# Cambridge Redevelopment Authority Board Packet of Supporting Materials

Meeting of October  $15^{th}$ , 2014

- i. Agenda
- 1. Draft minutes of the Regular Board Meeting on September 17, 2014
- 2. Letter of Support to General Services Administration regarding Volpe Redevelopment
- 3. Memorandum regarding Summary of Results, Soil and Groundwater Investigations along Galileo Galilei Way
- 5. Kendall Square Urban Renewal Plan Chapter One Objectives
- 6. Monthly Report to the Board of the Executive Director
- 7. Third Quarter Report on Budget and Expenditures for 2014
- 8. Draft of Cambridge Redevelopment Authority Procurement Policy
- 9. Community Fund Proposal Memo

### Cambridge Redevelopment Authority

255 Main St/Fourth Floor Cambridge, Massachusetts 02142 617 492-6800 www.cambridgeredevelopment.org



### **NOTICE OF MEETINGS**

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

### Design Review Meeting Wednesday October 15, 2014 at 4:30 pm

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

### Full Board Meeting Wednesday October 15, 2014 at 5:30 pm

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

### DESIGN REVIEW MEETING AGENDA

### October 15, 2014 Design Review Meeting – 4:30 PM

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

### Introductions

### Project Review

- 1. Ames Street Residential Project Update
- 2. Discussion: Signage Guidelines and Implementation

### Adjournment

### REGULAR MEETING AGENDA October 15, 2014 Full Board Meeting – 5:30 PM

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 approve the minutes of the Regular Board Meeting on September 17, 2014\*

### Communications

- 2. Letter of Support to General Services Administration regarding Volpe Redevelopment \*
- 3. Memorandum regarding Summary of Results, Soil and Groundwater Investigations along Galileo Galilei Way \*

### Reports, Motions and Discussion Items:

- 4. Update on the Ames Street Residential Project (Mr. Evans)
- 5. Discussion: Revisions to the Kendall Square Urban Renewal Plan Chapter One Objectives\*
- 6. Report: Monthly Report to the Board of the Executive Director Officer (Mr. Evans)\*
- 7. Report: Third Quarter Report on Budget and Expenditures for 2014 (Mr. Evans)\*
- 8. Motion: To approve the proposed Cambridge Redevelopment Authority Procurement Policy (Mr. Evans)\*
- 9. Update: Community Fund Proposal (Mr. Evans) \*

Motion: Authorizing the Executive Director to implement a Pilot Round of Community Fund Grants for up to \$40,000

### Adjournment

(\*) Supporting material posted at: www.cambridgeredevelopment.org/next-meeting/

### **Upcoming Meetings:**

Foundry Community Meeting: **October 29, 2014** at the Citywide Senior Center - 806 Mass Ave. Next Board Meeting: **November 19, 2014** at the Cambridge Police Station - Community Room

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:

<sup>(</sup>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.

<sup>(</sup>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.

### **Cambridge Redevelopment Authority**

255 Main Street/Fourth Floor Cambridge, Massachusetts 02142 617 492-6800



Regular Meeting
Cambridge Redevelopment Authority

Wednesday, September 17, 2014, 5:30pm Cambridge Police Station 125 Sixth Street Community Room

### DRAFT MEETING MINUTES

<u>Present:</u> Kathleen Born (Chair), Margaret Drury (Vice-Chair), Christopher Bator (Treasurer), Conrad Crawford (Asst. Treasurer), Barry Zevin (Asst. Secretary), CRA Executive Director Tom Evans, CRA Strategic Planner Kathryn Madden, CRA Office Manager Ellen Shore, Chuck Redmon (Design Advisor), Greg Smith (designers of 73 Ames Street Restaurant), Steve Kaiser, Heather Hoffman, John Hawkinson, Carly Nix, Andrew Meyer, Zachary Katz

Public sign-in sheet attached.

### Call

The meeting was called to order at 5:35pm. The Chair introduced Board members and Staff. The meeting started with a review of the agenda.

### **Public Comment**

#### Steve Kaiser

With regard to the budget, it is interesting that during the first 9 months of the year the income was reduced from expected  $\frac{1}{2}$  million dollars to \$12,000 and the expenses reduced even more so now  $\frac{1}{2}$  million dollars ahead of net operating comment. He also noticed other internal changes in the budget.

With regard to the Director's Report, he noted that on page 2 at the bottom there is a short paragraph on Volpe and he feels that this is one of the most important issues for the CRA. He requested that it be put on the agenda in October for general discussion about what's been done so far and what the plans. In particular, he directed attention to the last line which states that the nature of CRA's role, if any, is not determined at this time.

He stated that this a total breakthrough on the part of the federal government to allow private developers to build a new building in exchange for owning part of the property. This is going to increase activity on the site and it surprising that there's no mention of how all these new workers are going to get to the site. We need this to be a transit oriented project and work needs to be done on the Red Line. He suggested that the CRA contribute to the project by providing a transit plan.

Ms. Born agreed that there is a great opportunity for the CRA regarding the Volpe project.

### **Heather Hoffman**

Firstly, there's a typo Page 5, section 14 8 B, first line uses the wrong spelling of the word "undo".

### 1) Signs.

There seems to be a confluence of signage discussions in the city. There's the CRA proposal and there was a lengthy discussion at the Cambridge Planning Board meeting where its chair, Mr. Russell, gave a history of the Cambridge sign ordinance. He stated, and Ms. Hoffman agrees, that signs exist so that people down on the street level traffic can locate the business. She is vehemently opposed to branding signs. She feels they are truly billboards and do not add anything to the skyline. Not too long ago, 18,000 people signed a petition to get rid of the sign ordinance that the city council had adopted to allow branding signs so it's clear that voters, including me, do not like these signs. Although the previous board regime claimed that these voters weren't knowledgeable, she feels that the current board is smarter and classier and will prevent such branding from being regularized.

### 2) Project 19 filing and the percentage of affordable housing

This topic was also on the citywide agenda. This is the 3<sup>rd</sup> time it's come up. The first instance was the Andrews petition which proposed doing a real percentage but not adhered to, the second instance was during the last term of Councilor Symmons where he asked for the affordable housing percentage to be looked at which also went "no where" and now, just this week, once again, it's being brought before the City Councilor and City Manager. Regardless of the fact that other projects of this type have been allowed to "monkey around" with the numbers, the zoning ordinance clearly states that there is no legal or moral justification for this building to have less than 15% of its affordable housing, especially since they have unlimited FAR and unlimited units. This project and other luxury condos are creating havoc for those who are not rich and Ms. Hoffman requests support from the CRA to ensure that we get every affordable unit that the law provides.

#### John Hawkinson

To add to Mr. Kaiser's concerns, Mr. Hawkinson is also troubled that Volpe doesn't appear on the CRA agenda. The board should be able to respond quickly to business not anticipated and suggested there be a section in the agenda for "business not anticipated," although a conversation about Volpe should have been anticipated. The planning board had a presentation from GSA on Sept 2, where some CRA board were present. Please respond to the RFI, which is a solicitation for general ideas but the deadline is Oct 10. Please send ideas to GSA to influence the process.

Although discussions don't normally take place during the public comment process, Ms. Born asked Mr. Evans to respond since it is not on the agenda.

Mr. Evans explained that one of the reasons the CRA has not had any direct discussions with GSA on the Volpe project is because if they think we are a possible respondent and they talk to us but not to other developer respondents, it would be considered unfair. CRA will be attending their open house this Saturday. The purpose of an RFI from a government's or CRA standpoint (as a government agency) is to learn about market interest and to get information. It does not restrict the participation in a future RFP. So we are much like the GSA, and the city, listening to the development community to make it the best project.

Mr. Hawkinson urged responding and allocating resources if necessary.

, ,	all who built Industry Lab, a co-working space in
Inman Square who has interest in the Foundry Project. Public comment session is closed.	

### **Minutes**

## 1. Motion: To approve the minutes of the Regular Board Meeting on July 23, 2014\* Communications

There were no comments, additions, or corrections entered.

The minutes were unanimously approved.

### **Communications**

### 2. City Manager Update to City Council Regarding the Foundry Reuse Project - July 25, 2014\*

The executive session regarding the Foundry which appears on the agenda will not include anything about the programming or eventual use of the Foundry. The executive session, allowed under the Open Meeting Law, allows the board to deliberate terms of the real estate agreement to be reached with the city.

Mr. Evans stated that the letter talks about process with the City and more importantly puts brackets around the objectives, vision, and concepts by which the project would be developed. There will be oscillations in proposals over time but we want to start to layout the general framework of operations applicable on day 1 or year 30. The idea is to create a flexible but clear directive of the types of community based uses in the building and discuss the interactions of the users. Our process with the city will head toward an RFQ/RFP process where we get information and qualifications and eventually proposals from the developing community on how they can implement this vision. All financing discussions fall under the template of this vision and set of programmatical objectives.

Ms, Born asked how the City Council reacted to this at their summer July 30 meeting. Ms. Madden said that this was part of their report but that it wasn't on the agenda and it was not discussed.

Mr. Crawford suggested that the transaction phase, taking place this Fall – Spring 2015, would be useful for understanding the next steps and when they might take place.

Mr. Evans stated that the general transaction structure is conveyance from the City to the CRA, and then from the CRA to a redevelopment entity. The CRA is actively working with the City to figuring out the conditions that exist at each of those transactions to ensure a viable project.

Mr. Zevin stated his concerns about determining what use this building has and since some of this building is for the public good, someone needs to ensure that the public will truly get what it needs. We need to understand what we don't have and what should be in this particular place.

Ms. Madden said that this is a joint document which outlines the objectives for the building. In order to leave as much flexibility as possible for how someone puts the project together in terms of finance and because this building will have a 30-50 year lifespan, the CRA does not want to legislate specific uses that won't endure over time. The CRA is trying to set up the criteria that uses would be evaluated.

Mr. Zevin thinks that a City inventory would be helpful and noted that there are some uses on the list that would make a substantial impact on the building structure such as theatre space since this is not as flexible as other uses. Ms. Madden said that even performance space could be made flexible. We have done an inventory of the many of the visual and performing arts and Cambridge has a lot so it's hard to say we have a need vs. a want for them. It's important to understand that we aren't competing with things but rather complement things.

Mr. Evans stated that a tangible need is for collaborative workforce connectivity from the proximate neighborhoods and economic activities of Kendall Square. The City is also taking a broader art inventory with the Arts Commission and whether their proximity to one another negatively affects each other.

Ms. Madden noted that feedback from the teens suggest that this is not a great location to them. Mr. Zevin stated, however, that this is a great location for research for Kendall Square so perhaps performance arts shouldn't be included to keep the Foundry viable.

The Board took a comment from the floor. Andrew Meyer agreed that Cambridge doesn't want to lose R&D and incubator space to other towns and Industry Lab has created a multi-functional use building in an old building and it's working well in Inman Square

Motion to place letter on file is unanimously approved.

### Reports, Motions and Discussion Items:

### 3. Report: Monthly Report to the Board of the Executive Director Officer (Mr. Evans)\*

CRA has been conducting interviews and honing in on a candidate to fill the Associate Planner position which will add capacity to the office.

We are now in the process, perhaps a tad late, for hiring new intern(s). Intern Young-Ae is still working at CRA through the Fall semester.

We released an RFP for office space in July. It was advertised over 21 days in the Chronicle and we also notified other brokers. We had only one response which isn't surprising since we only need a small space and for a short period of time (3 years) which will be discussed later on..

We moved out of our free storage space in the basement of 4CC as requested by Boston Properties. We moved a lot of old documents and flat files to Metropolitan Storage. Beside Iron Mountain being very expensive, we didn't have enough time to properly categorize them to go to this facility. We want to whittle down our use of Iron Mountain.

We do need to work on a record management policy which is now on the to-do list of internal issues.

We are close to completing the audit process which should be forthcoming in October. In clearing out a lot of the big issues over the past year, there are now little things to work. The understanding is that there will be a management letter coming but not an internal controls report which is a successful place to be.

Looking forward in the calendar, we will see on the agenda the following items:

- Volpe, as suggested this evening
- Grand Junction
- · KSURP renewal plan amendment

On some specific projects, the signage package that we had approved in the Spring, which addressed all of Cambridge Center is now in its implementation phase. We are now at 255 Main Street and no longer at One Cambridge Center. Block 4 is complete and the next phase is Parcel 4 - Broad, Acamai buildings. It is not clear if the Whitehead Institute (8 Cambridge Center) and the Marriot Residence will follow suit as they are not owned by Boston Properties.

Ms. Drury questioned whether changing addresses is a choice. Mr. Evans stated that they are negotiable at times. For instance, the addressing of the North Parcel has been a bit odd since some of the access roads are private roads and not city roads.

The Public Gardens artwork is coming along. There's still some testwork for the window application but painting on Main Street is done. The goal is to follow the vine to the garden.

The Ames Street article 19 application was filed on August 2<sup>nd</sup> and we are coordinating a design review process with the City. There are a few technical transportation issues with access and the street design of Ames Street which is outlined in the packet. The preferred method chosen by the City requires talks with MIT about their plans for Ames Street which have just begun.

Mr. Bator asked if the process as it was broadly understood still on schedule. Mr. Evans said that it is a little behind. We had hoped to do initial construction work before Winter and it will now be a Spring start. The goal had been to get into construction documents and some initial prep work in the garage before the calendar years so it has slipped.

Ms. Born asked for clarification on process. Since we are coordinating design review between the City and the CRA staff, what process exists if our reaction is different than the planning boards reaction?

Mr. Evans stated that we haven't talk about that specifically. The CRA would incorporate minor modifications and present to the Planning Board. If there is a major conflict, the October schedule would be affected. We have no indications of any issues as of yet.

Ms. Born stated that since the issue of affordable housing was mentioned during public comment, she wanted to state that this is a City issue since it is under the City ordinance. Under the current MXD zoning, CRA can make suggestions, but we don't have the teeth to make that happen. Mr. Bator suggests that the City determination is mentioned as a minimum. For future new development, the CRA has much more influence than a request.

The goal is to have a public design review meeting in October that will be announced to all CRA contacts. We are working on scheduling this as a coordinated review with the folks who have been previously been involved in the design review meeting (Stuart Dash, Suzannah Bigolin) to inform a full board meeting of the schematic design.

Ms. Born asked whether the planning board could have a subcommittee to be part of the meeting. Mr. Evans will find out.

As for the Foundry item, we covered the nature of our work over the summer, that we are going to financial analysis and government structure, and will be taking more about the CRA's role in the executive discussion following the regular agenda.

On the Grand Junction, further testing of the soil has relieved the initial concerns mentioned in July of the questionable element found in the samples. There seems to have been a testing error or a really tiny spot concentration. We will be getting a full report which will become part of the construction documents. The soil cannot be reused and must be removed in a line facility offsite. There is no harm in its levels. A final report will be published once we receive it.

Mr. Bator asks whether this will save money that we had anticipated spending. Mr. Evans stated that this project still involves outside trucking and new fill to be brought in. Mr. Evans clarified that our income decrease mentioned in public comment by Mr. Kaiser, is due to the fact that reimbursement money from MIT for the path creation is delayed until the soil situation is resolved.

Mr. Crawford asked about the estimated volume of soil involved. Mr. Evans did not know exactly but also stated that the volume is affected by a slight design change for grading up to the Gazebo and dead pine tree removal. More information will come with the report.

On Parcel 6, we have entered into an agreement with Relish who have been conducting "brainstorming interviews" with a number of interested parties involved in a maker-village concept. They are sending a draft report to Mr. Evans in October which will be more formalized and presented to the board in November. They will probably ask for more money to be invested into the program. Since this is supposed to be a pilot for a season, it's not clear what the decision will be.

Lastly, we are participating in Industry Day as interested observers and abutters on the Volpe Project. We have a role as gate keepers of the access points since we own a lot of the boundary since we didn't widen the roads as once anticipated in the 1960s. Mr. Bator stated that as an organization we are paying very close attention to this issue.

Mr. Kaiser wondered whether the October 10 GSA submission deadline would help define the role of the CRA by the next board meeting?

Ms. Born said that it will be clear to those people who are well informed who are looking at that site.

Mr. Evans doesn't know the GSA process well enough to know if they would be ready to relay information a week after the deadline.

Ms. Born stated that people have different opinions of the role of the CRA and we want to show our full hand.

Mr. Hawkinson urged the CRA to offer opinions of what should be done with the Volpe as the organization has ideas that others do not and might not consider otherwise.

Ms. Born feels this is a multistep process and that things won't happen fast.

Speaking of gate keepers, Mr. Zevin mentioned that the gate keeping the octahedron is falling down and could actually be a hazard.

Mr. Evans will have it moved to make room for snow storage and relocate it outside of the gated area and they will repair the fence. The area is for Cambridge Center snow and not other sites. Otherwise, we should be charging rent.

Report to be place on file.

### 4. Report: On the Monthly Expenditures for July and August 2014 (Mr. Evans)\*

This month is a quick check on where we are we will have a more robust report on a quarterly basis.

We are done with a couple of oddities with our bookkeeping transition. The spike in the payroll taxes line item reflects the manual entries that needed to occur from Harpers payroll system into Quickbooks.

The electrical use is at 93% of budget because this is a summer use as the fountain gears off in September. We recently learned that we can bill back to Boston Properties for half of the fountain's operating expenses and they have been invoiced.

The office supply and furniture purchases are on hold until next year with the exception of possible redesign of office which we'll discuss.

Mr. Bator likes the design of the report.

Mr. Crawford thought that the line item for snow removal was helpful to look at while discussing snow removal.

Mr. Evans added to the snow removal discussion, that the CRA might take over some of the snow removal responsibility from the city for the 2-way bike lane as our plows are smaller.

Mr. Hawkinson mentioned that the City just acquired a smaller plow to Mr. Conrad's interest.

Motion to place the report on file was approved unanimously.

## 5. Motion: Authorizing the Executive Director and the Chair to negotiate and execute a three year lease for office space in the current CRA office location at 255 Main Street / One Cambridge Center (Mr. Evans)\*

We went through a RFP procurement process. Boston Properties responded with an increase in rent from \$43/sq ft to \$57/sq ft with a one year annual increase. This is a significant increase in rent. This is a

market process. We are not cutting any deal, nor would we take one. We are allowed to negotiate on the as-is facility and ask for allowance of in-kind work on their part such as new carpet and paint. There is a need to modernize and open up the office to provide a shared co-working office space among staff. We need to increase the size of our conference room to hold meetings of more than 6 people.

Ms. Born stated that it would be a way to provide small public meetings at the office which would give us better visibility and relations.

Mr. Evans stated that we have three options:

- 1. Accept this offer with some negotiations
- 2. Not sign the lease and go to a month-to-month agreement.
- 3. Recirculate Talk more to other brokers.

Our current lease expires at the end of October. Moving seems daunting, option 2 is risky and Mr. Evans wasn't sure there were any more brokers interested. Mr. Evans recommends option 3.

The amended motion "Authorizing the Executive Director and the Chair to negotiate and execute a three year lease for office space in the current CRA office location at 255 Main Street / One Cambridge Center conditioned on a commitment to tenant improvements" was unanimously approved.

## 6. Motion: Approving the MXD District Signage Review & Approval Process and Guidelines (Mr. Evans)\*

Ms. Born stated that we have been working on this since this board started. She stressed that these are guidelines and not to be thought of as laws. It states what we like and don't like that can be handed to a developer. The MXD is exempt from City sign ordinances. Ms. Born likes that the CRA has flexibility in their signage decisions. Ms. Born thanked all parties involved in the process – Tom Evans, Barry Zevin, Larry Bluestone, Kathryn Madden, and, I guess, myself, Kathy Born. The need for a document like this as soon as we were seated as a new board. We have learned from every proposal and now we feel confident to stand by the document.

Mr. Evans stated that we have already tested it with the 73 Ames Street process and it was helpful to have a set of guidelines.

Ms. Born stated that it helps the developer and also safeguards from feelings that this is all subjective.

Mr. Evans stated that the following typographical corrections should be made:

- Page 1 remove 2<sup>nd</sup> period and a few other punctuation edits that aren't necessary to go through here
- Page 5, section 4.8B- correct spelling of the word "undue"
- Page 7, replace word "staff" with "design committee" to read "....initial review of the design committee"
- Page 6, section reference to 7.2 should be 6.2 (since we eliminated section 7)
- 5.2 references 6.1 should be 5.1
- Page 6, on section 5.1, 2<sup>nd</sup> paragraph, Ms. Drury would like it to say ".....staff will respond to proponent within 30 days and may ask for additional information...."
- Page 2.1, ownership and placement, within the MXD district....add CRA jurisdiction includes the following. Also make sure there's a full sentence.

Ms. Drury stated that she is happy with the document. Mr. Bator agreed and called it a great public policy document.

Mr. Zevin asked to include more specifics but since we are only talking about two blocks worth of signs, I think we spent enough time on this. He requested that the reasoning for signage approval or disapproval be documented and recorded and pictures be kept on file.

Ms. Born requested one more review of the document before it goes onto the public website.

Since they are all minor issues, Mr. Evans is given the authority to make the edits after which the board will review the document and then it can be placed on the website for public access.

Motion "approving the MXD District Signage Review & Approval Process and Guidelines with minor amendments, posting it onto the CRA website and having it be a companion document of the Urban Renewal Plan."

Motion passes unanimously.

## 7. Motion: Approving the Signage Proposal for Ames Street Deli and Study Restaurants at 73 Ames Street (Mr. Smith of Next Phase Studios)\*

73 Ames Street is the condo owned by the Brode, not Boston Properties.

Greg Smith from Next Phase Studios Architects, the designer of two restaurants on the first floor of the new Brode building, introduced himself and the owners of the restaurant at 73 Ames Street. This is a wide space where one side of the space is a restaurant called Ames Street Deli which is a deli café/sandwich bar during the day and a cocktail craft bar by night and the other side is a restaurant called Study serving breakfast, lunch, and dinner. They are essentially one business with two dimensions which share kitchen staff. The seating capacity of each restaurant is 40 for each restaurant. Mr. Smith explained the layout of the space, its doorways, seating, bathrooms, and kitchen locations.

Signs for both restaurants were explained and discussed in great detail, including dimensions, weight, color, materials, how they are hung from the building, lighting used, visibility from the street, etc.

After much discussion, Ms, Born restated that the CRA should not be playing building inspector.

The motion Approving the Signage Proposal for Ames Street Deli and Study Restaurants at 73 Ames Street was unanimously passed.

## 8. Motion: Approving the Signage Proposal for Akamai at 150 Broadway / 8 Cambridge Center (Boston Properties)\*

Ms. Born recused herself from this decision since her husband is doing some consulting work and asked that Ms. Drury chair the discussion.

Mr. Evans will present this since there were no Boston Property representatives in attendance.

Replaces the 8 Cambridge Center sign with the same materials as its current exterior sign but smaller. This has been in the lease once the 8CC address was removed from that location. This sign is above the entrance into the internet observatory lab. Mr. Zevin stated that someone should tell Akamai that their observatory is not observable when the curtains are often closed.

The proposal is contradictory because it mentions both "illuminated" and "non-illuminated."

Mr. Evans did not have more information about the proposal and offered the option of requesting more information.

Mr. Hawkinson suggested that the board should request that staff review for this type of inconsistency to avoid this in the future.

The motion Approving the Signage Proposal for Akamai at 150 Broadway / 8 Cambridge Center was unanimously passed exception for Ms. Born's abstention.

## 9. Motion: Approving the Signage Proposal for 80 Broadway / 4 Cambridge Center (Boston Properties)\*

Mr. Evans will present this since there were no Boston Property representatives in attendance.

This space serves as the extended lobby of 4 Cambridge Center which is becoming 80 Broadway. Boston Properties is converting the existing lobby to a new lobby space and an elevator and stairs into the basement where they are creating a 6000-8000 square feet of innovative office space.

The issue for CRA is the external signage which is minimal and the activation of the sidewalk with planters and benches. The other modification would be a new ramp. This is all within the property line.

Mr. Zevin thinks the new ramp looks minimal and temporary and feels it would look better with more masonry that what's proposed. He also questioned whether the font is consistent with the existing font?

Mr. Evans stated that Boston Properties want to make this space more hip so the font is more edgy so not consistent.

Motion Approving the Signage Proposal for 80 Broadway / 4 Cambridge Center was unanimously passed,

## 10. Motion: Approving the Signage Proposal for Clover Fast Food at 355 Main St / 5 Cambridge Center (Boston Properties)\*

CRA provided informal feedback at previous meetings with Clover. It's been hard for Mr. Evans to find the marketing decision maker of Clover to get answers to these CRA's issues. Boston Properties was looking for more feedback.

Ms. Zevin said that it violates the guidelines because of uplighting and its light pollution issues. In addition, it's larger than it should be for an urban street.

Mr. Evans will return the feedback of the uplighting "violation" and size issue back to clover and also get a point person.

Ms. Born doesn't want the CRA to mico-manage signs. Our interest stemmed from how this sign was going to stay on the building.

Ms. Born suggests that CRA's approval letter that the vendor takes to ISD specifically state that the CRA relies on the Inspectional Services to ensure that the sign is structurally stable.

Ms. Born stated that she doesn't share the same concern regarding the size of the Clover sign.

Mr. Evans stated that this company is doing very well and that they have plenty of informal signage painted on the window.

The motion was tabled.

### 11. Report: Update on the Ames Street Residential Project and Article 19 Filing (Mr. Evans)\*

It was agreed that this topic was covered previously in the meeting.

Public Portion of the meeting adjourned at 8:42pm.

There was a motion for the Board to convene an executive session for the purpose of discussing a proposed real estate transaction with the City of Cambridge; stating exemption 6 (Move to go into Executive Session to consider the purchase, exchange, lease or value of real property, and that the chair declare that an open meeting may have a detrimental effect on the negotiating position of the body)

We will not reconvene in open session after this.

Mr. Evans, CRA Executive Director called role to meet in Executive Session:

Mr. Zevin: Yes Ms. Born: Yes Ms. Drury: Yes Mr. Bator: Yes Mr. Crawford: Yes

Public Comment	Name (TT) (1 A) A)
	JAM STORLMAN
F.	Steve Lavin
Z.	Heather Hottman
	JAN MIX
	Reway Ext

Cambridge Redevelopment Authority 255 Main Street, 4<sup>th</sup> Floor Cambridge, Massachusetts 02142 617 492-6800 www.cambridgeredevelopment.org



October 8, 2014

Gabrielle Sigel
U.S. General Services Administration
Office of Real Property Utilization & Disposal
10 Causeway Street, Room 1010
Boston, MA 02222

Re: Redevelopment of the John A. Volpe National Transportation Systems Center

Dear Ms. Sigel:

The Cambridge Redevelopment Authority (CRA) is very pleased that the General Services Administration (GSA) and the US Department of Transportation are moving forward with the redevelopment of the Volpe Center – a unique development opportunity in Kendall Square. As you know, the CRA has a long history with this property dating to 1965 and has undertaken multiple efforts over the years to realize the full potential of the site. We continue to work with the City of Cambridge and developers on projects in and around Kendall Square aimed at enhancing the local and regional economy. A redeveloped Volpe property could be the centerpiece of such an effort – no less important that the one the CRA, the City, and the United States Department of Transportation began after the withdrawal of NASA from the property in July of 1970.

The CRA is not a potential purchaser of the site and therefore is not in a position to respond to the specific survey questions within the RFI. We are, however, interested in participating in whatever manner might be most helpful for the City of Cambridge, the GSA, the Volpe Center, and a future redeveloper in order to bring about the delivery of a high quality development consistent with what is currently taking place within the MXD zoning district. As one example of how that involvement might come, the CRA owns a parcel of land on the block at the intersection of Binney and Third Streets that perhaps could be better integrated into the redevelopment.

The CRA is, first and foremost, Cambridge's redevelopment authority, and therefore will continue to work closely with the City on the accomplishing of our unique mission. Please accept this letter as the CRA's formal expression of support for the current collective efforts of our Federal government partners, and our willingness to assist in your redevelopment effort in a positive, practical way that makes sense for all parties. Thank you.

Sincerely,

CAMBRIDGE REDEVELOPMENT AUTHORITY

Kathleen Born, Chair

Copies:

City Manager Richard Rossi Assistant City Manager Brian Murphy Director/Associate Administrator Robert Johns



### FAY, SPOFFORD & THORNDIKE

Engineers - Planners - Scientists 5 Burlington Woods, Burlington, MA 01803 Tel. 781.221.1000 Fax. 781.229.1115

Date: September 22, 2014

To: Richard Azzalina, John Michalak

From: William Beyer

**Re:** Summary of Results, Soil and Groundwater Investigations

Galileo Galilei Way

### **MEMORANDUM**

FST conducted an investigation of soil and groundwater contamination along the edge of the walkway proposed for expansion. Previous sampling of soil had detected trichloroethylene (TCE) at a sufficiently high concentration that requires reporting to the Department of Environmental Protection (DEP) and also raises concerns regarding soil handling requirements during construction. The investigation consisted of nine borings, the installation of three monitoring wells, collection and analysis of fourteen additional soil samples and three groundwater samples. The analyses focused on the contaminant of concern, TCE, and related chemicals. All samples were analyzed for chlorinated volatile organic compounds.

### **Analytical Results**

The results of the soil testing confirmed the presence of TCE, albeit at low concentrations. Only two samples contained detectable concentrations of TCE and the highest concentration detected in this second round of sampling was 0.22 mg/Kg compared to the highest previous concentration of 24.1 mg/Kg.

No TCE was detected in the three groundwater samples. One sample contained 0.001 mg/L of cis-1,2 dichloroethene, a related chemical. The concentration that triggers reporting to DEP for this chemical is 20 times higher than the detected concentration.

### **Regulatory Requirements**

Although the additional results are below the regulatory reporting standard, the results of the first round of sampling cannot be ignored. It is FST's interpretation of the regulations that reporting is still required within 120 days of the date of discovery. DEP regulations require a report to DEP that either describes the extent of contamination or that indicates that the contamination has been remediated within one year of that date. The construction to widen the pathway currently planned for Spring 2015 provides a vehicle to remediate the contamination within that first year without adding significant cost to the project.

The planned construction intends to excavate the soil in the area with the highest concentration as the soil requiring attention is shallow. This presents the opportunity to remediate the site through the excavation and removal of this soil from the site. Sufficient samples have been

collected to delineate soil for removal and that soil can be stockpiled separately. Analytical results indicate that the soil can be recycled at an in-State landfill as daily cover. Although the highest TCE concentration of 24 mg/Kg exceeds the landfill limits, the average concentration based on the recent sampling is below the limit, and represents the expected value for stockpiled soil. Prior to transporting the soil off-site for recycling a sample will be collected from the soil stockpile. The stockpile sample result will confirm if the soil is suitable for landfill cover. This hopefully will remediate the contamination issue by recycling a limited volume of soil at a landfill.

### **Implementation Approach**

The proposed approach to address the contamination is outlined below.

• Report contamination to DEP

Prepare the Release Notification Form for DEP. DEP requires that the reporting occur through its on line service (eDEP). FST can do it directly through eDEP if authorized by the Cambridge Redevelopment Authority to submit on its behalf.

• Design remediation

Determine limits of soil to be removed and quantify its volume.

Prepare Release Abatement Measure (RAM) Plan for submittal to DEP

Amend plans and specifications to include provisions to implement the planned RAM.

• Implementation

Provide construction phase services to oversee the remediation and collect confirming soil samples.

Disposal Documentation

Prepare a Bill of Lading for disposal

Prepare recycling/disposal facility soil profile

Prepare final submittal for DEP

Prepare Permanent Solution Submittal and RAM Completion Report

### **Level of Effort**

The following table presents an estimate of the level of effort to perform these services. It includes the preparing the filings for DEP, services during construction for the inspection of the soil excavation and disposal, and laboratory testing of soil samples.

Task	FST Level of Effort	Expenses
Report contamination to DEP	\$ 500	
Design remediation	\$5,700	
Implementation	\$3,550	\$2,500
Disposal Documentation	\$3,000	
Prepare final submittal for DEP	\$5,500	\$ 100
Totals	\$18,250	\$2,600
Total for Labor & Expenses:	\$20,850	

KENDALL SQUARE URBAN RENEWAL AREA
CAMBRIDGE REDEVELOPMENT AUTHORITY

URBAN RENEWAL PLAN

OCTOBER 1977

This document, prepared by the Cambridge Redevelopment Authority, sets forth a plan for urban renewal action in the so-called Kendall Square Area of Cambridge, in accordance with the terms of Section 26ZZ and other applicable provisions of Chapter 121 of the Massachusetts General Laws, and with the provisions of the U.S. Housing Act of 1949 as amended.

Section 101 : Boundaries of the Project Area

The project is situated in an area bounded generally by Main Street, the land or right-of-way now or formerly of the Boston and Albany (Grand Junction) Branch Railroad, Binney Street, and Third Street.

A description of the perimeter boundary of the project area is attached hereto as Exhibit A of the Urban Renewal Plan and is made a part hereof as if fully set forth herein.

The perimeter boundary of the project area is shown on Map 1: Proposed Land Use Plan. which is attached hereto as Exhibit B of the Urban Renewal Plan and made a part hereof as if fully set forth herein.

As shown on Map 1 (Exhibit B), that portion of the project area which has not been conveyed to the United States of America (and which is bounded generally by Binney Street on the North, the Boston and Albany (Grand Junction) Branch Railroad on the West, Main Street on the South and discontinued Sixth Street and Broadway on the East) is hereinafter described as the "MXD District" or "MXD District portion"; and the remaining portion of the project area is hereinafter described as the "remainder of the project area".

Section 102 : Urban Renewal Plan Objectives

The Urban Renewal Plan objectives of the project are as follows:

- (a) To secure the elimination and prevent the recurrence of blighted, deteriorated, deteriorating, or decadent conditions in the project area;
- (b) To insure the replacement of such conditions by wellplanned, well-designed improvements which provide for the most appropriate reuse of the land in conformity

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with the general plan for the City of Cambridge as a whole and with definite local objectives, which objectives are:

- (1) The provision of land uses which maximize job opportunities at a variety of skill levels, including blue-collar and non-professional whitecollar employment for present and future Cambridge residents, upgrade Cambridge workers' skills and wages in a manner commensurate with the cost of living in Cambridge, and help stabilize the City's industrial base and minimize the loss of local jobs;
- (2) The improvement of land use and traffic circulation;
- (3) The improvement of public transportation, public utilities, and other public improvements;
- (4) The improvement of truck access to and through the project area; and
- (5) The provision of a decent, pleasant, and humane environment involving a mixture of those land uses needed to produce balanced development;
- (c) To maximize the full socio-economic potential of the project area with the most appropriate land uses and densities, and consistent with the other objectives stated herein;
- (d) To promote economic development which strengthens the City's tax base without unacceptably impacting upon the physical, social, and cultural environment;
- (e) To establish the minimum necessary land use controls which promote development, yet protect the public interest;
- (f) To establish a flexible set of controls which are adaptable to both current and future market conditions;
- (g) To secure development in the shortest possible time period;
- (h) To relate to development controls in the surrounding area;
- (i) To help stabilize the existing surrounding neighborhoods, including East Cambridge;
- (j) To help alleviate problems of vehicular movement through East Cambridge;

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- (k) To achieve harmonious visual and functional relationships with adjacent areas;
- (1) To establish a sense of identity and place for Kendall Square;
- (m) To encourage the development of Kendall Square as an activity center; and
- (n) To capitalize on the location of rapid transit facilities.

Section 103 : Execution of the Urban Renewal Plan

The Cambridge Redevelopment Authority will undertake and carry out an urban renewal project within the perimeter boundary of the project area in accordance with the Urban Renewal Plan:

- (a) After approval of the Urban Renewal Plan, and a Cooperation Agreement by and between the City of Cambridge and the Cambridge Redevelopment Authority, by the Cambridge City Council and the City Manager;
- (b) After approval of the Urban Renewal Plan by the Massachusetts Department of Community Affairs;
- (c) After execution of a Loan and Grant Contract by and between the Cambridge Redevelopment Authority and the United States of America; and
- (d) After execution of a Cooperation Agreement by and between the City of Cambridge and the Cambridge Redevelopment Authority.

Section 104 : Proposed Urban Renewal Actions

Proposed urban renewal actions will be essentially land assembly, and clearance and redevelopment, and may include as essential, appropriate or necessary for the carrying out of urban renewal objectives, but not by way of limitation:

- (a) The acquisition in whole or in part of land, buildings, structures and other improvements, appurtenances, rightsof-way, easements, and other rights and interests in real property within the project area;
- (b) The management of acquired property;
- (c) The relocation of families, individuals, and business concerns displaced by the project;

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- (d) The demolition and removal of existing structures and improvements, and the undertaking of site clearance;
- (e) The making of project or site improvements;
- (f) The making of right-of-way, street, and utility adjustments;
- (g) The provision of public improvements and public facilities:
- (h) The making of zoning adjustments; and
- (i) The disposition of land for reuse and development in accordance with the land use provisions and building requirements set forth in the Urban Renewal Plan.

Section 105 : Land Acquisition

The Cambridge Redevelopment Authority will acquire by donation, purchase, eminent domain, or otherwise, in whole or in part, land, buildings, structures and other improvements, appurtenances, rights-of-way, easements, and other rights and interests in real property within the project area.

Section 106 : Relocation

The Cambridge Redevelopment Authority will assist families, individuals, and business concerns who occupy property in the urban renewal area and who are to be displaced by the project to find standard dwelling or business accommodations to meet their rehousing and business relocation needs, within their financial means, in reasonably convenient locations.

A relocation assistance program will be established for this purpose at the earliest practicable time. The basic objectives of the relocation assistance program will be:

- (a) To provide such measures, facilities, and services as are necessary to determine the needs of displaced site occupants for relocation assistance; and
- (b) To make information and assistance available to them in such a way as to minimize the hardships of displacement.

Assistance will include the making of such relocation payments as may be provided for under the provisions of Federal, State, or local laws and regulations.

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The Cambridge Redevelopment Authority will administer the relocation assistance program. It will be the only agency responsible for the relocation of site occupants displaced from the project area.

There are some 10 families and individuals who occupy property which is to be cleared within the project area.

The method for the relocation of these persons now living in the project area, and the availability of and the means by which there will be provided dwelling units for such persons substantially equal in number to the number of dwelling units to be cleared from the project area are as follows:

### (a) Method for Relocation:

Each dwelling unit vacancy found by or referred to the Authority will be inspected for the Authority by a trained housing inspector in order to determine (1) that it is decent, safe, and sanitary; (2) that it complies with the provisions of the Cambridge Housing Code; (3) that it contains adequate heating, lighting, cooking, and sanitary facilities; and (4) that it is structurally sound.

Only standard dwelling units reasonably accessible to the places of employment of displaced site occupants, and in areas not less desirable in regard to public utilities and commercial facilities than the project area, will be referred to families and individuals to be displaced from the project area.

The cost of any dwelling unit referred to a family or individual for rehousing purposes will, generally, not exceed (1) one-quarter of monthly income, in the case of dwelling units for rent, or (2) twice annual income, in the case of dwelling units for sale.

In order to make such referrals, the Authority will secure and maintain listings of all standard dwelling units for sale or rent in Cambridge and the Cambridge housing market area.

Preference will be accorded by the Cambridge Housing Authority to persons who appear to be eligible for (1) state-aided veterans' housing and housing for the elderly; and (2) federally-aided low-rent housing and housing for the elderly. Persons eligible to be accorded preference

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will be admitted to public housing projects under "continued occupancy" income limits by the Cambridge Housing Authority.

(b) Availability of Dwelling Units:

Availability of private rental housing: records maintained by the Cambridge Redevelopment Authority indicate that 1131, 1083, 1105 and 1126 private dwelling units were available for rent in the City of Cambridge alone for each year during a recent four-year period.

Availability of private sales housing: records maintained by the Cambridge Redevelopment Authority indicate that 107, and 122 private dwelling units were available for sale in the City of Cambridge alone for each year during a recent twoyear period.

Availability of public housing: records maintained by the Cambridge Housing Authority, as reported in December of 1964, indicate that 220 dwelling units in public housing developments become available on the average for occupancy each year.

Clearly, dwelling units for the relocation of persons now living in the project area substantially equal in number fo the number of units to be cleared are available, as are the means by which they can be provided through suitable methods, for the relocation of persons now living in the project area.

### **Cambridge Redevelopment Authority**

### Executive Director Report to the Board

October 10, 2014



### **Contracting, Personnel, and General Administration**

We have hired Jason Zogg as our new Associate Planner / Project Manager and he will begin work with the CRA next week. We are currently interviewing graduate student interns from MIT, Tufts, and Harvard for the school year.

Discussions are underway with Boston Properties as to the nature of the CRA office tenant improvements to be undertaken at 255 Main Street. The main goal of the office redesign is to provide a larger conference room and open up the internal workspace. We will need to phase the construction to allow staff to continue working during the reconfiguration, and the CRA may not be able to host meetings for a certain period of time this fall.

Roselli Clark and Associates has postponed their delivery of the 2013 until November audit based on their extensive workload. We have arranged to have them provide some technical assistance to the CRA on bookkeeping matters, especially related to fiscal year close out activities and synchronizing payroll records due to the various transitions in 2014. As we have been reviewing the third quarter budget report and preparing for the 2015 budget, we have been evaluating our office expenses to look for further efficiencies in administrative costs such as phone and data service, and archival storage.

### **Draft Forward Calendar**

November	December
Ames Street Schematic Design	2015 Budget
Grand Junction Bid	KSURP Amendment scope
2013 Audit	Amendment to Parcel 3&4 LDA
Foundry Demonstration Plan	Draft Investment Policy
Parcel 6 Update	Clover Signage

### **Projects and Initiatives**

### Kendall Center

The new signage for Parcels 3 and 4 of Cambridge Center are mostly in place and we have received significant positive feedback on the Roof Garden mural and signage in particular. Bailey and Sage restaurant is in full operation and public furniture in the Kendall Center Atrium has been installed. The Ames Street Deli and Study are expected to open in the new Broad building this month. The MIT Coop has indicated that their improvement plans for both the food court and the store remodeling have been delayed until winter.

### Main Street and Point Park

The Main Street streetscape project has been focused for the past month on improvements to the water utilities along Main and creating the vehicular connection from Third Street next

to Point Park. Due to the timing of the construction, improvements to the Point Park plaza paving has been delayed until a new sidewalk is available to provide access for the high volume of pedestrians travelling through the area. We have been discussing additional improvement to the landscaping, vegetation, and wayfinding to be elements of the park revitalization. We will look to the 'Connect Kendall Square' open space design competition to help inform the scope of this work.

At the same time as the street work is underway, Boston Properties is reconfiguring the irrigation line connections for Point Park for next summer and a new broadband data line is being installed by MIT through the intersection, which will provide public Wi-Fi service in the park.

### Ames Street

The Article 19 review hearing at the Planning Board for the Ames Street Residences has been postponed until their meeting on November 18, 2014. City staff have provided initial design feedback and requested additional materials for the application. We will hold schedule a public Design Review Committee meeting ahead of the full Board meeting to review revisions to the project design.

### **Foundry**

The City and the CRA are co-hosting a community meeting to provide an update on the Foundry redevelopment implementation activities, beginning at 6:00PM on October 29<sup>th</sup> at the Cambridge Senior Center. The staff working group continue to work on a Demonstration Project Plan for consideration by the Board and the City Council before the end of the calendar year.

### **Grand Junction**

Fay Spofford & Thorndike have published a soil analysis memo regarding the low level presence of trichloroethene (TCE) on the property, which has been distributed with the meeting materials. We anticipate a revised set of construction documents to be completed next week, which will include revisions to the Main St. end of the path, and hazardous remediation plan for soil handling and disposal.

#### Parcel 6

Relish has initiated stakeholder interviews, marketing and design work to develop the 'Maker's Village' concept for Parcel 6. Newport Construction will continue to use the site for staging through the end of the construction season when they will make basic site improvements to prepare the Parcel for market and public plaza uses.

### Volpe Center

The General Services Administration (GSA) deadline for responses to the Request for Information (RFI) was October 10, 2014. The CRA provided a letter of support and cooperation to the GSA and Volpe, which was distributed with the Board materials. According to the GSA, the next phase of the potential development exchange / disposition process is expected to begin early in 2015, and will be informed by the RFI responses received.

Cambridge Redevelopmen	t Authority	
2014 Budget vs. Act	uals	
SUMMARY		
January - September, 2014	2014	2014
	Budget	Actuals
INCOME		
Operating Revenue:		
Discounts Given	\$100	\$100
Proceeds from sale of development rights	\$405,000	\$0
Rental income	\$10,000	\$9,512
Equity Participation Income		
Project Income (land and building sales)		
Reimbursed Expenses	\$17,000	\$2,919
Grants	\$0	\$0
Total Operating Revenue	\$432,100	\$12,531
Non-Operating Revenue		
Interest Income	\$60,000	\$22,002
Dividend Income	\$0	\$121
Asset Write-Downs	\$0	\$0
Total Non Operating Revenue	\$60,000	\$22,123
TOTAL INCOME	\$492,100	\$34,654
EXPENSES		
Operating Expenses:		
Personnel	\$444,030	\$262,265
Office/Administrative	\$216,830	\$122,859
Community Outreach/Professional Dev.	\$8,700	\$5,281
Property Management	\$52,500	\$21,280
Total Operating Expenses	\$722,060	\$411,685
Project/Program Expenses (excludes CRA personnel)		
Unassigned Professional Services	\$300,000	\$79,148
Ames Street	\$8,000	\$1,200
KSURP / K2 Zoning	\$50,000	\$9,167
MXD Design Review	\$5,000	\$310
Volpe	\$5,000	\$0
Foundry	\$82,000	\$45,861
Parcel 6	\$15,000	\$5,000
Strategic Planning	\$10,000	\$348
Grand Junction	\$80,000	\$54,699
Community Loan Fund	\$5,000	\$0
Total Project/Program Expenses (excludes CRA personnel)	\$560,000	\$195,733
Redevelopment Investments		
Real Estate Acquisitions	\$0	\$0
Community Loan Fund Program	\$100,000	\$0
Capital Costs	\$20,000	\$0
Total Project/Program Expenses & Redevel. Inv.	\$120,000	\$0
	Ţ0,000	
TOTAL EXPENSES	\$1,402,060	\$607,419
NET INCOME	(\$909,960)	(\$572,764)
IAET HACOIAIE	(303,300)	(33/2,/04)
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2013 Starting Cash Reserves	\$11,399,332	\$11,399,332
End Cash Reserve	\$10,489,372	\$10,559,474

2014 BUDGET - Cambridge Redevelopment Authority Budget

PERSONNEL		
	2014	2014
	Budget	Actuals
Salaries (Pre-Project Tracking + Admin)	195,800	154,636
Personnel Cost by Project		
Ames Street	\$4,590	\$831
KSURP / K2 Zoning	\$9,180	\$2,431
MXD Design Review	\$4,590	\$1,385
Volpe	\$4,590	\$945
Foundry	\$18,360	\$7,245
Parcel 6	\$4,590	\$277
Strategic Planning	\$9,180	\$1,403
Grand Junction	\$4,590	\$1,015
Community Loan Fund	\$9,180	\$62
Total Personnel Cost by Project	\$68,850	\$15,593
Payroll Taxes		
Unemployment	0	367
Medicare and SS	2,000	5,803
Payroll Taxes - Fed & MA	2,000	3,318
Total Payroll Taxes	\$4,000	\$9,489
Personnel and Fringe Benefits		
T Subsidy	1,680	1,060
Pension Contribution	27,500	19,065
Pension System Assessment	24,000	0
Insurance - Medical (for Employees)	28,800	22,001
Insurance - Dental	2,400	0
Workers Comp & Disability Insurance	2,000	165
Total Employee Benefits	\$86,380	\$42,291
Datings Donafite		
Retiree Benefits	600.000	Ć40 350
Insurance - Medical (for Retirees, Survivors)	\$89,000	\$40,256
Payroll Expenses - Other	\$0	\$0
TOTAL PERSONNEL	\$444,030	\$262,265

2014 BUDGET - Cambridge Redevelopment Authority Budget

PROJECTS		
	2014	2014
	Budget	Actuals
Unassigned Professional Services		
Legal	\$105,000	\$47,551
Planning	\$40,000	\$15,657
Design - Architects	\$15,000	\$0
Design - Landscape Architects	\$0	\$0
Engineers and Survey	\$80,000	\$15,941
Real Estate and Finance	\$45,000	\$0
Construction Management	\$0	\$0
Market Management	\$15,000	\$0
Total Unassigned Professional Services	\$300,000	\$79,148
Professional Services by Project		
Ames Street	\$8,000	\$1,200
KSURP / K2 Zoning	\$50,000	\$9,167
MXD Design Review	\$5,000	\$310
Volpe	\$5,000	\$0
Foundry	\$82,000	\$45,861
Parcel 6	\$15,000	\$5,000
Strategic Planning	\$10,000	\$348
Grand Junction	\$80,000	\$54,699
Community Loan Fund	\$5,000	\$0
Total Professional Services by Project	\$260,000	\$116,585
Redevelopment Investments		
Real Estate Acquisitions	\$0	\$0
Community Loan Fund	\$100,000	\$0
Capital Costs	\$20,000	\$0
Total Redevelopment Investments	\$120,000	\$0
Total (not carried forward)	\$680,000	\$195,733

COMMUNITY OUTREACH & PROFESSIONAL DEVEL	2014	2014
	-	
	Budget	Actuals
Community Outreach		
Public Workshops	\$1,500	\$847
Materials	\$600	\$647
Other	\$0	\$0
Marketing & Professional Development		
Recruiting - Admin	\$500	\$0
Staff Development	\$500	\$384
Dues and Membership	\$2,000	\$1,450
Subscriptions	\$100	\$0
Advertising	\$2,000	\$1,839
Conferences and Training	\$1,000	\$0
Travel	\$400	\$77
Meals	\$100	\$38
Total Community Outreach/Marketing	\$8,700	\$5,281
PROPERTY MANAGEMENT		
PROPERTY IVIAINAGEIVIENT	2014	2014
	Budget	Actuals
Landanania	¢20,000	¢c 153
Landscaping Snow Paragraph	\$30,000	\$6,153
Snow Removal	\$10,000	\$8,360
Utilities Contract Work	\$5,000	\$1,767
Contract Work	\$7,000	\$5,000
Repairs	\$500	\$0
Total Property Management	\$52,500	\$21,280

OFFICE AND ADMINISTRATIVE		
	2014	2014
	Budget	Actuals
Office Space		
Office Rent	\$54,000	\$51,060
Parking	\$500	\$0
Furniture	\$400	\$0
Repairs and Maintenance	\$300	\$236
Archives	\$6,000	\$3,826
Other Rental Space	\$0	\$942
Office Equipment		
Equipment Purchase (computers, etc.)	\$3,200	\$1,388
Equipment Lease	\$6,400	\$5,058
Printing and Supplies		
Postage and Delivery	\$200	\$110
Printing and Reproduction	\$500	\$533
Software	\$2,000	\$641
Office Supplies	\$1,400	\$1,059
Board Meeting Expenses-misc	\$600	\$273
Office Expenses	\$500	\$361
Utilities		
Gas and Electric	\$4,500	\$3,120
Water	\$0	\$0
Utilities - Other	\$0	\$0
Telecommunications		
Telephone	\$1,680	\$1,393
Internet	\$960	\$576
Mobile	\$1,440	\$1,199
Website & Email Hosting	\$350	\$369
1		
Insurance Commercial Liability	¢F 400	Ć4 070
Commercial Liability	\$5,400	\$4,878
Special Risk  Art and Equipment	\$1,500 \$4,800	\$2,445 \$0
Administrative Professional Services		
Financial Service Charges	\$200	\$0
Payroll Services	\$2,000	\$681
Accounting	\$31,000	\$20,973
Marketing	\$0	\$0
Legal	\$78,000	\$17,658
Temp and Contract Labor	\$4,000	\$1,076
Web Design	\$1,000	\$1,038
Information Technology	\$4,000	\$1,968
TOTAL ADMINISTRATIVE	\$216,830	\$122,859

## CAMBRIDGE REDEVELOPMENT AUTHORITY

## PROCUREMENT POLICY

(Final Draft)





October 10, 2014 FINAL DRAFT

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#### A. GENERAL PROVISIONS

#### 1. GENERAL POLICY STATEMENT

#### A. COMPLIANCE

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.

#### **B. POLICY**

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:

- 1) **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.
- Ensuring reasonable costs: promoting competition, and negotiating (where applicable) to ensure that CRA receives the most favorable prices and terms in its contracts.
- 3) **Efficiency:** ensuring that supplies and services (consultant, construction, social services, etc.) are obtained efficiently and effectively.
- Accountability: promoting accountability of contracting actions by CRA employees and encouraging employees to protect CRA's financial and other interests.
- 5) **Value-added procurement:** facilitating a procurement process that provides service and value to CRA in obtaining goods and services.
- 6) **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.
- 7) **Sustainability**: practicing environmentally preferable purchasing and encouraging these practices with vendors.
- 8) **Legal considerations:** complying with all applicable federal, state and local statues and regulations.

## C. Procurement Authority

- The Chief Procurement Officer shall be the Executive Director who shall be trained and obtain certification from the Massachusetts Inspector's General Office.
- This policy outlines the authority of the Executive Director and the responsibilities
  of the Cambridge Redevelopment Authority Board (Board) on procurement and
  contracting oversight.

#### A. GENERAL PROVISIONS

#### 2. SCOPE

# A. The following shall be governed by this policy:

- 1) Procuring, Purchasing, Contracting, Leasing, or Renting by the CRA for:
  - 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) Disposition:
  - a) Concessions
  - b) Sale or Disposal of Surplus Material and Equipment

#### **B. FUNDING SOURCES**

CRA receives funds from federal, state, and private funding sources. As such, in its procurement activities, CRA shall ensure compliance with applicable laws and regulations related to funding sources without necessarily imposing a higher standard than is necessary to ensure compliance. 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.

#### C. EXCLUSIONS

- 1) 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 Redevelopment Plan. Real Estate transactions within adopted redevelopment plan areas are excluded from the specific procedural scope described herein. The CRA will adopt procedures related to redevelopment transactions on a project-by-project basis, but will insure that those procedures adhere to the policy objectives stated above.
- 2) The following shall not be governed by this policy:
  - a) Loan/Grant applications and related documents.
  - b) Sub-recipient or sub-grantee agreements and related change orders.
  - c) Grants or loans issue by the CRA as an element of a Board approved community revitalization program.
  - d) Employment selection and agreements:
    - i) Quality requirements
    - ii) Relevant experience with providing similar goods or services
    - iii) References
    - iv) Examples of work

## 3. LAWS, REGULATIONS & QUALIFICATIONS

#### A. COMPLIANCE WITH LAWS AND REGULATIONS

#### A. GENERAL PROVISIONS

- 1) 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) In the event of a conflict between this policy and any applicable law or regulation, the law or regulation shall prevail.
- 4) 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.

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 \$34,999	\$35,000 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 Cambridge's bulletin board or CRA website for two weeks before bids or proposals are due. If \$100,000 or more, advertise once in the Goods and Services Bulletin at least two weeks before bids or proposals are due.
Award contract to:	Person offering the best price	Responsible <sup>2</sup> and responsive <sup>3</sup> 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.		

<sup>&</sup>lt;sup>1</sup> M.G.L. c. 30B, § 2 defines sound business practices as "ensuring the receipt of favorable prices by periodically soliciting price lists or quotes."

 $<sup>^2</sup>$  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."

 $<sup>^3</sup>$  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."

<sup>&</sup>lt;sup>4</sup> 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. PROCUREMENT 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. PROCUREMENT POLICY THRESHOLDS & PROCEDURES

Following Chapter 30B, the procurement law of Massachusetts covering all dollar amounts for procuring goods and services not directly involving construction projects. There are six 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 the nature of the contractor selection criteria. 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) When the value of goods and services does not exceed \$9,999, CRA staff may utilize sound business practices for the procurements of goods and services 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 \$9,999 limit must be mentioned.
- 3) 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 three written quotes under the process described below.
- 4) There is no contract needed, however, a Service Agreement with a clear scope is required.
- 5) The Service Agreement may be authorized by the Board Chair or Executive Director with prior approval of the Board.
- 6) No amendments are allowed to Service Agreement. A new requisition process is required for revisions to the original scope of services.
- 7) Time limits must be adhered to. Staff should be conservative and realistic about the duration of the delivery of services and goods when utilizing this process.
- 8) The CRA encourages distribution of business opportunities to Cambridge-based businesses, especially small, minority and women-owned businesses.

#### **B. WRITTEN QUOTES**

- 1) The Three Written Quotes procurement methodology may be used when the value of services or goods is between \$10,000 and \$34,999.00. No advertisement is required.
- 2) The CRA staff shall write a scope of services or product description. The Executive Director or his designee, shall send requests to potential bidders, referencing relevant City of Cambridge bidders list as available, and obtains responses.
- 3) Staff should evaluate whether statewide contracts managed by the Operational Services Division (OSD) offer benefits to the CRA, such as timesavings and/or increased value.
- 4) Alternatively or as an additional measure staff may post on the CRA website, advertise in a newspaper of general circulation and distribute to appropriate listing services or websites.
- 5) At least three written signed quotes must be solicited. The lowest responsive and responsible bidder shall be selected, although for a revenue-generating contract, the best price is the highest price offered by a responsive and responsible offeror.
- 6) 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
- 7) If, after making a reasonable effort, the CRA cannot obtain three quotes on the supply or service needed, the contract may be awarded on the basis of one or two quotes.
- 8) The CRA staff shall prepare a standard contract template with a detailed scope of services, including payment rate, schedule and deliverables.
- 9) Contract approval by the CRA Board is required.
- 10) No amendments are allowed.

#### C. INVITATION FOR BIDS

- 1) Used when the value of services or goods is over \$35,000, when lowest price is the primary goal.
- 2) If the value of the contract is over \$100,000, filed in the *Goods & Services Bulletin*.
- 3) CRA staff must write a clear scope of services or product description, including specific minimum qualifications.

- 4) The Invitation to Bid must be advertised once in a newspaper of general circulation at least two weeks before bids or proposals are due, **and** posted as a notice on the CRA website for two weeks before bids or proposals are due.
- 5) The Invitation to Bid may be distributed to appropriate listing services or websites. To request bids the CRA may also send requests to potential bidders; referencing relevant City and or State bidders list as needed.
- 6) Generally when doing a solicitation, the lowest responsive and responsible bidder is chosen. However, the CRA may incorporate quality requirements to discourage less qualified vendors. Bidders can be disqualified based on qualifications in scope of work.
- 7) For a revenue-generating contract, the best price is the highest price offered by a responsive and responsible offeror through a bid process.

## D. REQUEST FOR PROPOSALS

- 1) Used when the value of services or goods is over \$35,000, when specific criteria beyond price is the primary goal. The CRA Board must make a motion to seek bidders through an RFQ process.
- 2) An RFP must be advertised once in a newspaper of general circulation at least two weeks before bids or proposals are due, **and** posted as a notice on the CRA website for two weeks before bids or proposals are due.
- 3) If the scope is anticipated to be greater \$100,000 or more, the RFP must be advertised once in the *Goods and Services Bulletin* at least two weeks before bids or proposals are due.
- 4) The CRA may choose to send requests to potential bidders, referencing relevant City and or State bidders list as needed, and distribute to appropriate listing services or professional websites.

#### E. SOLE-SOURCE PROVIDERS

- 1) A sole-source" procurement is a purchase of supplies or services without advertising or competition.
- 2) The CRA may make sole-source procurements of any supply or service under \$25,000 when a reasonable investigation shows that there is only one practicable source for the required supply or service. The determination by the Executive Director that only one practicable source exists must be in writing and for contracts over \$10,000 confirmed by the Board.
- 3) The CRA may purchase water, gas, electricity, sewer, and telephone services in any amount without competition from a regulated industry company if it is determine in writing that there is only one practicable source for the services.
- 4) The CRA can accept a single quote, bid, or proposal submitted in response to a solicitation of quotes, bids, or proposals, as described above. Receiving one

response is not the same as making sole-source procurement.

## 3. EMERGENCY PROCUREMENT PROCEDURES

If the time required to comply fully with Chapter 30B requirement would endanger the health or safety of people or their property due to an unforeseen emergency, the CRA may procure the needed item or service without complying with the Chapter 30B requirements. The CRA may procure only those supplies or services necessary to meet the emergency needs.



C. CONTRACTING FOR CONSTRUCTION PROJECTS (CHAPTERS 30, §39M, & 149)

C. CONTRACTING FOR CONSTRUCTION CONTRACTS (CHAPTER 30, S. 39M and CHAPTER 149))



# C. CONTRACTING FOR CONSTRUCTION PROJECTS (CHAPTERS 30, §39M, & 149)

# 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 Option <sup>1</sup>	M.G.L. c. 30, § 39M
Procurement Procedure	No.	Sealed bids.	Sealed bids.	Sealed bids.
Advertising Required	No.	Advertise once in the Central Register <sup>2</sup> and a local newspaper at least two weeks before bids are due, and post a notice on the City bulletin board for one week before bids are due.	Advertise once in the Central Register <sup>2</sup> and a local newspaper at least two weeks before bids are due, and post a notice on the City bulletin board for one week before bids are due.	Advertise once in the Central Register <sup>2</sup> and a local newspaper at least two weeks before bids are due, and post a notice on the City 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. <sup>3</sup>	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.

<sup>1</sup> Authorized by M.G.L. c. 30, § 39M(d).

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*.

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	\$10,000 and under	Over \$10,000	
		M.G.L. c. 30, § 39M	M.G.L. c. 30B, § 5¹ Option
Procurement Procedure	Sound business practices	Sealed bids.	Sealed bids.
Advertising Required	No.	Advertise once in the Central Register <sup>2</sup> and a local newspaper at least two weeks before bids are due, and post notice on the City bulletin board for one week before bids are due.	Advertise once in the Central Register <sup>2</sup> and a local newspaper at least two weeks before bids are due, and post a notice on the City 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.

<sup>&</sup>lt;sup>1</sup> Authorized by M.G.L. c. 30, § 39M(d).

<sup>&</sup>lt;sup>2</sup> 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*.

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

Estimated	Under 10,000	\$10,000 to	\$25,000 to	Over	Over
Contract Amount		\$24,999	\$100,000	\$100,000	\$10,000,000
Procurement Procedure	Sound business practices	Solicit written responses.	Sealed bids (using M.G.L. c. 30, § 39M procedure).		Solicit statements or qualifications prior to soliciting sealed bids.
Advertising Requirements	No.	Advertise once in the Central Register <sup>2</sup> and post a notice on your jurisdiction's website and bulletin board for at least two weeks before responses are due. Posting on COMBUYS is optional.	the Central Register <sup>2</sup> and a newspaper at least two weeks before bids are due, and post on the City's bulletin board for	the Central Register <sup>2</sup> and a newspaper at least two weeks before bids are due, and post on the City's bulletin board for at least one week before bids are due. Posting on	Advertise the request for qualifications once in the <i>Central Register</i> <sup>2</sup> , newspaper, and COMBUYS at least two weeks before responses are due. <sup>3</sup>
DCAM Certification	No.	No.	No.	general bidders and	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.	the total bid, or sub-	5% of the value of the total bid, or subbid.
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.

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

<sup>&</sup>lt;sup>2</sup> 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*. <sup>3</sup> 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 COMBUYS 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. <sup>4</sup> 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. 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.

#### A. ENSURING REASONABLE COSTS

As a public agency accountable to both public and governmental funding agencies, the 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.

#### 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). Negative evaluation results under this process will be used as part of future procurement award decision-making.

#### D. OWNER'S PROJECT MANAGER

M.G.L. C 149 §44A ½, requires public awarding authorities to engage the services of an owner's project manager (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.") 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 or a City of Cambridge employee may be selected and serve as the Owner's Project Manager, providing he or she meets the required minimum qualifications.

# 2. PROCUREMENT POLICY THRESHOLDS & PROCEDURES

Following Massachusetts's laws covering construction related contracts and materials there are three different procurement processes that the CRA may use. The CRA process to be used depends on the estimated amount of the contract. With each process there are different solicitation and bidding requirements.

#### A. SOUND BUSINESS PRACTICES

- 1) When the estimated value of construction services or construction materials does not exceed \$9,999 for the CRA, staff may follow sound business practice to efficiently facilitate procurement while seeking quality construction or materials at reasonable costs.
- 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 required. When calls are made to potential vendors, the \$9,999 limit must be mentioned.
- 3) The CRA is not allowed to purchase more than \$9,999 in materials or construction services from a single vendor within a fiscal year using sound business practices. If multiple projects select the same vendor for contract work, and those jobs would reach \$10,000, then the CRA must get three written quotes under the process described below.
- 4) A Contract with a clear scope and approved plans is required for construction services.
- 5) The Board Chair, or the Executive Director with prior approval of the Board may authorize the Contract.
- 6) No amendments are allowed to Contracts procured under this process. A new requisition process is required for revisions to the original scope of services.
- 7) The CRA encourages distribution of business opportunities to Cambridge-based businesses, especially small, minority and women-owned businesses.

#### **B. WRITTEN QUOTES**

- 1) Used only for construction contracts, when the value of the estimated contract amount is between \$10,000 and \$24,999.00.
- 2) The CRA staff shall write a scope of services or product description. The Executive Director or his designee, shall send requests to potential bidders, referencing relevant City of Cambridge bidders list as available, and obtains responses.
- 3) Staff should evaluate whether statewide contracts managed by the Operational Services Division (OSD) offer benefits to the CRA, such as timesavings and/or increased value.
- 4) The solicitation for quotes must be advertised once in the *Central Register* and posted on the CRA website. Advertising in a newspaper of general circulation or on the COMBBUYS website is optional.
- 5) Three written signed quotes must be solicited. The lowest responsive and responsible bidder shall be selected.
- 6) 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
- 7) If, after making a reasonable effort, the CRA cannot obtain three quotes on the supply or service needed, the contract may be awarded on the basis of one or two quotes.
- 8) The CRA staff shall prepare a standard contract template with a detailed scope of services, including payment rate, schedule and deliverables.
- 9) Approval by the CRA Board of Directors is required.

#### C. INVITATION FOR BIDS

- 1) Lowest Bid solicitation shall be used when the value of construction services or materials is over \$25,000.
- 2) CRA staff must provide a complete bid package, including specific minimum qualifications.
- 3) The Invitation to Bid must be advertised once in a newspaper of general circulation at least two weeks before bids or proposals are due, advertised in the *Central Register* and posted as a notice on the CRA website for two weeks before bids or proposals are due.
- 4) The Invitation to Bid may be distributed to appropriate listing services or websites. To request bids the CRA may also send requests to potential bidders; referencing relevant City and or State bidders list as needed.
- 5) Generally when doing a solicitation, the lowest responsive and responsible bidder is chosen. However, the CRA may incorporate quality requirements to discourage less qualified vendors. Bidders can be disqualified based on qualifications in scope of work.

#### 3. DESIGNER SELECTION

## A. APPLICABLE LAWS

- 1) Contracts with architects, engineers, or related professionals are exempt from Chapter 30B, but may be subject to the designer selection law, M.G.L. c.7, §§38A1/2 O when designers are working on a public building construction project with costs estimated to be greater than \$100,000.
- 2) Design services include preparation of master plans, feasibility and other studies, surveys, soils tests, cost estimates, or programs; preparation of drawings, plans, and specifications, including schematics and preliminary plans; supervision or administration of a construction contract; and construction management and scheduling.
- 3) When participating in the design of affordable housing with state funds, the CRA must follow the procedures established by the Massachusetts Department of Housing and Community Development (DHCD) For the 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 authority in the selection

process.

# **B. PROCUREMENT PROCEDURES FOR DESIGN SERVICES**

- When selecting architects, engineers, or related professionals, the CRA should usually utilize
  the procedures applicable to other professional services described above in Section B –
  Contracting for Goods and Services.
- 2) If contracting design or engineering services for a long term project, including multiple phases or follow up work on previous contracts, the CRA may choose to limit the field of professionals to participate in a bid of RFP process, or sole source the contract work based on previous expertise of the selected contractor.

## C. MINORITY AND WOMEN OWNED BUSINESS ENTERPRISES

- 1) All professional service contracts for design services, over \$100,000 shall submit documents to comply with the City of Cambridge and the Commonwealth's requirements for Minority (MBE) and Women-owned (WBE) business requirements.
- 2) Contractors who do not qualify as MBE/WBE shall attempt to sub-contract at least 10% of their proposed scope to MBE contractors and at least 4% of their proposed scope to WBE.



D. GENERAL PROVISIONS

#### 1. 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 notify the Board of all signed contracts at their next scheduled meeting.

- 1) Authorization to enter into contracts for goods and services not to exceed \$10,000.
- 2) Authorization to enter into contracts for construction not to exceed \$10,000.
- 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. PURCHASING CARDS**

The CRA Board 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 and regular debits for service subscriptions of up to \$1000.

# 2. IMPLEMENTATION OF THIS POLICY

#### A. AVAILABILITY

These policies shall be listed and available for review on the CRA's website and provided to all staff and Board members for use during procurement activities. These policies will be referenced in all relevant solicitation documents.

#### **B. ENSURING REASONABLE COSTS**

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.

#### C. PROCEDURES FOR BIDDING

The CRA shall refer to and utilize the existing procedures and bidding forms of the

City of Cambridge in implementation of this policy to the maximum extent possible.

#### D. INTERNAL CONTROLS

- 1) The CRA shall maintain a system of internal controls, which shall include:
  - a) Delegation of procurement authority
  - b) Segregation of duties
  - c) Receipt of goods and services
  - d) Custody and safeguarding of the assets
  - e) Recording transactions
  - f) Recordkeeping
- To encumber designated funds under a professional services or construction contract, the Executive Director, or his/her designee shall enter a purchase order into the CRA's electronic general ledge.

#### 3. ETHICAL STANDARDS

## A. AUTHORITY AND RESPONSIBILITY

- 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**

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

- 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 or Board member leaves CRA, CRA shall not contract with such employee or Board member if the individual was responsible for formulating policy or influencing decisions with respect to the project(s) being contracted for.

# 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 the paragraph 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.

## 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.

#### 5. DIVERSITY IN CONTRACTING

#### A. RESPONSIBILITY

The Executive Director and the Board 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. 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. 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.

# 7. CANCELLATION OR 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.

# 8. DISPOSAL OF SURPLUS PROPERTY

#### A. AUTHORITY AND RESPONSIBILITY

- 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 public.

# 9. RECORD MAINTENANCE AND PUBLIC ACCESS TO PROCUREMENT INFORMATION

#### A. 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.
- All documents should be placed on file and maintained on site in the CRA office during the contract activity. Additionally all documents should be scanned for digital recording or otherwise saved electronically
- 3) 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;
  - 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.

# **Cambridge Redevelopment Authority**

255 Main Street Cambridge, Massachusetts 02142 617 492-6800



# **MEMORANDUM**

From: Kathryn Madden

To: Tom Evans

Date: October 10, 2014

Subject: Community Fund Pilot Program

The attached set of Guidelines and Application Form describe the intent and the requirements of the proposed CRA Community Fund Pilot program. The approach is to start small in order test the program procedures and range of possible applications. After the initial round of funding, the program will be evaluated to recommend any modifications or expansion, such as a broader funding base and wider array of funding mechanisms. These recommendations build on the research done by Chris Colley.

#### **Schedule and Procedure**

The schedule for the program is to announce funding availability and hold an informational meeting by the end of the year 2014, accept grant applications by a deadline in mid-winter, and announce funding awards by early spring 2015.

The purpose of the proposed Governing Body is to provide a cross-disciplinary perspective on applications and to encourage City and CRA working relationships at the staff level. The Governing Body would make recommendations to the CRA Board for approval. Potential members of the Governing Body might include staff from the Department of Public Works, Community Development Department, Human Services Department, and/or the City Manager's office, in addition to the CRA.

#### **Targeted Grants and Eligibility**

1. The CRA Community Fund is intended to fund physical improvements to the built environment that achieve a public benefit. Non-profit organizations (501c3) or an independent small business are expected to be the primary applicants, although other unincorporated community groups could apply if they are sponsored by a 501c3 organization. The following requests would not be considered: operating or programmatic expenses of any kind; benefits to a specific individual or to a business franchise or chain; projects that require obligations for founding over a period of years; institutions that unfairly discriminate by race, religion, age, national origin, language, sex, sexual orientation, or physical handicap.

#### **Cambridge Grant Programs**

Several grant programs already exist in Cambridge. The CRA fund could provide sole or matching funding but could also enhance projects funded through some of the following programs.

• Community Preservation Act: \$10 million in funding allocated in FY14 to affordable housing (80%), historic preservation (10%), and open space (10%); includes local and state match; historic

preservation grants include physical repairs for institutional buildings (churches, non-profits, etc.); open space funds for acquisition, creation, preservation, rehabilitation and restoration; grants in FY14 were \$10,000 and up.

- Storefront Improvement Program: Reimbursement grants from \$2,500 to \$35,000 for property owners or tenants; renovation or restoration of commercial building exterior facades to improve physical appearance of independent business and commercial districts; 50% to 90% matching grants depending on improvements.
- Retail Interior Accessibility Program: Funding offered to independent business tenants as a matching grant in which the City reimburses the applicant ninety percent (90%) for accessible storefront improvements, up to \$10,000.
- Cambridge Arts Grant Program: Grants from \$200 to \$2,000 for music, dance, theater, film/video, literature, multidisciplinary, and visual arts categories; funds projects, programs, and field trips; capital expenditures require a 2:1 funding match; approximately 25 to 30 applications funded per year; eligibility for Cambridge residents, employees, or organizations; funded by the City of Cambridge and the Massachusetts Cultural Arts Council.
- Cambridge Community Foundation: Distributes \$1 million annually to more than 180 agencies in Early Childhood Services, Youth Services, Senior Services, Welcoming Community Services, Emergency Outreach, and Arts & the Environment; average grant \$2,500 to\$5,000.
- Home Improvement Programs: Low interest and deferred payment home improvement loans for income eligible owners of condominiums, single family and 2-4 unit multi-family homes; addressing health and safety codes, lead paint, energy conservation, roof replacement and exterior repairs, other needed repairs.
- **City Community Fund**: The new zoning for the PUD-5 District included a requirement for a contribution to a Community Fund. MIT's letter of commitment (April 8, 2013) specifies that this fund will provide "financial support to non-profit charitable community benefit organizations serving residents of the City of Cambridge".

#### **Cambridge Redevelopment Authority**

#### **COMMUNITY FUND PILOT: GUIDELINES**



#### **Overview**

The Cambridge Redevelopment Authority's community fund is a program intended to reinvest development funds generated in Kendall Square to non-profit organizations, community groups, and small businesses across the city. The fund supports physical improvement projects that better Cambridge's built environment for the benefit of the city's residents. Each proposed project should correspond with the CRA's mission to implement creative intiatives that promote social equity and the creation of a more balanced economic ecosystem.

The primary goal of the the fund is to offer awards to a diverse set of entities whose proposals are both feasible and supportive of economic vitality, livability, and sustainability in Cambridge. The CRA encourages applicants to be innovative with their proposals and to craft inventive projects that take advantage of local knowledge in order to maximize potential benefits. When possible, community fund awards should be matched with other public and private resources.

#### **Award Types**

Applicants may apply for one of two award types. The award categories are:

- **1. Capacity grants**: Awards of up to \$2,500 offered to applicants aiming to assess the feasibility of a proposed physical intervention. Capacity grants must be used within one year.
- **2. Capital grants:** Awards of up to \$10,000 offered to applicants proposing physical improvement projects. Capital grants require a 1:1 organizational match.

#### **Eligibility Criteria**

Projects need to meet the following eligibility criteria:

- 1. Located within Cambridge
- 2. Provides a public benefit
- 3. Achieves a physical improvement that does not require ongoing funding
- 4. Complies with Cambridge permitting and zoning guidelines
- 5. Eligible for funding under redevelopment law
- 6. Request does not exceed award maximums
- 7. Applicant or sponsor is a Cambridge-based nonprofit organization (501c3) or independent small business

#### **Evaluation Criteria**

Projects will be evaluated based on the following criteria:

- 1. Alignment with community fund mission
- 2. Potential magnitude of impact on the built environment
- 3. Public accessibility of the intervention
- 4. Demonstrated capacity of applicant to successfully implement project
- 5. Financial feasibility of the project
- 6. Financial need of applicant
- 7. Alignment with existing planning and development efforts

The CRA reserves the right to apply additional evaluation criteria before accepting projects.

#### **Available Funding**

The CRA will distribute up to \$40,000 during the pilot process. The CRA reserves the right to allocate funding flexibly depending on the quality of applications received.

#### **Cambridge Redevelopment Authority**

# **COMMUNITY FUND PILOT: GUIDELINES**



#### **Procedure**

- 1. CRA issues notice of funding availability for community fund.
- 2. CRA holds informational meeting concerning the Community Fund application process.
- 3. Grant applications are submitted (form and attachments).
- 4. Community fund governing board assesses proposals.
- 5. Provisional awards are issued; awardees are notified.
- 6. Provisional awardees seek and obtain permits necessary for project implementation.
- 7. Provisional awardees submit finalized budget proposals.
- 8. Final awards are granted to awardees who have successfully obtained the necessary permits.
- 9. Awardees establish contracts necessary for project implementation.
- 10. Awardees oversee project implementation in accordance with established contracts.
- 11. Awardees submit invoices of work, along with documentation of matching funds and/or services, to CRA for reimbursement.

#### **Award Distribution Process**

Awards will be distributed as reimbursement for incurred costs. Awardees will be responsible for invoicing the CRA expenses incurred toward the process. Expenses should reflect the budget proposed in the application. The program will only reimburse applicants after the applicant has paid their architect, contractor and vendor(s) in full and after the project is determined to have been completed in accordance with the contract between the CRA and applicant.

#### **Governing Body**

The community fund will be managed by a CRA staff member responsible for receiving applications and responding to questions regarding the application process. A governing body consisting of CRA and Cambridge City staff will be appointed to evaluate proposals and determine winners.

Submission Deadline and Format
Grant applications are due, 2014, with funding approvals announced in
Submit one digital and five printed copies of application to:  Cambridge Redevelopment Authority  255 Main Street, Fourth Floor  Cambridge, MA 02138

#### **Termination**

The Cambridge Redevelopment Authority reserves the right to terminate the distribution of awards if it is determined that the funds are not, without prior notification and approval, being used for the purpose approved through the project application.

All interested par	ties are encouraged to contact the CRA with any questions.
Contact:	
E-mail:	communityfund@cambridgeredevelopment.org
Telenhone:	617-492-6800



Date:			
Project Name:			
Applicant Name:			
Contact Person:			
Applicant Address:			
Applicant Phone:			
Applicant E-mail:			
Sponsor Organization (if any):			
Sponsor Organization Phone:			
Sponsor Organization Email:			
Applicant or Sponsor Organization EIN/	Tax ID Number:		
	— Courseille, Cursel		
Award Type Requested:	☐ Capacity Grant ☐ Capital Grant		
Award Amount Requested:			
Award Amount Requested.			
Supplemental Documents Attached:*	□ Project Map		
	□ Project Budget		
	☐ Additional Project Information		

<sup>\*</sup> Project map and project budget should be included as a separate document. Complete the worksheets below and attach additional information if necessary.



Briefly describe your project.
Identify at least two ways that your project would provide a public benefit.
What evidence can you present to demonstrate the capacity of your project team to implement the
proposed intervention?



Provide a detailed inventory of how the requested funds will be used (attach project budget). Describe any supplemental sources of funding you will use in implementing your project. If applicable, describe the organizational match that you will provide.

Name (please print):



Provide, in as detailed a form possible, a construction timeline for your proposed intervention, including any necessary permits and approvals. What other actors would need to be involved to insure successful implementation of your project? What potential obstacles could you encounter that would interfere with your proposed timeline? How would you overcome these obstacles? **Certification that Above Information is Correct** Signature: Date: