Required⁴	No.	Yes.	Yes.
Maximum Contract Term	Three years, unless majority vote of CRA Board of Directors authorizes longer.		

¹ M.G.L. c. 30B, § 2 defines sound business practices as “ensuring the receipt of favorable prices by periodically soliciting price lists or quotes.”

² M.G.L. c. 30B, § 2 defines a responsible bidder or offeror as “a person who has the capability to perform fully the contract requirements, and the integrity and reliability which assures good faith performance.”

³ M.G.L. c. 30B, § 2 defines a responsive bidder or offeror as “a person who has submitted a bid or proposal which conforms in all respects to the invitation for bids or request for proposals.”

⁴ M.G.L. c. 30B, § 17(a) states “All contracts in the amount of [\$10,000] or more shall be in writing, and the governmental body shall make no payment for a supply or service rendered prior to the execution of such contract

1. METHOD OF PROCUREMENT

A. AUTHORITY AND RESPONSIBILITY

This Policy grants the Executive Director and/or his/her designee the authority and responsibility for the use of the methods of procurement and selection of contract types as defined in this Section.

B. PURCHASING CARDS

CRA has authorized that the Executive Director be issued bank-sponsored credit cards (purchasing cards), in order to expedite the purchasing and payment process and reduce the administrative costs of small purchase transactions.

2. PROCUREMENT POLICY THRESHOLDS & PROCEDURES

Following Chapter 30B, the procurement law of Massachusetts covering all dollar amounts for procuring goods and services, there are four different procurement processes that the CRA uses to obtain goods and services. The CRA process to be used depends on the estimated amount of the contract and whether or not the project ends with the construction of a building or infrastructure. With each process there are different solicitation and bidding requirements. Sole Source Procurement of contracts up to \$25,000 occurs when under thorough legal review the CRA Board determines that there is only one practicable source.

A. SOUND BUSINESS PRACTICES

- 1) Used when the value of goods and services up to \$9,999 for goods and services from one vendor used in 1 fiscal year for the CRA
- 2) There is no requirement for formal scope of services or quotes, but it is advisable to have a description of services; prudent cost comparison is recommended. When calls are made to potential vendors, the \$10,000 limit must be mentioned. The CRA is not allowed to purchase more than \$9,999 in goods and services from a single vendor within a fiscal year using sound business practices. If multiple projects select the same vendor for services, and those jobs would reach \$10,000, then the CRA must get 3 quotes under the Invitation for Bids quote process described below
- 3) There is no contract needed, however, a Service Agreement is required
- 4) The Service Agreement may be authorized by the Board Chair or Executive Director with prior approval of the Board
- 5) No amendments are allowed to Service Agreement; a new requisition is required
- 6) Time limits must be adhered to. It is better to be conservative and realistic about the duration of the delivery of services and goods.

- 7) The CRA encourages distribution of business opportunities to Cambridge-based businesses, especially small, minority and women-owned businesses.

B. WRITTEN QUOTES

- 1) Used when the value of services or goods between \$10,000 and \$24,999.00. No advertisement is required.
- 2) The CRA staff shall write a scope of services or product description. The Executive Director or his designee, sends requests to potential bidders and obtains responses.
- 3) Three written signed quotes must be solicited. The lowest responsive and responsible bidder shall be selected, although bidders can be disqualified based on qualifications in scope of work. Examples of qualifications are:
 - a) Quality requirements
 - b) Relevant experience with providing similar goods or services
 - c) References
 - d) Examples of work
- 4) A standard contract template plus scope of services shall be prepared by the CRA staff.
- 5) Approval by the CRA Board of Directors is required
- 6) No amendments are allowed.

C. INVITATION FOR BIDS

- 1) Used when the value of services or goods is over \$25,000, when lowest price is the primary goal.
- 2) Advertised in local paper, and, if the value of the contract is over \$100,000, filed in the Goods & Services
- 3) CRA writes scope of services or product description. Purchasing sends requests to potential bidders with CRA input on bidders list. The Executive Director also receives the responses.

Generally when doing a solicitation, the lowest responsive and responsible bidder is chosen. However, you may incorporate quality requirements to discourage less qualified vendors. Bidders can be disqualified based on qualifications in scope of work.

D. REQUEST FOR PROPOSALS

- 1) Advertise once in a newspaper of general circulation at least two weeks before bids or proposals are due, **and** post a notice on your jurisdiction's bulletin board or website for two weeks before bids or proposals are due.
- 2) If \$100,000 or more, advertise once in the *Goods and Services Bulletin* at least two weeks before bids or proposals are due.

3. ENSURING REASONABLE COSTS

A. AUTHORITY AND RESPONSIBILITY

As a public agency accountable to both public and governmental funding agencies, CRA is committed to ensuring that costs paid for obtaining necessary goods and services are reasonable and that CRA's interests are adequately protected. In doing so, the Executive Director or his/her designee will evaluate the reasonableness of costs proposed by a contractor, consultant, or vendor.

4. DISPUTES, PROTESTS AND APPEALS

A. AUTHORITY AND RESPONSIBILITY

The Executive Director shall attempt to resolve all procurement-related (solicitation, award, and contractual) disputes, protests, and appeals internally without outside review by either the Massachusetts Office of the Inspector General (OIG) or the court system.

B. PROTESTS

- 1) The following shall apply to protests (unless otherwise specified, this section will use the term "protest" to also include disputes and appeals):
 - a) Solicitations: Any protest against a solicitation issued by CRA must be received by the Executive Director before the bid or proposal submittal deadline, or it will not be considered.
 - b) Awards: Any protest against the award of a contract based on an Invitation For Bids (IFB) must be received by the Executive Director no later than two full business days after the bid submittal deadline, or before award of the contract, whichever is earlier, or the protest will not be considered.
 - c) Any appeal of a decision by CRA to reject a bid submitted in response to an IFB must be received by the Executive Director within two business days after being notified in writing of CRA's decision, or the appeal will not be considered.
 - d) Any protest against the award of a contract based on an RFP or RFQ or appeal of a decision by CRA to reject a proposal, must be received by the Executive Director within three business days after notification to an unsuccessful proposer that they were not selected, or the protest will not be considered.
 - e) Any protest against the award of a contract based on an informal solicitation must be received by the Executive Director prior to award.

C. MASSACHUSETTS OFFICE OF THE INSPECTOR GENERAL (OIG)

There are no statutory provisions or regulations establishing an administrative procedure for bid protests under M.G.L. c. 30b. However, in keeping with the OIG's prevention agenda, the OIG has developed an informal process to help resolve disputes efficiently and ensure compliance with the law.

D. WAIVER OF INFORMALITIES

M.G.L. C. 30B, §5(F) provides that "[t]he procurement officer shall waive minor informalities or allow the bidder to correct them." Minor informalities are defined within M.G.L. C. 30B as "minor deviations, insignificant mistakes, and matters of form rather than substance of the bid, proposal, or contract document which can be waived or corrected without prejudice to other offerors, potential offerors, or the governmental body."

E. CANCELLATION REJECTION OF INVITATION FOR BIDS, REQUEST FOR PROPOSALS, OR OTHER SOLICITATION

Section 9 of M.G.L. C. 30B provides that "the procurement officer may cancel an invitation for bids, a request for proposals, or other solicitation, or may reject in whole or in part any and all bids or proposals when the procurement officer determines that cancellation or rejection serves the best interests of the governmental body. The procurement officer is required to state, in writing, the reason for a cancellation or rejection.

F. ALTERNATIVE DISPUTE RESOLUTION

The Executive Director is authorized to enter into agreements to submit disputes arising from contracts entered into pursuant to this policy to arbitration, mediation, and other alternative dispute resolution procedures for the Commonwealth of Massachusetts.

5. DISPOSAL OF SURPLUS PROPERTY

A. AUTHORITY AND RESPONSIBILITY

- 1) The Executive Director, or his/her designee, shall be responsible for the disposition of surplus property (non-real property) no longer necessary for CRA's purposes and shall establish procedures for the transfer, sale, or disposal of such property, consistent with applicable laws.
- 2) The Executive Director is authorized to donate, recycle or dispose of office furniture and equipment of value of less than \$1,000 in a manner that minimizes CRA cost and maximizes potential reuse value of equipment to the Cambridge Community.

6. RECORD MAINTENANCE AND PUBLIC ACCESS TO PROCUREMENT INFORMATION

A. AUTHORITY AND RESPONSIBILITY

- 1) The Executive Director or his/her designee shall maintain records sufficient to detail the significant history of each procurement. These records will include, but are not necessarily limited to, the following: rationale for the method of procurement; selection of contract type; contractor selection or rejection; and the basis for the contract price. All procurement records shall be maintained and disposed of in accordance with the CRA records retention and disposal policy and procedure.

Permission from the Secretary of State for the Commonwealth of Massachusetts must be requested prior to disposal of such records.

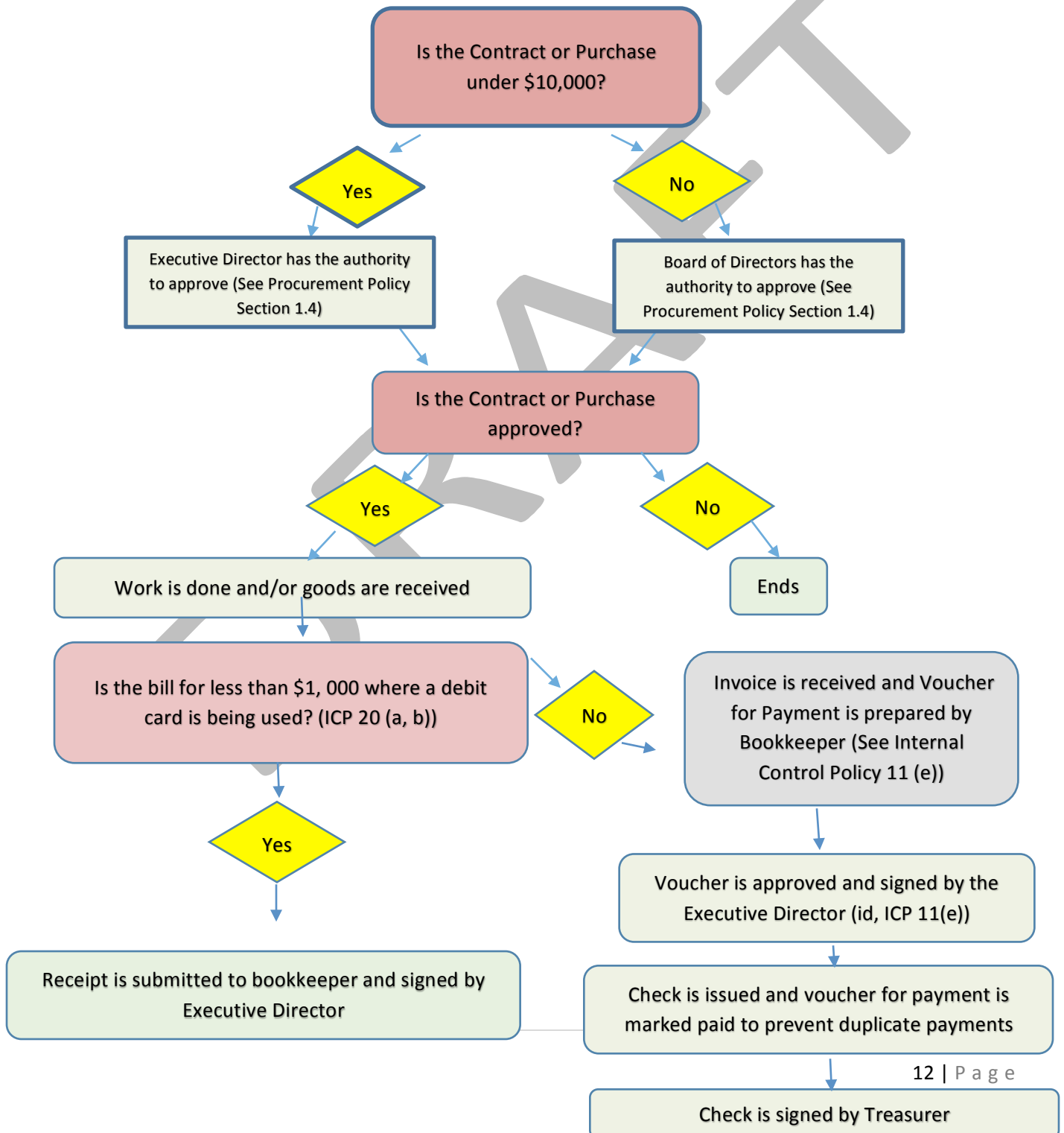
- 2) Procurement information shall be a matter of public record to the extent provided in applicable state law and shall be available to the public in accordance with such statutes, and the CRA's Public Records Policies and Procedures.

B. PUBLIC RECORDS

- 1) Applicable law: CRA procurement information shall be a matter of public record to the extent provided for in MGL chapter 66 et seq. Title X. Public Records and will be made available upon request as provided by such statute.
- 2) Disclosing and obtaining contractor bid or proposal information source selection information: a present or former board member, employee of, or person acting on behalf of or advising the CRA on a procurement, who has or had access to such information, shall not disclose same before the award of the contract to which the information relates.
- 3) Contractor bid or proposal information means information not made available to the public and includes:
 - a) Cost or pricing data;
 - b) Indirect costs and direct labor rates;
 - c) Proprietary information about processes, operations or techniques; and
 - d) Information marked by the contractor as "contractor bid or proposal information."
- 4) Source selection information means information not made available to the public and includes:
 - a) Bid prices;
 - b) Proposed costs or prices from bidders;
 - c) Source selection and technical evaluation plans;
 - d) Technical evaluations, cost or price evaluations, competitive range determinations, rankings of bids, reports of source selection panels; and
 - e) Other information marked as "source selection" based on a determination that its disclosure would jeopardize the procurement.
- 5) Contractor payroll reports: payroll reports received by the CRA from contractors and subcontractors on construction projects, for the purpose of monitoring prevailing wage requirements, shall not be released to outside parties unless the employees' personal identifiers (e.g., name, address, social security number) are redacted.

PURCHASE TO PAYMENT SUMMARY

Procurement Decision Flow Chart



**C. CONTRACTING FOR CONSTRUCTION CONTRACTS (CHAPTER
30, S. 39M)**

C. CONTRACTING FOR CONSTRUCTION PROJECTS (CHAPTER 30, §39M)

G.L. c. 30, § 39M, PUBLIC WORKS (NON-BUILDING) CONSTRUCTION CONTRACTS (WITH LABOR)

Estimated Contract Amount	\$10,000 and under	Over \$10,000 to \$25,000		Over \$25,000
		M.G.L. c. 30, § 39M	M.G.L. c. 30B, § 5 Option¹	M.G.L. c. 30, § 39M
Procurement Procedure	No.	Sealed bids.	Sealed bids.	Sealed bids.
Advertising Required	No.	Advertise once in the <i>Central Register</i> ² and your local newspaper at least two weeks before bids are due, and post a notice on your jurisdiction's bulletin board for one week before bids are due.	Advertise once in the <i>Central Register</i> ² and your local newspaper at least two weeks before bids are due, and post a notice on your jurisdiction's bulletin board for one week before bids are due.	Advertise once in the <i>Central Register</i> ² and your local newspaper at least two weeks before bids are due, and post a notice on your jurisdiction's bulletin board for one week before bids are due.
DCAM Certification	No.	No.	No.	No.
OSHA Training	No.	Yes.	Yes.	Yes.
City/Town Prequalification	No.	No. ³	No.	No.
Filed Sub-bids	No.	No.	No.	No.
Bid Deposit	No.	5% of the value of the total bid.	No.	5% of the value of the total bid.
Payment Bond	No.	No.	No.	50% payment bond.
Performance Bond	No.	No.	No.	No.
Prevailing Wage	Yes.	Yes.	Yes.	Yes.

¹ Authorized by M.G.L. c. 30, § 39M(d).

² M.G.L. c. 149, § 44J(a) and M.G.L. c. 9, § 20A and accompanying regulations require all contracts for construction services and all contracts for construction materials costing \$10,000 or more to be advertised in the *Central Register*.

³ Although M.G.L. c. 30, § 39M does not mandate a contractor prequalification process, prequalification of bidders by the Massachusetts Department of Transportation is required for contracts of \$50,000 or more where the awarding authority receives State Aid funds under M.G.L. c. 90, § 34, or the work is on a state road, regardless of whether the awarding authority receives State Aid funds under M.G.L. c. 90, § 34.

**CHART OF M.G.L. c. 30, § 39M or M.G.L. c. 30B, § 5, CONSTRUCTION MATERIALS
PROCUREMENTS (WITHOUT LABOR)**

Estimated Contract Amount		Over \$10,000	
		M.G.L. c. 30, § 39M	M.G.L. c. 30B, § 5 ¹ Option
Procurement Procedure	Sound business practices	Sealed bids.	Sealed bids.
Advertising Required	No.	Advertise once in the <i>Central Register</i> ² and your local newspaper at least two weeks before bids are due, and post a notice on your jurisdiction's bulletin board for one week before bids are due.	Advertise once in the <i>Central Register</i> ² and your local newspaper at least two weeks before bids are due, and post a notice on your jurisdiction's bulletin board for one week before bids are due.
DCAM Certification	No.	No.	No.
OSHA Training	No.	No.	No.
City/Town Prequalification	No.	No.	No.
Filed Sub-bids	No.	No.	No.
Bid Deposit	No.	5% of the value of the total bid.	No.
Payment Bond	No.	No.	No.
Performance Bond	No.	No.	No.
Prevailing Wage	No.	No.	No.
Award contract to:	No.	Lowest responsible and eligible bidder.	Lowest responsive and responsible bidder.

¹ Authorized by M.G.L. c. 30, § 39M(d).

² M.G.L. c. 149, § 44J(a) and M.G.L. c. 9, § 20A and accompanying regulations require all contracts for construction services and all contracts for construction materials costing \$10,000 or more to be advertised in the *Central Register*.

1. METHOD OF PROCUREMENT

A. AUTHORITY AND RESPONSIBILITY

This Policy grants the Executive Director and/or his/her designee the authority and responsibility for the use of the methods of procurement and selection of contract types as defined in this Section.

2. ENSURING REASONABLE COSTS

B. AUTHORITY AND RESPONSIBILITY

As a public agency accountable to both public and governmental funding agencies, CRA is committed to ensuring that costs paid for obtaining necessary goods and services are reasonable and that CRA's interests are adequately protected. In doing so, the Executive Director or his/her designee will evaluate the reasonableness of costs proposed by a contractor, consultant, or vendor.

3. CONSTRUCTION MATERIALS OR NON-BUILDING CONSTRUCTION COSTS

Advertise once in the *Central Register*² and your local newspaper at least two weeks before bids are due, **and** post a notice on your jurisdiction's bulletin board for one week before bids are due.

**D. CONTRACTING FOR BUILDING CONSTRUCTION CONTRACTS
(CHAPTER 149)**

D. CONTRACTING FOR BUILDING CONSTRUCTION CONTRACTS
(CHAPTER 149)

CHART OF M.G.L. c. 149 -- BUILDING CONSTRUCTION CONTRACTS

Estimated Contract Amount	Under 10,000	\$10,000 to \$24,999	\$25,000 to \$100,000	Over \$100,000	Over \$10,000,000
Procurement Procedure	Sound business practices	Solicit written responses.	Sealed bids (using M.G.L. c. 30, § 39M procedure).	Sealed bids.	Solicit statements of qualifications prior to soliciting sealed bids.
Advertising Requirements	No.	Advertise once in the <i>Central Register</i> ² and post a notice on your jurisdiction's website and bulletin board for at least two weeks before responses are due. Posting on Comm-PASS is optional.	Advertise once in the <i>Central Register</i> ² and a newspaper at least two weeks before bids are due, and post on your jurisdiction's bulletin board for at least one week before bids are due. Posting on Comm-PASS or your website is optional.	Advertise once in the <i>Central Register</i> ² and a newspaper at least two weeks before bids are due, and post on your jurisdiction's bulletin board for at least one week before bids are due. Posting on Comm-PASS or your website is optional.	Advertise the request for qualifications once in the <i>Central Register</i> ² , newspaper, and Comm-PASS at least two weeks before responses are due. ³
DCAM Certification	No.	No.	No.	Required for general bidders and filed sub-bidders.	Required for general bidders and filed sub-bidders.
OSHA Training	No.	Yes.	Yes.	Yes.	Yes.
City/Town Prequalification	No.	No.	No.	Optional. ⁴	Yes.
Filed Sub-bids	No.	No.	No.	Yes (\$20,000 and over).	Yes (\$20,000 and over).
Bid Deposit	No.	No.	5% of the value of the total bid.	5% of the value of the total bid, or sub-bid.	5% of the value of the total bid, or sub-bid.
Payment Bond	No.	No.	50% payment bond.	100% payment bond.	100% payment bond.
Performance Bond	No.	No.	No.	100% performance bond.	100% performance bond.
Prevailing Wage	Yes.	Yes.	Yes.	Yes.	Yes.
Contractor Evaluation	No.	No.	No.	Yes.	Yes.

¹ M.G.L. c. 149, § 44A(2)(A) as amended by Chapter 188 of the acts of 2010.

² M.G.L. c. 149, § 44J(a) and M.G.L. c. 9, § 20A and accompanying regulations require all contracts for construction services and all contracts for construction materials costing \$10,000 or more to be advertised in the *Central Register*. ³ The advertising procedures listed pertain only to the request for qualifications. Within 14 days of the completion of the prequalification evaluation process, you are required to post a notice in your jurisdiction and on Comm-PASS listing those general and subcontractors who have been prequalified. A copy of the notice must be sent via first class mail, postage pre-paid to all prequalified general and subcontractors along with an invitation to bid. The invitation to bid must have a deadline of at least two weeks. Although you may only consider bids from those general and subcontractors who have been prequalified, the advertising requirements for building construction contracts over \$100,000 apply. ⁴ If you decide to use the optional prequalification process for projects over \$100,000, follow the procedures listed in the "Over\$10,000,000" column. August 2013 revision

1. METHOD OF PROCUREMENT

- 1) Advertise once in the *Central Register* and a newspaper at least two weeks before bids are due,
- 2) Post on your jurisdiction's bulletin board for at least one week before bids are due.
- 3) Posting on Comm-PASS or your website is optional.

2. DESIGN SOLICITATION AND OWNER'S PROJECT MANAGER

A. PURCHASES AND CONTRACTS

- 1) The Executive Director, or a representative designated by the Executive Director in writing shall develop and implement procedures that assures compliance with the following:
 - a) **Design Solicitation**

Design of State-Funded Housing. Authorities must follow the procedures established by the Massachusetts Department of Housing and Community Development (DHCD) For Design of State-Funded Housing. The DHCD's procedures follow M.G.L. c. 7 processes and prescribe the role of DHCD and of the Local Housing Authority in the selection process.
 - b) **Owner's Project Manager**

M.G.L. C 149 §44A ½, requires public awarding authorities to engage the services on an owner's project manager¹ on a building projects estimated to cost \$1.5 million or more. The CRA shall, prior to contracting for design services where the project is estimated to cost \$1.5 million or more, procure the services of project manager. At the Executive Director's discretion, a CRA employee may be selected and serve as the Owner's Project Manager, providing he or she meets the required minimum qualifications.

B. BIDDERS AND SUB-BIDDERS QUALIFICATIONS

- 1) If required by the applicable procurement, each bidder and sub-bidder must provide, at the time of bid submission, an updated certification issued by the Division of Capital Asset Management and Maintenance ("DCAM"), pursuant to MGL Chapter 149, Section 44D Submission of Bid or offer; Application for Certification.
- 2) The Executive Director or his/her designee may develop, as part of bidding documents, specific and objective qualification requirements for the bidder or sub bidder beyond the DCAM Certification Requirements that may be used in evaluating whether a bidder or sub bidder is responsible and capable of performing the proposed work.

C. PERFORMANCE EVALUATION PROGRAM

The Executive Director or his/her designee shall develop and implement a performance evaluation system to evaluate the performance of contractors, consultants, and/or vendors doing business with the CRA on all projects bid under MG> C.149A and 149 § 44 (A-J).

¹ Under the new law, an "owner's project manager" is defined as "an individual, corporation, partnership, sole proprietorship, joint stock company, joint venture, or other entity engaged in the practice of providing project management services for the construction and supervision of construction of buildings."

E. OTHER PROVISIONS

E. OTHER PROVISIONS

1. LAWS, REGULATIONS & QUALIFICATIONS

A. COMPLIANCE WITH LAWS AND REGULATIONS

- 1) Applicable laws and regulations: in adopting this policy, the CRA Board of Directors and Executive Director, as the CRA's contracting officer, each affirm that the policies are in compliance with all applicable federal, state and local laws and regulations
- 2) Applicable laws include, but are not limited to:
 - a) Massachusetts General Laws ("MGL") Chapter 30B
 - b) MGL Chapter 30, §39m Public Works (Non-Building) Construction
 - c) MGL Chapter 30, §39M Proprietary Specifications In Public Construction Projects
 - d) MGL Chapter 7, Executive Office for Administration and Finance
 - e) MGL Chapter 149, Labor and Industries
 - f) MGL Chapter 149A Building Construction Contracts
 - g) MGL Chapter 149, §44A1/2 Owner's Project Manager (OPM)
 - h) Design Services: Authorities must follow the procedures established by the Massachusetts Department of Housing and Community Development (DHCD)
- 3) Conflicts between these policies and other laws or regulations: in the event of a conflict between this policy and any applicable law or regulation, the law or regulation shall prevail.
- 4) Changes in laws and regulations: In the event an applicable law or regulation is modified or eliminated, or a new law or regulation is adopted, the revised law or regulation shall, to the extent inconsistent with this policy, automatically supersede this policy, and the Executive Director or designee shall make appropriate modifications to the inconsistent policies and procedures.
- 5) The CRA is exempt from M.G.L. Chapter 30B when engaged in the development and disposition of real property in accordance with an approved Urban Renewal Plan.

2. AUTHORITY & INTERNAL CONTROLS

A. DELEGATION OF PROCUREMENT AUTHORITY

The Executive Director is hereby delegated the following procurement authority, with the authority to re-delegate as the Executive Director sees fit, to implement and manage this policy. The Executive Director is to submit any such signed contracts to the Board of Directors at their next scheduled meeting.

E. OTHER PROVISIONS

- 1) Authority to enter into contracts for goods and services not to exceed \$10,000.00.
- 2) Authority to enter into contracts for construction not to exceed \$10,000.00.
- 3) Authority to enter into leases of equipment for periods not to exceed three consecutive years, irrespective of the total monetary amount of the procurement.
- 4) All contracts for goods and services in excess of \$10,000 require the approval of the Cambridge Redevelopment Authority Board of Directors.

B. IMPLEMENTATION OF THIS POLICY

The Executive Director shall develop and implement operating procedures within ninety (90) days of the approval by the Board for this Policy. These policies shall be listed and available for review on the CRA's Web-based Intranet site.

C. INTERNAL CONTROLS

- 1) The CRA shall maintain a system of internal controls which shall include:
 - a) Delegation of procurement authority
 - b) Segregation of duties
- 2) Receipt of goods and services
- 3) Custody and safeguarding of the assets
- 4) Recording transactions
- 5) Recordkeeping

3. ETHICAL STANDARDS

A. AUTHORITY AND RESPONSIBILITY

- 1) In the conduct of CRA's procurement system, the CRA Board and CRA employees shall be aware of, and comply with, the following non-exclusive list of laws, regulations, and advice, which are hereby incorporated by reference as part of these policies:
 - a) MGL 268A, Conflict of Interest Law
 - b) MGL C.121B – Massachusetts Public Housing Authorities Law
- 2) Contracts not funded with federal funds shall not be bound by any of the federal requirements.

B. DISCIPLINARY ACTIONS

E. OTHER PROVISIONS

Breaches of the ethical standards of this chapter of the procurement policies may result in a CRA employee being subject to disciplinary actions up to and including termination, consistent with CRA policies and procedures.

C. CONFLICT OF INTEREST

- 1) Contract selection, award, administration: No CRA employee shall participate in the selection, award, or administration of a contract if a conflict of interest (direct or indirect financial interest, personal involvement, or other interest), real or apparent, would be involved. Participation shall include, but not be limited to: serving on an evaluation panel to select a firm; reviewing, endorsing, or recommending an award or selection; approving or rejecting an award of a contract or purchase order.
- 2) Ownership and business interests: No CRA employee shall own or hold an interest in any contract or property or engage in any business, transaction, or professional or personal activity that would:
 - a) Be, or appear to be, in conflict with the employee's official duties, or
 - b) Secure, or appear to secure, an unwarranted privilege or advantage for the employee, or
 - c) Prejudice, or appear to prejudice, the employee's independence of judgment in the exercise of his or her official duties relating to CRA.
- 3) Confidential information: No CRA employee shall knowingly use confidential information for the employee's or another's actual or anticipated personal gain.

D. GIFTS AND GRATUITIES

- 1) Prohibition: An employee may not solicit or accept gifts, entertainment, gratuities, favors, or anything of monetary value from contractors or subcontractors, or potential contractors or subcontractors that could influence, or be perceived to influence, contracting or purchasing decisions.
- 2) Exception: In general, a nominal gift of less than \$50.00 in value that was not solicited by an employee, and which can be and is shared with all employees and/or the public, may be considered acceptable. Employees are expected to exercise good judgment before accepting any gift, and to check with the Executive Director or the Board Chair if in doubt.

E. CONTRACTING WITH FORMER CRA EMPLOYEES

One year prohibition: within one year after an employee leaves CRA, CRA shall not contract with such employee if the employee was responsible for formulating policy or influencing decisions with respect to the project(s) being contracted for.

E. OTHER PROVISIONS

4. ELIGIBILITY TO CONTRACT WITH CRA

A. AUTHORITY AND RESPONSIBILITY

The Executive Director or his/her designee shall take all actions necessary to assure that the CRA award contracts only to eligible, responsible prospective contractors who have the ability to perform successfully under the terms and conditions of the proposed contract.

B. DETERMINATION OF RESPONSIBILITY OF PROSPECTIVE CONTRACTOR

- 1) In determining the responsibility of a bidder, the CRA shall consider such matters as the bidder's:
 - a) Integrity;
 - b) Compliance with public policy;
 - c) Record of past performance; and
 - d) Financial and technical resources (including construction and technical equipment).
- 2) Before a bid or proposal is considered for award, the bidder may be requested by the CRA to submit a statement or other documentation regarding any of the items in paragraph (A) above. Failure by the bidder to provide such additional information shall render the bidder - nonresponsive, non-responsible and ineligible for award.

C. DEBARMENT STATUS REVIEW

- 1) The Executive Director shall ensure, prior to award of a contract that the proposed business has not been debarred or otherwise declared ineligible for award by an applicable regulatory agency. The following non-exclusive list of sources shall be reviewed when required:
 - a) U.S. General Services Administration's "List of Parties Excluded From Federal Procurement and Non-Procurement Programs"
 - b) U.S. Department of Housing and Urban Development's "Limited Denial of Participation" List
 - c) Lists of Suspended or Debarred Contractors Maintained by the Commonwealth of Massachusetts office of the Attorney General and the Division of Capital Asset Management.

E. OTHER PROVISIONS

D. COMPLIANCE WITH IRS REGULATIONS

- 1) Prior to making payment to a business, the Executive Director or his/her designee shall ensure that CRA receives from the business (if not already on file), a W-9 or W-9 substitute form.
- 2) Provision of Data Universal Numbering System (DUNS) number as issued by Dun and Bradstreet for all federal grants.

5. DIVERSITY IN CONTRACTING

A. AUTHORITY AND RESPONSIBILITY

The Executive Director will take affirmative steps to encourage the use of women and minority-owned businesses (W/MBEs), businesses owned by economically disadvantaged persons, and small businesses as contractors, subcontractor's consultants, and service providers.

6. PAYMENT AND PURCHASING PROCEDURES

A. PURCHASE ORDERS

- 1) The Executive Director shall enter a purchase order into Quickbooks Online by following the steps enumerated below:
 - a) Click the "+" in the top middle of the Quickbooks software.
 - b) Under the Vendors section, click on Purchase Order
 - c) Enter the pertinent information (Vendor, vendor email, PO date)
 - d) Click on Account details
 - e) Enter the Account to which the expense item refers, a description and the amount
 - f) Save and Close or Save and Send
- 2) You can print an open purchases report at any time to review the current status of purchase orders. It will not appear on the profit and loss until you enter the information from the actual bill.
- 3) An open purchase order report will need to be part of the monthly statements in order to track the unbilled but encumbered amounts.

E. OTHER PROVISIONS

B. INVOICES FOR PAYMENT

- 1) To pay the bill for which a purchase order was created, follow the steps enumerated below:
 - a) Go to the Vendors menu and click unbilled Purchase Orders.
 - b) In the Open Purchase Orders window, and choose the vendor. Check the appropriate purchase order. Under Action, click copy to bill.
 - c) In the Date field of the Enter Bills window, enter the date on the vendor's bill.
 - d) In the Ref. No. field, enter the vendor's invoice number.
 - e) In the Amount Due field, enter the amount you plan to pay the vendor (or the draw).
 - f) Click in the Amount column to enter the amount you're paying. The amount shown on the Items tab should be the same as the amount you're paying (in the Amount Due field).
 - g) Click Save & Close
- 2) Once the bill has been entered, the amount will appear on the appropriate expense line on the Profit and Loss Statement.

DRAFT

Cambridge Redevelopment Authority

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Cambridge, Massachusetts 02142
617 492-6801
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MARKET MANAGER

CONTRACT SCOPE FOR WRITTEN PROPOSALS

Issued: June 19, 2014

Issued by: Cambridge Redevelopment Authority
One Cambridge Center/Fourth Floor
Cambridge, MA 02142

Contact: Tom Evans, Executive Director, tevans@cambridgeredevelopment.org

Proposals Due: July 9, 2014

The Cambridge Redevelopment Authority (CRA) is requesting proposals for qualified individuals or firms interested in serving as the market manager for the pilot Parcel 6 Marketplace (P6M); a temporary market to be created by the CRA to occupy a currently vacant lot in Kendall Square.

The re-envisioning of an underutilized piece of CRA land as a vibrant and diverse market is in accordance with the CRA's mission statement: "The Cambridge Redevelopment Authority is committed to implementing imaginative, creative initiatives to achieve social equity and a balanced economic ecosystem. We work in the public trust to bring a human dimension to development improving the quality of life for residents, businesses, employees, and visitors. Our goal is to balance economic vibrancy, housing, and open space to create sustainable communities through new and revitalized development." The CRA is committed to executing a one season pilot market, with the option of expanding it to future years.

Market Overview:

The Cambridge Redevelopment Authority's Parcel 6 Marketplace will utilize repurposed shipping containers to create a new retail space in on Third Street in Kendall Square. The goal of this market is to populate these containers with a diversity of vendors, providing merchandise ranging from fresh fruits and vegetables to home-crafted goods. The positive outgrowths of P6M are threefold: it will capitalize on pent-up demand for greater range of retail offerings in Kendall Square; it will contribute to a scarce inventory of low-cost retail space suitable for start-up and small retail endeavors; and it will convert a presently unwelcoming and underutilized space into an inviting and vibrant community gathering space.

The CRA expects that tenants in the marketplace may perpetually change, with vendors renting containers on a day-to-day basis, insuring that the space is available to a wide cross-section of vendors, while incentivizing local residents and workers to frequently stop by to investigate the day's offerings.

P6M will be located at the southwest corner of Third and Binney Streets. The parcel is approximately 5,900 square feet and is owned by the CRA (for details on dimensions and location, see Appendix A). The market's 2014 season will serve as a pilot program for future operation; depending on its success it will potentially be revitalized on an annual basis going forward. Its tentative opening date is August 2014, with the expectation that it will operate through the end of October.

CRA Market Manager DRAFT SCOPE of SERVICES

Job Description and Responsibilities

In order to enliven the existing parcel in the manner described, the Cambridge Redevelopment Authority is seeking a Market Manager capable of overseeing operations of the pilot P6M. If the Fall 2014 pilot is successful, the Market Manager may be retained to continue P6M for additional seasons beginning in 2015. It is essential that the market manager have an understanding of the CRA's vision for the marketplace, a genuine passion for the vision, and the skills necessary to convert this passion into tangible results. While the initial contract for the market manager will cover the pilot program of the 2014 season, depending on the success of the market and the manager, there will be an opportunity to extend this contract to future years.

The Market Manager will need to conduct a variety of tasks in order to insure the successful operation of the market. These can be broadly grouped into five categories:

Permitting: While vendors are responsible for securing their own operational permits, the Market Manager is responsible for monitoring that all vendors are properly licensed, assisting vendors in navigating the permitting process, and assuring the market itself has all required city permits in proper order. Because of the range of vendors that will populate P6M, a broad range of knowledge concerning licensing and permitting will be needed.

Scheduling: Scheduling will be essential to the success of the market. Because of the transient nature of the vendors, a rigorous scheduling effort, creating a mixture of complementary vendors that rotate on a near-daily basis, will be necessary. The market manager will be responsible for identifying and selecting vendors, and then programming the space in a way that conforms to the overall vision of the marketplace while meeting the practical constraints of individual vendors.

Marketing: The Market Manager will have a marketing budget to use in order to advertise and popularize this market. This budget should be used to maximize customer base as well as populate the containers with the highest quality vendors possible. A mixed-media marketing effort, including outreach via print, radio, internet, social media, and word-of-mouth, is envisioned.

Operating: It is not necessary that the market manager be present at the market during all hours of operation. The manager will be responsible, however, for collecting rent from the vendors, overseeing parcel upkeep, enforcing market bylaws, handling emergencies and complaints, and holding vendor meetings as needed.

Analysis: The Market Manager will be responsible for collecting information related to the market including quantitative data concerning occupancy, sales, visitors, etc and qualitative data assessing the impacts of different vendors or programming interventions on the quality of the space. The Market Manager will be responsible for condensing their observations into a briefing report to the CRA at the end of the season, to be utilized to inform potential future iterations of the market.

Price Proposal

Submissions for the market manager qualification should include a requested fee for service rate. Because of the importance of a high occupancy rate in insuring the ultimate success of the market, applicants are encouraged to propose an incentive based compensation structure that rewards high levels of occupancy. The application may provide a rate proposal for the pilot phase in 2014, and an alternative rate structure should the market continue in following seasons.

Evaluation Criteria

Applicants will be evaluated on the following criteria:

1. Ability to attract a diverse range of vendors
2. Experience navigating permitting processes
3. Capacity to advertise the market across a range of platforms
4. Experience with commercial enterprises in the Boston area
5. Knowledge of market dynamics in Cambridge, specifically in the Kendall Square area
6. Quality of references
7. Ability to create and manage a complex and fluid vendor schedule
8. Capability to collect, analyze, and report data to inform future iterations of the market
9. Knowledge of urban retail and public market “best practices”

Applications

Qualified and interested applicants should submit a resume, cover letter, two references, and salary proposal to planning@cambridgeredevelopment.org. Cover letters should address the evaluation criteria stated above and should be no longer than two pages. Submissions should be received by 5:00 pm on July 9, 2014. Interviews will be scheduled for a selection of candidates during the following week.



THE GRAND JUNCTION PATH

1. WHAT IS THE GJ PATH?
2. WHY IS IT IMPORTANT?
3. NEXT STEPS?

For more information, visit:
cambridgema.gov/grandjunction
 Contact: Jeff Rosenblum
jrosenblum@cambridgema.gov
 617-349-4615

Cambridge Community Development Department

Rendering courtesy of the Friends of the Grand Junction Path

	<p>City of Cambridge Community Development Department</p>	<p>June 11, 2014</p>
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For more information <http://cambridgema.gov/grandjunction>



THE GRAND JUNCTION PATH

PROJECT OVERVIEW

1. WHAT IS THE GJ PATH?
2. WHY IS IT IMPORTANT?
3. NEXT STEPS?

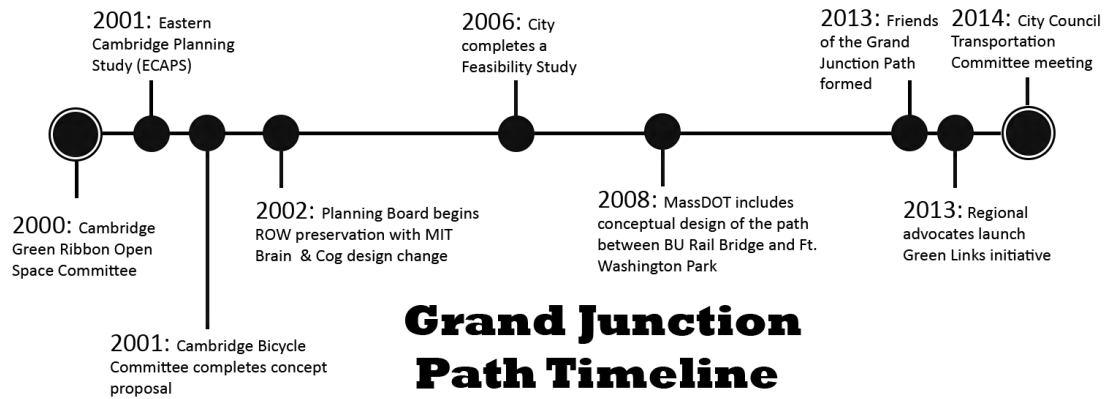
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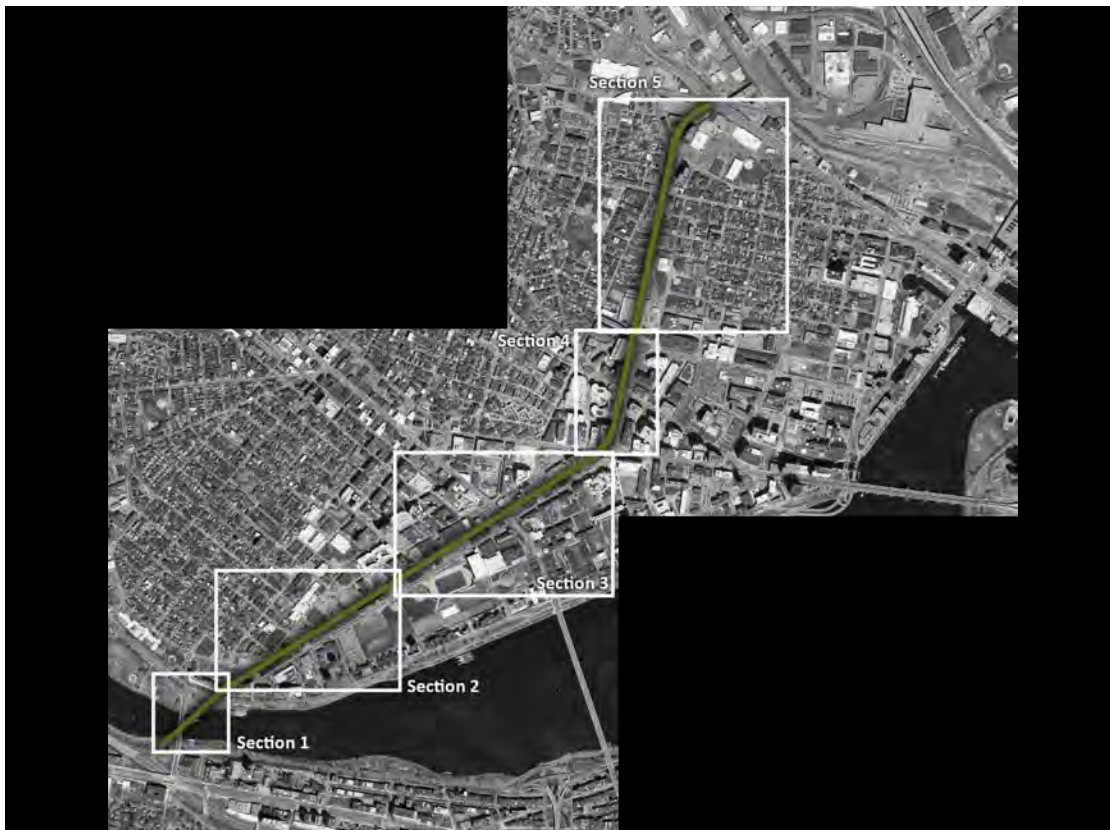
Cambridge CDD @ 344
COMMUNITY DEVELOPMENT DEPARTMENT
344 Broadway

Rail with Trail Examples
(British Columbia, Seattle WA, Burlington VT)



Section 1: Charles River Crossing

1



Grand Junction Path Aerial and Sections

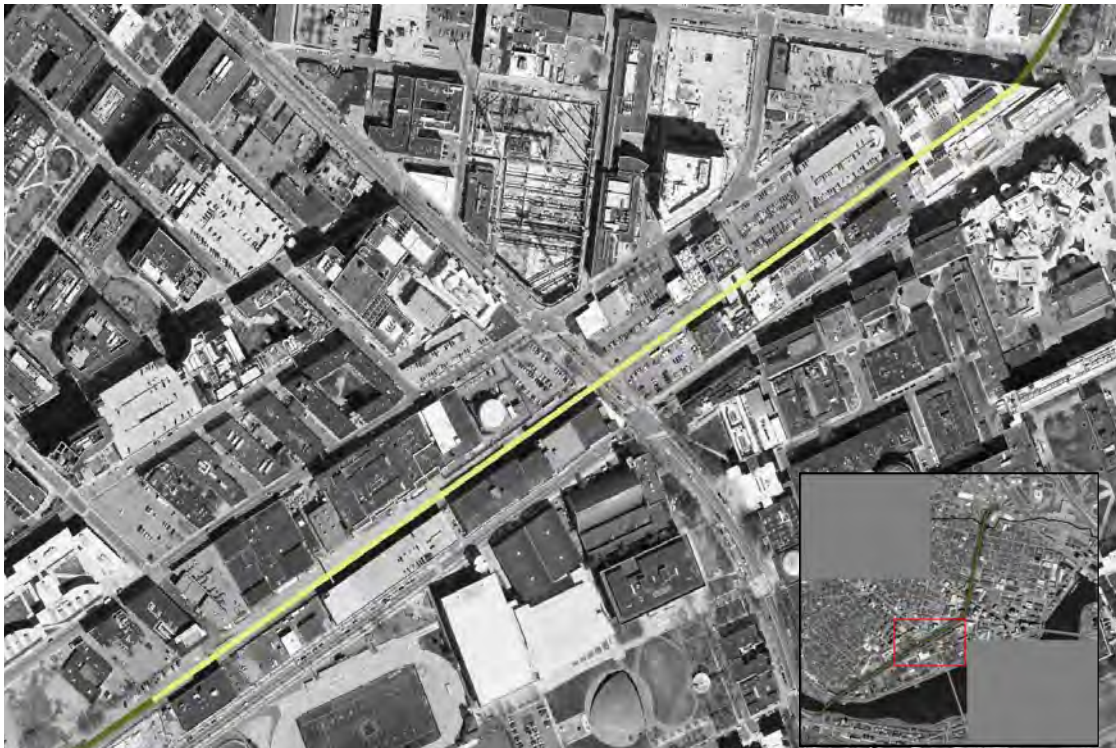




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**View Looking Northeast from Mass Ave.
Toward Main Street**

3



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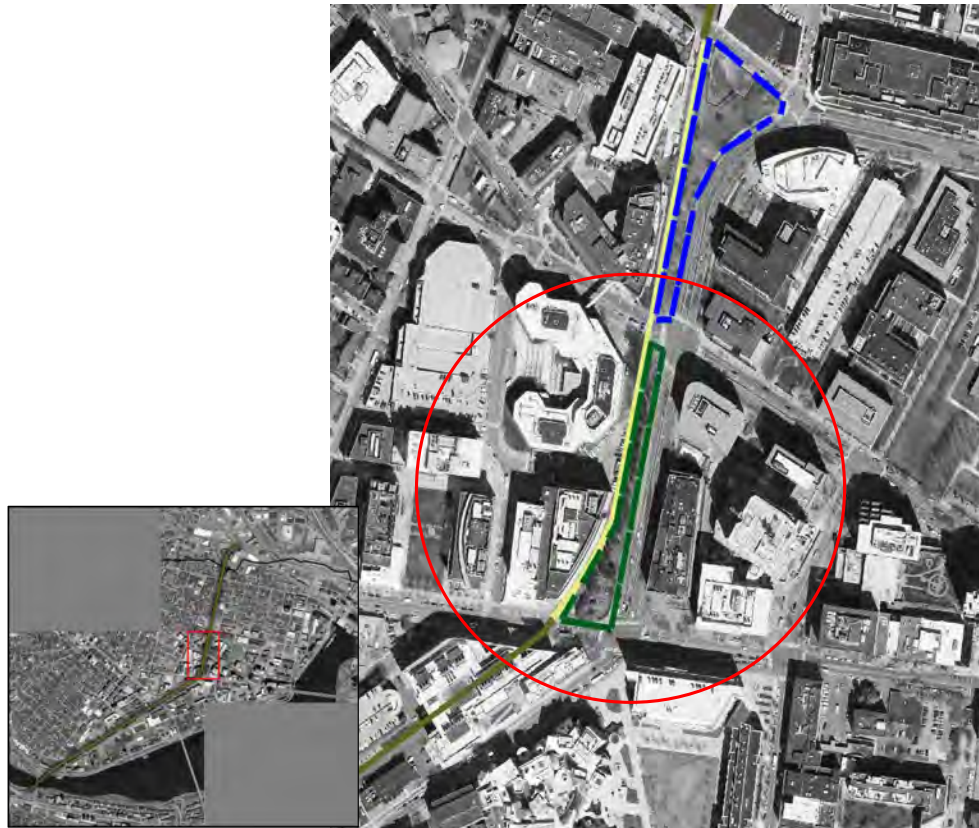
Section 3: Near Pacific Street to Main Street
MIT Feasibility Study Section

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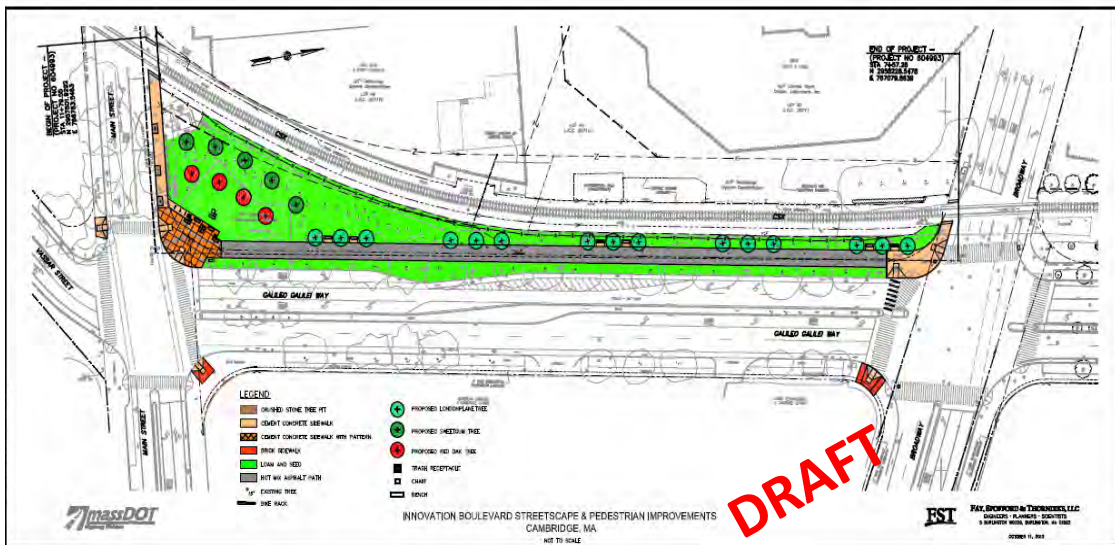
View Looking North from Main St

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Section 4: Main Street to Binney Street
CRA : Galileo Galilei from Main to Broadway

4

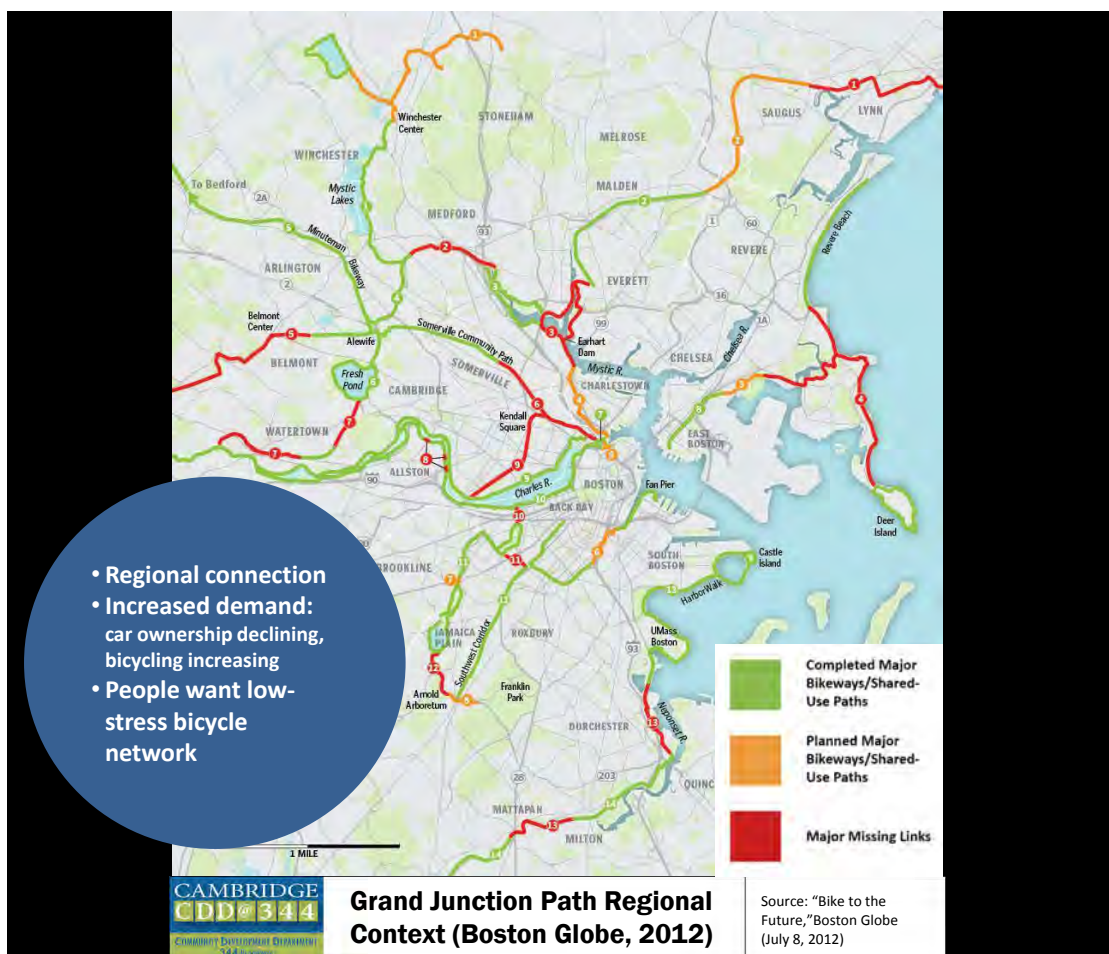
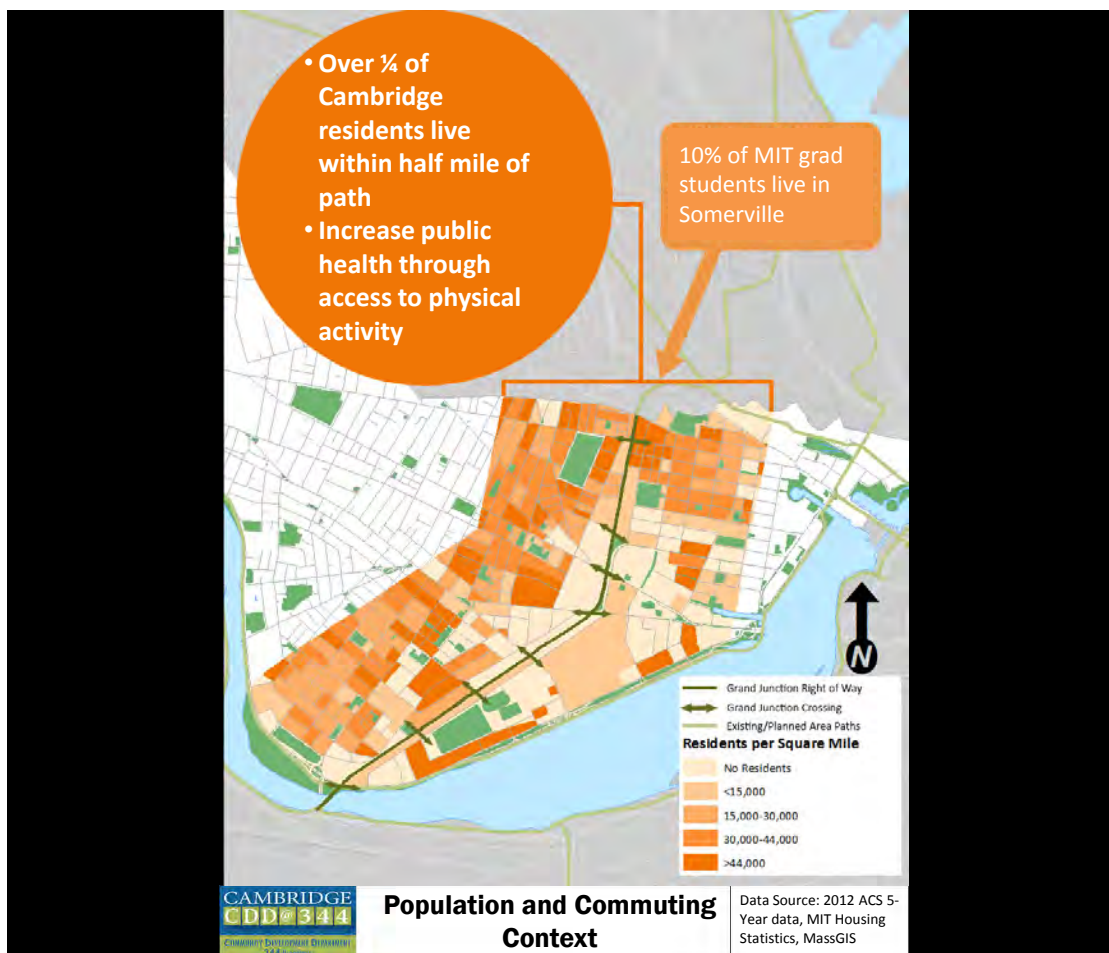




<p>CAMBRIDGE CDD@344 COMMUNITY DEVELOPMENT DEPARTMENT 344 Broadway</p>	<p>City of Cambridge Community Development Department</p>	<p>June 11, 2014</p>
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<p>CAMBRIDGE CDD@344 COMMUNITY DEVELOPMENT DEPARTMENT 344 Broadway</p>	<p>View Looking South from Gore St.</p>	<p>5</p>
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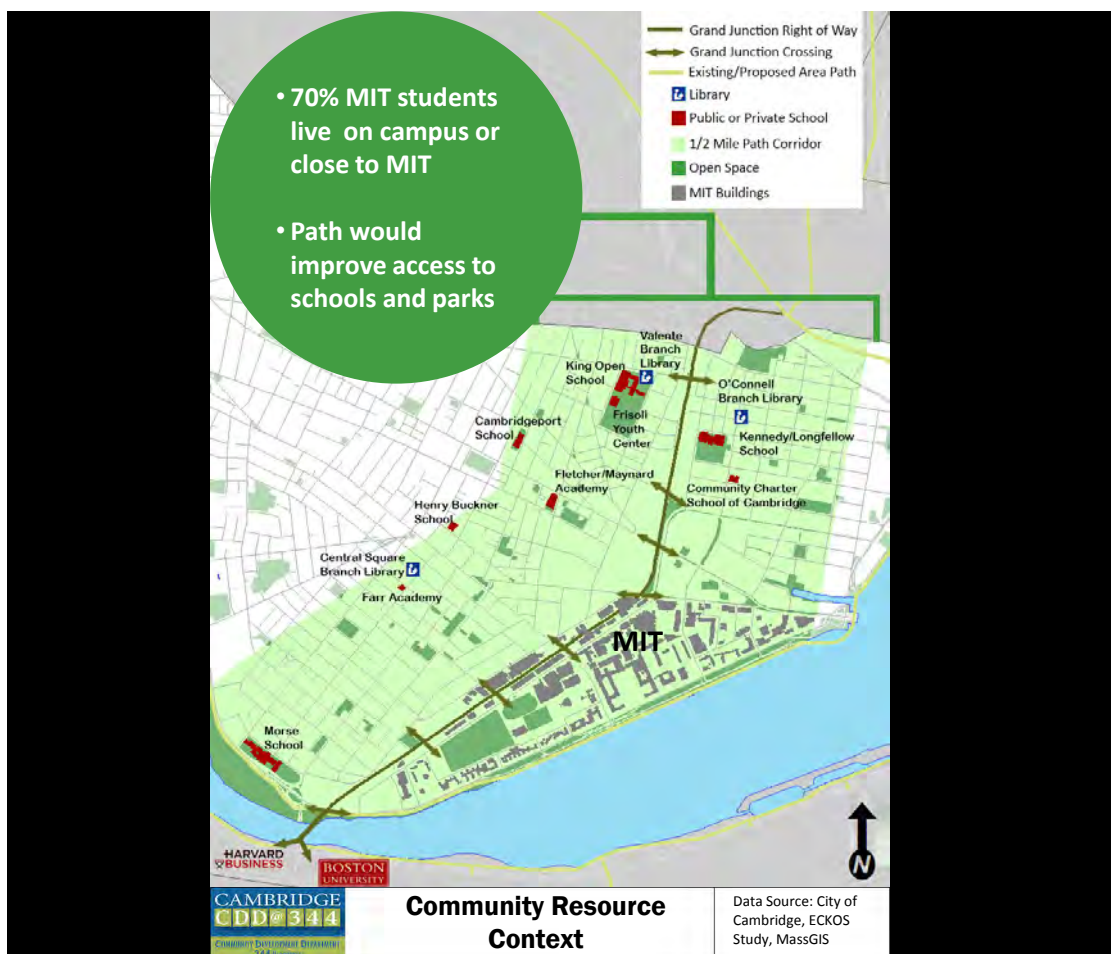


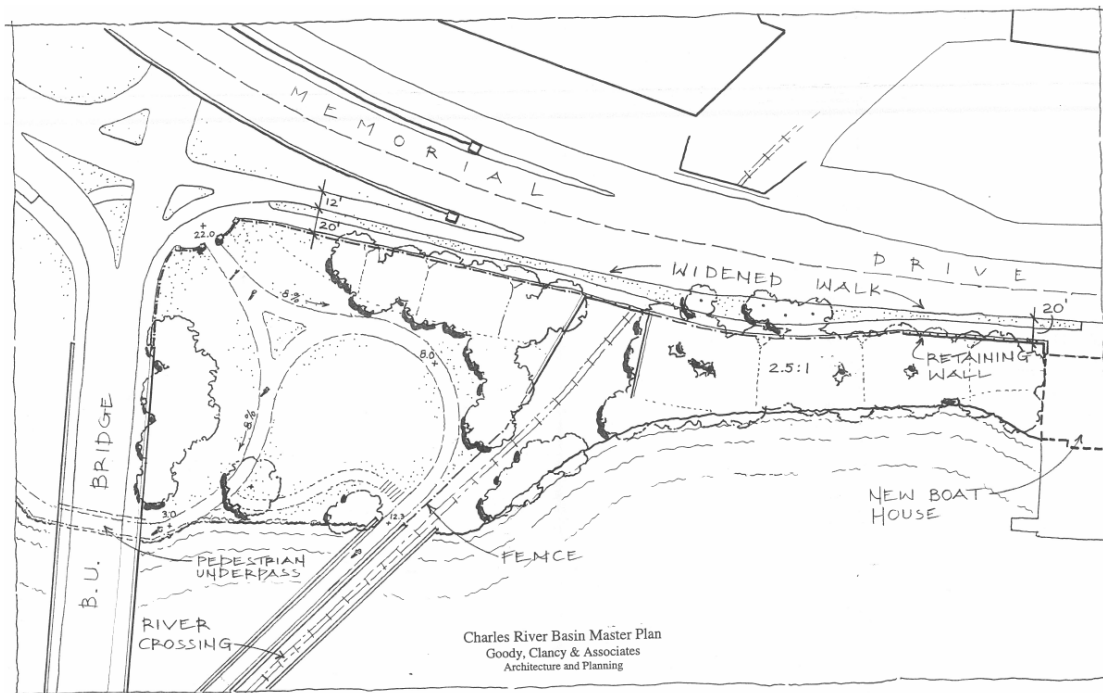
Rendering courtesy of the Friends of the Grand Junction Path



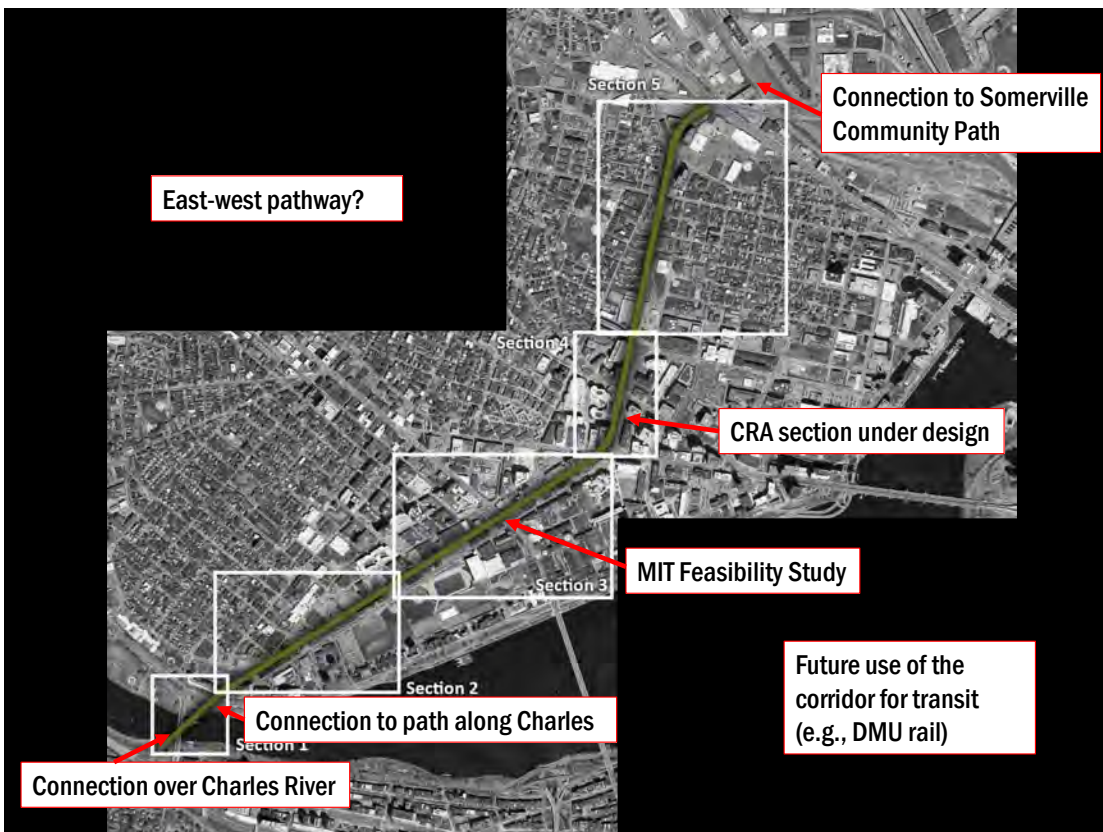
**City of Cambridge
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June 11, 2014





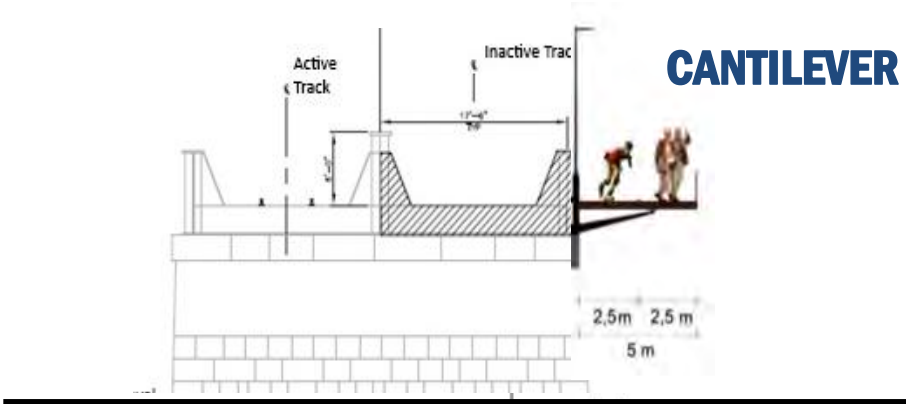
Connection to Charles River Path Concept (Charles River Basin Master Plan)



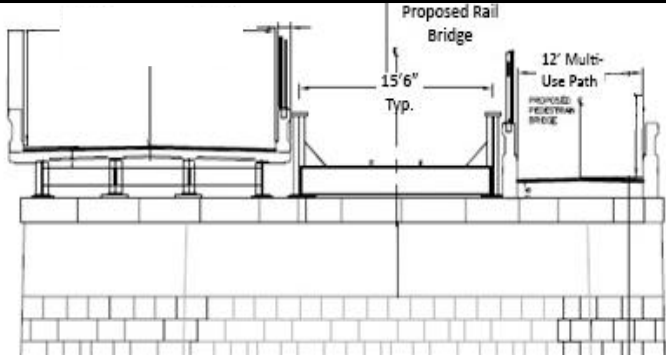
Grand Junction Path Next Steps for Planning

Imagery Source: Mass DOT

CANTILEVER



WIDEN



Options for modifying the BU rail bridge over the Charles River



BU Rail Bridge crossing over Charles



