Cambridge Redevelopment Authority

Board Packet of Supporting Materials

Meeting of November 19, 2014

- i. Agenda
- 1. Draft minutes of the Regular Board Meeting on October 15, 2014
- 2. Letter of Support for Ames Street Residential Project to Cambridge Planning Board
- 3. 2013 Audit of Financial Statements and Management Letter
 - a. 2013 Report on Basic Financial Statements
 - b. Management Letter
- 4. Draft CRA Procurement Policy
- 6. Grand Junction Pathway 100% Design
- 7. CRA Forward Fund Proposal
- 8. Monthly Report to the Board of the Executive Director
- 9. Monthly Report on Budget and Expenditures for 2014

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, November 19, 2014 at 4:30 pm

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

Full Board Meeting Wednesday, November 19, 2014 at 5:30 pm

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

DESIGN REVIEW MEETING AGENDA

November 19, 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. K2 Urban Design Concepts for the Kendall Square Urban Renewal Area Parcels 2 and 4
- 2. Grand Junction Pathway Design

Adjournment

The Cambridge Redevelopment Authority is a "local public body" for the purpose of the Open Meeting Law pursuant to M. G. L. c. 30A, § 18. M. G. L. c. 30A, § 20, provides, in relevant part:

- (b) Except in an emergency, in addition to any notice otherwise required by law, a public body shall post notice of every meeting at least 48 hours prior to such meeting, excluding Saturdays, Sundays and legal holidays. In an emergency, a public body shall post notice as soon as reasonably possible prior to such meeting. Notice shall be printed in a legible, easily understandable format and shall contain the date, time and place of such meeting and a listing of topics that the chair reasonably anticipates will be discussed at the meeting.
- (c) For meetings of a local public body, notice shall be filed with the municipal clerk and posted in a manner conspicuously visible to the public at all hours in or on the municipal building in which the clerk's office is located.

REGULAR MEETING AGENDA November 19, 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 place on file the minutes of the Regular Board Meeting on October 15, 2014*

Communications

2. Letter of Support for Ames Street Residential Project to Cambridge Planning Board*

Reports, Motions and Discussion Items:

- 3. Report: 2013 Audit of Financial Statements and Management Letter (Mr. Clark) *
 - Motion: To accept and place on file the 2013 Audit Reports, and to direct the Executive Director to submit the Audit Reports to the Department of Housing and Community Development
- 4. Motion: *To approve the proposed Cambridge Redevelopment Authority Procurement Policy* (Mr. Evans)*
- 5. Update: Foundry Community Meeting Feedback & Timeline (Ms. Madden)
- 6. Motion: Approving the Grand Junction Pathway Design and Authorizing the Executive Director to Advertise the Construction of Phase One of the Grand Junction Pathway on Parcel 7 between Main St. and Broadway. (Mr. Evans) *
- 7. Update: CRA Forward Fund Proposal (Mr. Zogg) *
 - Motion: Authorizing the Executive Director to implement a Pilot Round of CRA Forward Fund Grants for up to \$40,000
- 8. Report: Monthly Report to the Board of the Executive Director (Mr. Evans)*
- 9. Report: Monthly Report on Budget and Expenditures for 2014 (Mr. Evans)*
- 10. Motion: Authorizing the Chair and the Executive Director to amend the professional services contract for real estate consulting services with HR&A for an additional \$15,000, for an amount not to exceed \$75,000 (Mr. Evans)
- 11. Discussion: Kendall Square Urban Renewal Plan Amendment & MEPA Review (Mr. Evans)

 <u>Adjournment</u>
- (*) Supporting material posted at: www.cambridgeredevelopment.org/next-meeting/ Next Board Meeting: **December 17, 2014** at the Cambridge Police Station - Community Room

Cambridge Redevelopment Authority

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



Regular Meeting
Cambridge Redevelopment Authority

Wednesday, October 15, 2014, 5:30pm Cambridge Police Station 125 Sixth Street Community Room

DRAFT MEETING MINUTES

Present: CRA Board and Staff, members of the public

Public sign-in sheet attached.

Call

The Chair introduced Board members and Staff at 5:50 p.m.

Public Comment

Ms. Kathy Born stated that she will run item #5 on the agenda as an informal discussion and welcomed public comment on possible revisions to the Kendall Square Urban Renewal Plan at that time.

Steven Kaiser

With regards to the October 8 letter to the GSA found in the packet, Mr. Kaiser suggested having an agenda item next month to help define a role for the CRA, specifically on transportation.

With regards to the KSURP 1977 Plan's objectives, specifically on page 3 and 4, Mr. Kaiser called attention to item b3 (the improvement of public transportation, public utilities, and other public improvements), item j (to help alleviate problems of vehicular movement through East Cambridge) and item n (to capitalize on the location of rapid transit facilities). Since these are covered in this document, he emphasized the ability of the CRA to recommend improvements for transit. He urged the Board to submit a letter before the next CRA Board meeting outlining operational problems of the Red Line to start a conversation about improvements needed.

Mr. Kaiser expressed uncertainty about the role Boston Properties has played in improving transit or traffic issues in Kendall Square. In addition, with the advertised open position for a Director of Traffic and Parks, and the obsolete legislation, he will be circulating a rough draft of a bill to update the Traffic and Park Department into a Transportation Department which will include transit issues.

He said that citizen uproar has reached the City Manager about the Planning Board and their approval of 51 special permits and disapproval of none.

Heather Hoffman – Ms. Hoffman waived her time to speak.

<u>John Hawkinson</u> mentioned that the City has not found anyone for the Traffic and Park Director position which could lead to organization changes. He mentioned that the CRA could suggest opinions of structure or qualifications in writing if so desired.

Public comment closed.

Minutes

1. Motion: To approve the minutes of the Regular Board Meeting on September 17, 2014

Mr. Tom Evans referenced an additional handout of an email from Heather Hoffman with requested revisions to her testimony.

Ms. Margaret Drury asked that the spelling of Ms. Simmon's name be corrected and the pronoun be changed to "she."

Mr. Christopher Bator suggested we add the email as an addendum.

Motion to accept the minutes of the Regular Board Meeting on September 17, 2014 with the edits regarding Ms. Simmons and add the email from Ms. Hoffman as an addendum.

The motion was unanimously approved.

Communications

2. Letter of Support to General Services Administration regarding Volpe Redevelopment *

Mr. Evans and Ms. Kathleen Born attended the Industry Day open house as did some from Boston Properties. Following that, Mr. Evans, Ms. Drury, and the CRA attorney crafted the letter and sent it to the General Services Administration (GSA) by the GSA deadline. Mr. Evans received email notification from the GSA that the CRA letter was received.

If there were elements of RFI responses that were confidential, an indication as such should have been made and the GSA would determine what could be withheld. The CRA letter of support and assistance is public and available on the CRA website.

Mr. Conrad Crawford apologized for not be available to attend the Industry Day meeting. He asked if the process for development of the site includes landscaping or if this will be broken out from the building design. Mr. Evans said that due to the high proportion of open space involved, the eventual proposal should have a significant landscape element. Questions of whether it should be one big park versus a series of open spaces is a paramount part of this site design process.

Mr. Crawford mentioned that in recent conversations with colleagues involved in landscape space, GSA or Volpe might ask for a common benchmark standard and vocabulary. Mr. Evans said that they are focusing on the standard for a federal building setback compared to a private building.

Mr. Evans mentioned the flyer for the Connect Kendall Square process for an open house with the designers. Although open space proposals will be offered as part of the competition, he was unsure how much the competition will venture into the site.

Mr. Ben Lavery was recognized to speak. In regards to open space, the RFI is the first step to look for comments from the design community, the development community, and the CRA so they can structure the RFP. Everything else is a moving part. Once the RFP is done, the process will have more shape. Mr. Barry Zevin suggested that the letter was exceptionally open to the fact that it was a set of moving parts and welcomed feedback, which is unusual and good. Mr. Lavery said that the DOT who owns the parcel is working with the GSA because the GSA is more accustomed to these types of transactions but this is a unique structure and an exciting opportunity for everybody.

Ms. Born hopes that the CRA's letter will be is taken as a marker to include CRA.

In response to the request for an agenda item on this topic, Mr. Evans will talk to GSA and Volpe about bringing information to the Board.

The discussion was closed.

3. Memorandum regarding Summary of Results, Soil and Groundwater Investigations along Galileo Galilei Way *

Mr. Evans explained the reason for the memo. On the CRA-owned sliver of property between the Galileo right-of-way and the railroad right-of-way, a spike of the compound TCE was found. This required further digging and full screen testing. As it turns out, there is no cause for alarm but it does require a clear disposal plan. The final page of the memorandum lays out the scope that FST requires to close the soil's issue. With no other options, Mr. Evans instructed FST to take on the first two tasks, namely to put together a report to send to the DEP and to do a remediation design as part of the design of the path. However, we have postponed the implementation and final documentation piece for a potential follow-up contract with FST to have them do final construction oversight of the soil issues alongside our selected contractor for the project. The first two lines are folded into their existing scope and some of their construction oversight tasks are pulled out.

Mr. Zevin asked if this applies regardless of whether we are removing anything from the site. Mr. Evans said that FST is working on a final grading plan which will determine how much soil needs to be removed from the site. He thinks that their abatement plan will state that whatever is dug out requires it to be sent to a regular landfill, that nowadays, are regulated with liners, etc.

Ms. Born asked if our insurance can cover some of the cost. Mr. Evans will look into this but feels that coverage requires an incident which unfortunately we cannot target. Mr. Crawford thinks the insurance is calculated based on percentage of overall project cost so CRA would still be connected to that material no matter where it is taken so an overall register needs to be calculated and recorded. Mr. Evans suggested we start carrying environmental insurance for these digging projects and unforeseen issues in the future.

Mr. Evans reminded the Board that this is actually good news considering what we thought we might have had to deal with.

Mr. Bator asked about the cost of the project. Mr. Evans said that we won't know how much money it will cost until we finalize the grading options around the gazebo. As for the width of the path, we have decided to have a 12-foot width as opposed to the ideal goal of 14 feet. Looking at MIT's recently released study, 12 feet is the widest width found in this corridor which also means we wouldn't need to remove as much dirt.

Ms. Born asked for confirmation that untouched soil can remain on site. Mr. Evans confirmed. Ms. Born stated that the costs on page 3 were only for FST's work and that there are additional costs for an excavator and hauler. Mr. Evans explained that FST will not only design the path and landscaping, they will also now include the remediation plan. The total work to be done will be bid on by construction contractors and it will be reimbursable per the agreement with MIT. DEP allows the land to remain as is for one year so we hope to be in construction after the thaw next spring.

The report will be place on file.

Reports, Motions and Discussion Items:

4. Update on the Ames Street Residential Project (Mr. Evans)

Mr. Evans stated that just before this Board meeting, Boston Properties submitted some design revisions for changes to the ground floor treatments of the Pioneer Way area, the Ames streetscape, the retail façade, and bike parking. Most of the changes were in response to CDD, Parking, Traffic and DPW City staff review.

We are expecting a schematic design packet for CRA approval per our design review protocol which is a parallel tract with the City's review of the Article 19 permit.

The CRA should be present at the Planning Board meeting when they review the Article 19 filing to make a statement in support of the project. They may or may not be approving it but they will be hearing it. Minor modification surround façade on the 1st and 2nd floors but the Board was receptive to what was presented.

Mr. Lavery added that Boston Properties would appreciate a letter of support from the CRA that could be provided in advanced of the hearing.

Ms. Born stated that the Design Review meeting was a public meeting and had some public participants.

Ms. Drury noticed that the November 18 (or 19) meeting was indicated as the "first" meeting. Since Boston Properties has responded to all of the issues that CDD mentioned, she questioned the requirement of a second meeting. Mr. Evans explained that most projects that have been recently reviewed by the Planning Board have gone through multiple meetings but none of them have had a standing item at the CRA Board. We could make the case that there has been a lot of review and public review and the open transparent process which could be supportive of one meeting.

Ms. Drury urged the Public to be vocal with the Planning Board if they want this building project to get done which will provide more housing.

Mr. Evans asked if the Board would like to entertain a motion to write a letter of support or just show up and speak. Ms. Born agreed that it would be advisable to have a letter explaining the design review process of the CRA so that the level of scrutiny given to this project including how many meetings over a period of eight or so months, was understood. Mr. Zevin thinks the letter should be explicit in detailing the reasoning behind the design decisions made to emphasize that this has been a well-considered project. Mr. Bator agreed that having a rationale for the decisions in the letter is important and added that that it would also be useful to layout the process so it is clear that this has been carefully considered over some time.

Ms. Born wants the Planning Board to know that this project is different from other projects that come "first pass" to be reviewed. At every phase of the development process, there have been meetings with participation from the CRA Board and the designer review group who include CRA consultants and senior staff of the Community Development Department. Mr. Bator added knowing the amount of time and attention that has been spent on this project to-date would be useful information for the Planning Board to know.

Mr. Conrad suggested that the letter should also reference the K2 process because it would provide a foundation for many of the concerns that were clarified in terms of the quality of the design and the need to prioritize the development that came through the K2 discussion.

Ms. Born noted that she and Mr. Evans would be happy to attend the meeting and asked for the letter to be written before the Planning Board meeting.

Mr. Bator doesn't want this process to be held up unnecessarily. A casual rejection would be inappropriate due to the extreme need for housing and extensive amount of effort that has been done on this project.

Ms. Born mentioned that a discussion took place in the Design Review meeting before tonight's Board meeting. She stressed that Article 19 is an urban design review not an architectural review. It is intended to measure the large general impacts on the City and its immediate environs – transportation, storm water, wind, shadow, streetscape, entrances and exits. It is not intended as an opportunity for the Planning Board to review fenestration. The CRA has spent a fair amount of time beyond urban design delving into some of the architectural elements because that is what the CRA has done in the MXD District since we are charged to do so. We hope that the Planning Board would see that these issues have been covered.

Mr. Evans motioned to authorize the Executive Director to work with members of the Design Review Committee to submit a letter of support on behalf of the Ames Street Residential project.

The motion was unanimously approved and the report will be placed on file.

5. Discussion: Revisions to the Kendall Square Urban Renewal Plan - Chapter One Objectives*

Ms. Born opened a discussion with the goal for the implementation of some of the recommendations of the recent planning processes which have involved the MXD district in Kendal Square. She referenced the handout of the 1977 Urban Renewal Plan. Ms. Born noted that some of the goals live on today and others not so much. Ms. Born stressed the desire to involve the public in vigorous discussions with the Board tonight and further to produce a new or vastly amended urban renewal plan. This would lead to a proposal for a rezoning for the area.

Mr. Evans clarified that the 1977 document is actually the first full and restated amendment of the urban renewal plan which focused on mixed use development. The original 1966 plan was NASA based. We recently did a full amendment and restatement of Chapter 4 (the land use section) to include biotechnology, and other items overtime but there hasn't been an amendment of the entire plan. Jeff Mullen, our counsel, advised taking a look at the full document to propose an Amendment 10. After looking at the document, there doesn't seem to be a need to throw out all the objectives but there are some changes to include updates on what we imagine the space to be.

Mr. Evans passed out page 51 from the K2 plan, which states the four overarching goals. He said that using the K2 plan and objectives found in other documents such as the East Cambridge Planning Team studies from CBT, we might just need to make a few fine adjustments. Some of the economic development goals to add would be knowledge economy and innovation culture of Kendall Square, energy sustainability, street scape, open space, rapid/public transit and transportation.

Mr. Evans suggested we flag items that should be included and staff would craft a new document for review.

Mr. Crawford suggested keeping in mind another item from the K2 plan, which is programming to allow people to share the spaces and define these public venues. Mr. Evans agreed that the inclusion of actual programming should be considered part of the activities of the CRA in specific targeted spaces. There's been focus to reactivate spaces through design but also through event making and insertions of activity. Mr. Crawford used the partnering example presently occurring with Parcel 6. Mr. Evans added that our current maintenance and operating agreement that we have with Boston Properties regarding the plaza dictates programming that we are to provide such as performances and activities there. Electricity infrastructure is already built into the plaza so some of the ideas that we are considering to activate urban spaces have been in the documents put together by the CRA three decades ago.

Ms. Drury likes the wording of goal #4: "makes it living, working, learning, playing." She stressed that Kendall Square is at a different level – it's not a beginning. It needs to be knit together with a supermarket, drug store, housing. She also noted the references to economic development already in the old plan document on the last page (number 1.) This was a statement about the need for economic diversity in Kendall Square that still exists today.

Mr. Born mentioned truck traffic and alleviating the problems of vehicular traffic.

Mr. Steve Kaiser said that the 1977 plan is much better than he thought, and better than the page handout from the K2 plan document.

A discussion around economic diversity and the availability of blue collar jobs in Kendall Square took place. Mr. Evans said that the KSA is doing some consensus work on employment in Kendall. It would be interesting to know what the economic diversity is in Kendall Square. The blue collar wording might be an antiquated terminology but perhaps the various levels of entry into the workforce should be assessed, not necessarily within the scope of the MXD but possibly the scope of the CRA.

Although only one page of the K2 plan was passed out this evening, Mr. Evans said that there are sections in the document that have implementation procedures and statements and should be emphasized in our work.

Ms. Born wondered if there is an appetite in the City for broad public involvement to revisit a new KSURP plan with the CRA or whether the public is more focused on specific city development projects that have a more tangible presence.

Mr. Kaiser likes the 1977 plan and believes it only needs fine tuning. He mentioned item #5 that specifies the goal of a "decent, pleasant, humane environment." The only thing missing in the 1977 is a reference to pedestrians and bikes which can be easily added. Mr. Kaiser likes the process but feels that little work needs to done.

Another gentleman at the meeting stated that no one knows what happened with the K2 implementation. He said that it was an incredibly public process but it faded away and the public doesn't know what happened. He suggested that there is still interest but answering what happened is important.

Julia Nugent, a Cambridge citizen and architect, suggested that if the intent is eventually zoning then it would be valuable to conceptually analyze the 1977 plan – idea by idea – what does it cover and what it doesn't cover - and make that process public. Ms. Madden restated the idea. Take the 1977 plan, look at what the K2 said about each of the issues and then have the CRA make recommendations. Mr. Evans added that evaluating the 1977 plan qualitatively and then matching it up with the K2 document would be a worthwhile assessment to do of the old plan. Ms. Bator stated concern with an excessive expenditure of Board and Staff time and resources on theoretical matters getting in the way of getting something done. He feels that it is appropriate to do this in some form but the principles we choose will express themselves in the things we do so let's not get distracted. Ms. Nugent responded that the end document would give the CRA an analytical metric when a developer proposes things. Ms. Madden suggested that it could show an alignment with the City's policies so you can move forward with rezoning.

Mr.Evans said that these objectives may be used as a way to measure whether zoning proposal language changes or other implementation activities we take on would further the goals. The plan is not evaluating the past but evaluating the future. We want to make sure that what gets done actually promotes the goals of a plan.

Mr. Barry Zevin reminded the group that this only deals with 3 or 4 blocks. Ms. Drury replied that although small, this area is a huge economic engine for City. Ms. Hoffman requested that this fit into the huge master plan is being done by the City. Ms. Drury noted that we need to recognize the real limitations in what we can accomplish in the small area. It would be wise to avoid including goals that might be pipe dreams. Mr. Bator reiterated that we can design a wonderful plan but having a plan doesn't mean we've done anything.

Ms. Born suggested that much of the 1977 plan could be used as criteria for other parts of the City.

Mr. Bator then referenced some unrealistic language regarding relocation of families. Mr. Evans explained that historically, that is what urban renewal was about. It will be interesting to decide whether to keep the outdated language in the plan for historical reasons as this is part of our story.

Ms.Born stated that the empathy and concern mentioned in the document is still valid. She clarified that the end result is a revised urban renewal plan accompanied by a proposed zoning amendment that changes in some way the existing zoning of the MXD District that will allow for some additional development and enrichment of the urban texture.

Mr. Zevin proposed that we strive to keep conflicting uses of an area "out of each other's hair." We need to address how mixed-use zoning affects the parties involved precisely and carefully as opposed to a broad-brushed zoning. He feels that this is not difficult in that the zoning needs to reflect the physical form of the area and its use implications.

Ms. Born mentioned the importance of including the structure for the permitting process to make it clear that there are different needs in different places. Mr. Evans explained that there could be different criteria that are evaluated for different areas. It is important to include the potential conflicts and understand the measurable issues. Mr. Lavery, of Boston Properties, said that there is really a finite number of solutions within the district for this additional density. Therefore he feels that working through the assessments can occur within a reasonable timeframe.

Mr. Evans added that zoning is only one tool but there are other redevelopment activities that the CRA might want to own and execute as part of the next chapter of the development plan.

Ms. Drury emphasized Mr. Evan's plan to get actual data for the master plan as the data being collected on Kendall Square can also help the City.

Mr. Kaiser pointed out the valuable items listed in goal #2 of the K2 plan which are not listed in the 1977 plan which should be incorporated. Also, housing, bikes, schools and churches are not mentioned in either one. There's also the new issue of vulnerability.

Ms. Born feels that a rough draft (including outlines/framework for zoning) could be presented for comment by the next meeting.

Mr. Bator reverted back to the conversation regarding the Ames Street letter that will be sent. The letter should include a sense of urgency due to the fact that the economic situation is favorable to build the housing that is so needed, that we have a willing developer who is ready to build in ways that the CRA thinks is good.

Mr. Kaiser emphasized the sharp, definite format of the 1977 plan and stressed that the verbs are precise and powerful where as the K2 plan is vague.

Mr. Evans said that he would connect with the author of the 1977 plan and relay the highlights of the discussion.

The discussion was closed and will be reopened next month.

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

Mr. Evans introduced new CRA hire, Jason Zogg, who will be working on much of what has been discussed, welcoming his ability to build the CRA's capacity in planning activities.

We continue to work on bringing in interns from our local universities. Mr. Crawford asked if intern opportunities from vocational schools (like Bunker Hill) as well as Ivy League universities could be provided. Mr. Evans said he would look into Northeastern's coop program and that there's also been a reconnection with the workforce development, which might lead to hosting someone from that program. A note was made to increase the CRA outreach.

Mr. Evans is working with Boston Properties in regards to the office which will continue to be the CRA location, hopefully with TI improvements as part of our lease. One big goal is to convert the large office space into a conference room to host larger meetings. Staff might need to move out while construction is going on. We have rights to use the CIC space which could be potential swing space during construction.

The audit is not ready as the auditors were really busy but a full presentation will be given to the Board in November. They will also be coming into our office to help us with continued bookkeeping adjustments and help us understand some of the assumptions that were made in the previous administration.

Ms. Drury mentioned that in the first line of Mr. Evans' report, the word "audit" was missing after the number "2013."

A meeting with the Treasurer and Assistant Treasurer will be scheduled to look at 2015 budget which will be coming up as an agenda item in the next couple months. Other things coming up will be a schematic design with a full set of construction drawings to move forward on the Grand Junction project, possibly the demonstration project on the Foundry, and having Relish present on their proposal for Parcel 6.

The converting of Cambridge Center to Kendall Center continues. Positive feedback has been received with regards to the advertising of the roof top garden. There are still pieces coming together, specifically the mural installation on the glass of the atrium. The Ames Street Deli should be opening sometime in October. They have to relocate one of their signs due to The Broad's concern about their stonework. We don't know what's going on at Coop. A letter was received about their plans being delayed until December or January. They are not in default in their rent. Boston Properties and the City Manager have been in conversation with the hopes of improving the situation.

There's been a lot of construction at Main Street's Point Park and a number of delays due to the underlying infrastructure of the sidewalk but the project is moving along. They've asked for at least a one month extension of their staging at Third and Binney. The biggest challenge is getting to the T from One Broadway. The KSA have been voicing their concerns and the retailers along Broadway are upset. CRA and Boston Properties were lined up to repave the area around the fountain but this needs to wait until next year.

We are waiting for the initial proposals and ideas that come out of this week's Connect Kendall Square Open House on October 30 at the Broad Center as advertised in the flyers on the table. They have selected four designers and Point Park is one of four areas involved although to what extent is unknown. The East Cambridge Kendall Square Open Space Committee was designed to inform this process but it hasn't been meeting regularly and it is unclear what role it now has.

Mr. Crawford stressed that he would like more than one participant from the CRA to be part of the Open Space Committee. Mr. Evans explained a snafu with the KSA's e-communication, which has been resolved so that future information about the process can be disseminated to the Board.

Adding to the chaos in the construction zone of Point Park is a public Wi-Fi project which is running a broadband wire through the Third Street intersection. Boston Properties is also involved in an MIT project to eventually have Wi-Fi along Main Street from Newtown Court to the Canoe Launch.

A small discussion began about free Wi-Fi, a way-finding component of its availability, and possibly using free Wi-Fi as a way to advertise Kendall Square.

The next community meeting on the Foundry is October 29th at the Senior Center where we will continue to dive into the technical aspects of the demonstration project plan. We are focusing on determining the governance structure and the transaction with the City. There is a very good working relationship with City. Everyone wants this project to work.

Relish will be bringing in a plan regarding Parcel 6 to the Board in November.

Regarding Volpe, Mr. Evans will relay any news regarding the next publically available information from the GSA's process.

The report will be filed with the word "audit" being inserted as discussed.

7. Report: Third Quarter Report on Budget and Expenditures for 2014 (Mr. Evans)*

We committed to the alternative format for the quarterly actual vs budgeted comparison.

One budgetary change to note is that Boston Properties has not begun the Ames Street Residential project so they are not pulling permits this winter and the approximate \$400,000 proceeds from sale and redevelopment rights will be forecasted in the next year. Likewise, the reimbursement money from MIT for the Grand Junction will be a 2015 budget item.

Mr. Evans expects to come below the project expenses. We used good constraint with legal services which had been a third or more of the CRA budget in past years. Our legal fees are less than expected. Some of our planning fees are down since we haven't had as much design review as we had thought. Not all the engineering work done by FST has been billed so there will be more engineering expenses.

Looking at the redevelopment investments from the budget summary handout, the capital cost line item was due to anticipated work on Parcel 6 but Newport Construction will be doing this work in exchange for the right to stage their construction machinery on the parcel. And the Community Loan Fund program might want to be piloted with a smaller amount.

Summarizing, there is less money flowing in both directions - less money coming in than budgeted and not as much going out as budgeted. Much of this will be carried forth into 2015. The major carrying costs are payroll, rent and legal fees on a monthly basis.

In discussions of the 2015 budget with the Treasurer and Assistant Treasurer, Mr. Evans would like to look at refining how the budget is organized and presented to the Board. We've made significant upgrades from what it was but we have more information from working with Quickbooks.

Mr. Bator would like to see the CRA investment strategy on the agenda. Ms. Born clarified that much of the money held by the CRA could be quickly used on the projects being proposed. Mr. Evans stated that investing in real estate is the best fiscal option for the CRA and actually part of our mission. Investing in the stock market is not an option.

The motion to place the report on file was moved and unanimously approved.

8. Motion: To approve the proposed Cambridge Redevelopment Authority Procurement Policy (Mr. Evans)*

There has never been an adopted procurement policy for the CRA. One of the major audit findings from 2010, 2011 and 2012 was that procurements have not been following any particular policy possibly including state law. Mr. Evans explained that a misinterpretation of the increased procurement flexibility redevelopment authorities do have could be the reason the rules might have been overextended in the past.

The main goal of the policy states that the CRA will follow state procurement laws that apply to both the purchase and sale of materials and services. The 30B procurement piece was flushed out in an earlier version. This version dives into the bid rules for construction based on the type of construction being done. Besides restating state law, it also states the \$10,000 threshold for Board actions versus Executive Director action in procurement since this amount requires State review.

The policy is organized in four sections. The first is an introduction that lists the broad based policy objectives that will be followed regardless of the project – fairness, objectivity, efficiency, accountability, ethics, and sustainability. However, this document does include an exemption from the precision of the 30B process if a particular project is involved with real estate transactions, as is being done with the Foundry project.

The document includes the broad based exemption from 30B for engineering and designing services. It does include a set of rules for selecting designer architects on projects with estimated architectural fees over \$100,000 and/or when using any state money for housing.

The procurement thresholds included in the document were attained from the state's website. The state increased the threshold allowing a 3-bid quote process from \$25,000 to \$35,000. Above \$35,000 requires a bid or RFP process. Although we didn't have an official approved policy, we have been following this draft for procuring the services of Relish, designers, landscape and real estate consultants.

There is a sole service provision that, only with Board approval, allows the procurement of a vendor's services under \$25,000 provided it has specific knowledge set or unique qualifications. There are emergency procurement procedures in case of life safety issues or natural disasters, which allows an immediate response.

Mr. Evans stated that the procurement threshold for construction contracts did not get changed and it remains that anything over \$25,000 is a sealed-bid process but there is no procurement law for small scale construction under \$10,000. There is an option to use a 3-bid request process or a sealed bid process for amounts in between.

The rules follow the State's law and the Policy adds that the CRA would post openings on the appropriate City Board's website and the CRA website.

The last section contains general provisions which state the delegation of authority for items under \$10,000, the use of the credit card for items under \$1000, ethics, conflict of interest, etc., much of which is restating existing laws. There is also slightly modified boilerplate language provided by our financial consultants relative to disputes and protests. It also includes the issue of record maintenance.

Mr. Evans welcomed comments and clarified that it this is the guideline being followed in lieu of no existing policy

Ms. Drury expressed the helpfulness of the well-constructed cohesive document and moved to approve the document.

Before being seconded, Mr. Bator asked if the document has been thoroughly reviewed by Counsel. Mr. Evans replied that it has been reviewed by the auditor Chad Clark resulting in modifications but that he has not yet heard from Counsel. Mr. Bator requested a quick look from Jeff Mullen for significant omissions as opposed to a costly detailed review. Mr. Zevin offered several proof editing suggestions. Ms, Born would like to take one more month to review the document. Mr. Evans clarified that there have been discussions with Counsel regarding certain sections of the document and that the guidelines in this draft policy will be used while awaiting final approval.

There is a section in the document, which states the policy for giving away unused or unwanted items which referred to the approved Board resolution this Fall allowing the removal of excessive and unwanted office furniture.

The motion to table the decision on approving the document until Counsel scans it for substantial omissions was unanimously approved.

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

Mr. Evans delegated the explanation to Ms. Madden who reference the memo and a draft of a form.

Ms. Madden explained that, based on intern Chris Colley's work, our intent is to move forward with a pilot program of \$40,000, a non-risky amount.

She said that the term "Community Fund" is confusing and we might want to think of another name which emphasizes urban innovation.

The document lists the other funds available in Cambridge which are mostly for programs where as this money is for physical improvements. The money is for a public purpose but the applicant can be a small business or a neighborhood group sponsored by a 501c3 organization.

We are expecting revisions to the document but are hoping to announce this by the end of the year, have an informational meeting, deadlines by mid-winter and awards made by early spring so things could happen in the summer.

The actual application form has more information about the type of grant. The maximum capital grant would be up to \$10,000. There would be a 1:1 organizational match. There's a capacity grant, different than funds for programming, which could provide seed money to advance a project.

Ms.Madden would prefer that the procedure be made simpler than 11 points. A simple easy-to-fill-out form was the goal. The questions on the form ask about the project description, to highlight the public benefit, the team capacity, budget, other sources of funding, organizational matches, timelines, partnerships, and potential obstacles.

As for the governance structure, the recommendations will be made by the day-to-day level of City staffers rather than department heads and that these recommendations would then come to the CRA Board for approval. This would also help foster relationships. Because of the small size of the City, the applicants and the credibility of their work would not be unfamiliar to those making the recommendations.

Mr. Conrad agreed that involvement at all levels of staff is valuable.

Mr. Conrad suggested that recipients be required to incorporate the acknowledgement of the funding source and that the CRA manages the process of publicizing the award announcements.

Mr, Bator asked if there was a process of publicizing the Fund project. Ms. Madden suggested putting it on our website and agreed that further discussion is warranted regarding a rollout strategy.

Mr. Evans suggested that the other funds listed in the memo that are doing similar work might initiate communication with CRA if they are unable to wholly fund a project or if the project it is outside their scope as the CRA funds aren't as constrained by CDBG funds or other restrictions. In addition, since the

CRA is initiating this strategic initiative, although small-scaled, it can be looked at as a rebranding of the organization and an aggressive media strategy should be launched including all means of social media and communications.

Mr. Bator asked whether the success of this small-scale pilot program would result in the larger-scaled project as we had envisioned. Ms. Born clarified that we need development fees to go with the larger scaled project. Mr. Evans stated that the loan piece still needs to be decided. Mr. Bator restated that it make senses to use the CRA cash on hand in this particular way. Ms. Madden stated that reinvesting funds back into the community is part of the CRA mission.

Ms. Hoffman suggested that most neighborhoods have organizations with e-mailing lists for meeting announcements and flyers distributions. Mr. Drury suggested creating brochures.

Mr. Drury asked for a clarification on the acceptable electronic mechanism for submitting a request. A discussion began regarding this as well as accepting low-tech hardcopy submissions.

Mr. Evans stated that we are looking for authorization to implement with the money committed in our budget for this project. We would like to "put it out there" and come back in 4 or 5 months with a set of proposals to fund.

Ms. Born asked about creating the committee. Mr. Evans stated that upon approval of the motion, we would create a working group with representation from various City departments, which would have a part in facilitating the project (such as ISD or DPW.) Discussions have occurred with CCD staff but more outreach needs to occur with the other departments.

Mr. Evans explained that the CRA Board has final approval of awarding the grants based on a ranking recommendation from the working committee. Mr. Evans stated that there is no need for Board approval of the selected members of the committee since it is staff related but that the status of selection would be included in any agenda update on the project and/or in the Executive Director's report.

This project is not a dispersal of \$40,000 in perpetuity. This is a pilot, 1-year project at \$40,000.

Ms. Born doesn't want the Board to micromanage the process but does want touch points with the Board.

Mr. Bator suggested a report of progress be made at the next Board meeting.

Ms. Born suggested turning the memo into a policy that would clearly state that it is for a one year timeframe and cost of \$40,000 and finalize the form that goes out.

Mr. Evans added that we would need to get partnerships.

Ms. Born suggested taking comments and reporting next month.

Mr. Bator asked if that would slow down the project. Mr. Evans said that we are heading in the right direction but we would not be able to market it next month and would not want to wait much longer. Ms. Madden said that this is acceptable since the goal to get it out by the end of the year could still be attained.

Motion is tabled until next month.

Ms. Born would like to relay to the Planning Board in mid-November that the Ames Street project will yield revenue to the CRA that can be used for a range of purposes, which are similar to the Foundry and referenced the Community Fund that will be established. Ms. Drury stated that the Fund is being renamed to an unknown at this point. A discussion of naming options occurred. Mr. Conrad offered to help with naming the Fund and also provide a highly regarded application used at the State level for awarding grants. Mr. Drury offered to help shorten the list of 11.

A motion to adjourn was moved and unanimously approved at 8:31 p.m.

Cambridge Redevelopment Authority

255 Main Street / Fourth Floor Cambridge, Massachusetts 02142 617 492-6800 617 492-6804 (FAX)



November 10, 2014

Cambridge Planning Board

City of Cambridge Cambridge City Hall 795 Massachusetts Avenue Cambridge, MA 02139

Re:

<u>Cambridge Redevelopment Authority Support for the Special Permit Application</u> <u>by Boston Properties for the Ames Residences Project</u>

Dear Members of the Planning Board,

The Cambridge Redevelopment Authority (CRA) offers this letter of support for the Article 19 Special Permit application submitted by Boston Properties Limited Partnership (Boston Properties) to build the Ames Street Residences Project (Project) in the Mixed Use Development District (the MXD District).

The CRA is highly supportive of residential development in the Kendall Square Urban Renewal Area (KSURA. The commencement of this housing development has been long awaited by the CRA and the East Cambridge community as a critical step toward creating a more dynamic, mixed-use urban environment in Kendall Square. The Project will not only enliven its block of Ames Street by substituting active retail frontage for the current parking garage entrance and loading dock, but will bring additional activity to the KSURA and the broader neighborhood. It is a crucial step toward generating sufficient residential density to support much-desired local retail uses in Kendall Square

The CRA, in collaboration with the Community Development Department (CDD) has undertaken an extensive design review process for the Project over the past 10 months. The Project's design and implementation schedule has been a standing item on the CRA Board's agenda at each of its monthly public meetings. The CRA's Design Review Committee, which includes Board members, and staff of both the CRA and the CDD, held a public review session of the conceptual building design on May 21st of this year. The CRA Board voted unanimously on June 18, 2014 to approve the Conceptual Design for submission for an Article 19 Special Permit. The CRA Board reviewed the Article 19 materials at their September 17th meeting and held a second public Design Review Committee meeting on October 15th to review modifications to the design as a result of ongoing discussions with City staff. At all of the public meetings to date, the Board has received positive feedback from community members about the building design.

The CRA has found Boston Properties and their architect and landscape architect team to be thoughtful and collaborative throughout the design review process. The design as proposed reflects a thorough understanding of the building's context in this dense urban site. The Project has been analyzed based on distant view studies, block level massing, and its immediate ground level presence. The proposed building reflects a careful set of architectural decisions responding to each scale of study, and the CRA feels that it will provide a strong contribution to the urban design fabric of Kendall Square.

The CRA has focused a significant amount of its review on a few key elements of the Project's design ranging from the overall building mass to ground level details. The narrow floor-plate inherently creates a slim profile on the skyline, while the shifts in the building's mass and façade materials emphasize the vertical element of the Project. The CRA requested that the building have a definitive residential character and a meaningfully articulated façade of contemporary materials. In particular the CRA requested that this building, rather than mimicking the dominant brick facades of its neighbors, instead express a new material composition within the KSURP. The designers responded with a building skin that becomes increasingly transparent as it rises above its existing Kendall Center neighbors. The CRA also appreciated the inclusion of the strong reveal between the upper floors and the building base that has been an element of the design from the initial concepts presented over a year ago. The utilization of the base building roof as usable open space was encouraged from the early reviews, and as now proposed, provides a positive amenity for future residents and an active outdoor space that can interact with the Ames streetscape activity.

The CRA has also conducted extensive review of the ground floor plane and the public realm landscaping designs. The Board appreciated the desire to relate the base building with the upper floor designs, but also asked the designers to make adjustments so the façade reflected more clearly the retail nature of the ground floor uses. The CRA appreciated challenges of the alley design, and support the design goal of moving the "back of house" loading area off Main Street while maintaining the pedestrian access through the block. The proposed lighting, paving materials, and seating elements will add dynamic elements to this currently utilitarian space, creating an enhanced civic space internal to Block Four of the KSURA. The creation of additional public streetscape spaces at the corners of Ames Street will create an active link between the Sixth Street Walkway and the enhanced streetscape currently under construction on Main Street.

In summary, the CRA fully supports the approval of the Article 19 Special Permit. Per the Design Review procedures within the Cambridge Center Land Disposition Agreement, the CRA will continue to work closely with city staff, Boston Properties, FXFOWLE Architects, and CBA Landscape Architects to insure that these positive design elements are maintained throughout the design development process and into final construction.

Sincerely,

Kathleen Born

Chair, Cambridge Redevelopment Authority Board

Attached:

Ames Street Design Review Notes

fathleen S. Bon

Report on Examination of Basic Financial Statements And Additional Information Year Ended December 31, 2013

Report on Internal Control Over Financial Reporting and On Compliance and Other Matters Year Ended December 31, 2013

TABLE OF CONTENTS DECEMBER 31, 2013

	Page(s)
INDEPENDENT AUDITORS' REPORT	1 - 2
MANAGEMENT'S DISCUSSION AND ANALYSIS	3 - 5
BASIC FINANCIAL STATEMENTS:	
Statement of Net Position Statement of Revenues, Expenses and Changes in Net Position Statement of Cash Flows	6 7 8
Notes to Basic Financial Statements	9 - 16
REQUIRED SUPPLEMENTARY INFORMATION:	
Schedules of Funding Progress – Pension System and Other Post-Employment Benefits Schedule of Contribution Funding – Pension System and Other Post-Employment Benefits	17 17
OTHER REPORTS:	
Report on Internal Control Over Financial and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards	18 - 19

ROSELLI, CLARK & ASSOCIATES CERTIFIED PUBLIC ACCOUNTANTS

500 West Cummings Park Suite 4900 Woburn, MA 01801

Telephone: (781) 933-0073 www.roselliclark.com

INDEPENDENT AUDITORS' REPORT

Board of Directors Cambridge Redevelopment Authority Cambridge, Massachusetts

Report on the Financial Statements

We have audited the accompanying financial statements of the Cambridge Redevelopment Authority (the "Authority"), a component unit of the City of Cambridge, Massachusetts, as of and for the year ended December 31, 2013, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Cambridge Redevelopment Authority Page Two

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Authority as of December 31, 2013, and the respective changes in financial position and, cash flows thereof, for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that management's discussion and analysis, and the funding and contribution progress for pension benefits and other post-employment benefits information as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Reporting Required By Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated November 10, 2014, on our consideration of the Authority's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in consideration of the Authority's internal control over financial reporting and compliance.

Roselli, Clark & Associates Certified Public Accountants

Roselli Clark & associates

Woburn, Massachusetts November 10, 2014

MANAGEMENT'S DISCUSSION AND ANALYSIS

Our discussion and analysis of the Cambridge Redevelopment Authority's (the "Authority") financial performance provides an overview of the Authority's financial activities for the fiscal year ended December 31, 2013. We encourage readers to consider the information presented here in conjunction with their review of the basic financial statements, notes to the basic financial statements and required supplementary information.

FINANCIAL HIGHLIGHTS

- The assets of the Authority exceeded its liabilities at the close of the most recent fiscal year by \$10,954,261 (total net position). This entire amount may be used to meet the Authority's ongoing obligations to citizens and creditors.
- The Authority's assets are primarily comprised of cash and investments of \$11,152,481, or approximately 97.8% of total assets at December 31, 2013. Short and long-term development projects held for sale totaled \$235,129, or approximately 2.1%; remaining amounts are insignificant.
- The Authority's total net position decreased by \$36,362. Operating revenues of \$712,188 primarily consisted of the sale of development rights in 2013; these revenues were less than the Authority's operating expenses in 2013 by \$119,561. Additionally, nonoperating revenues of \$83,199 were comprised of investment income.

OVERVIEW OF THE FINANCIAL STATEMENTS

This report consists of two parts: management's discussion and analysis and the basic financial statements. The financial statements also include notes that explain information in the financial statements in more detail. The Authority is a component unit of the City of Cambridge and is a self-supporting entity that follows enterprise fund reporting. Accordingly, the financial statements are presented using the economic resources measurement focus and the accrual basis of accounting. Enterprise fund statements offer short-term and long-term financial information about the activities and operations of the Authority. These statements are presented in a manner similar to a private business, such as a real estate development company.

The *statement of net position* presents information on all of the Authority's assets and deferred outflows of resources and its liabilities and deferred inflows of resources, with the difference between the two reported as *net position*. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial condition of the Authority is improving or deteriorating.

The statement of revenues, expenses and changes in net position presents information showing how the Authority's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected receivables and earned but unused vacation leave.)

The *statement of cash flows* presents information on the Authority's cash receipts, cash payments and changes in cash resulting from operations, investments and financing activities.

FINANCIAL ANALYSIS

Exhibit I - Net Position

	December 31, December 31,			
	2013		2012	
<u>Assets</u>	'			
Current and other assets	\$	11,399,332	\$	11,409,724
Total assets		11,399,332		11,409,724
<u>Liabilities</u>				
Long-term liabilities		438,280		337,157
Other liabilities		6,791		81,944
Total liabilities		445,071		419,101
Net Position				
Unrestricted		10,954,261		10,990,623
Net Position	\$	10,954,261	\$	10,990,623

As noted earlier, net position may serve over time as a useful indicator of the Authority's financial condition. In the case of the Authority, assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources by \$10,954,261 at the close of the most recent fiscal year.

The Authority's net position is categorized as unrestricted. Accordingly, the entire net position amount is available for spending on future development projects and administrative costs as determined and directed by the Authority's Board of Directors.

Exhibit II - Changes in Net Position

	Year Ended December 31,			
	2013		2012	
Revenues:	<u> </u>			
Program revenues:				
Charges for services	\$	12,578	\$	9,602
Operating and capital grants		-		-
Sale of developer rights		699,610		1,629,716
Investment income and other		83,199		77,707
Total revenues		795,387		1,717,025
Expenses:				
Administrative		461,705		518,437
Professional services		296,078		469,903
Project consulting		46,854		440,868
Property maintenance		27,112		37,336
Total expenses		831,749		1,466,544
Change in net position		(36,362)		250,481
Net position - beginning of year		10,990,623		10,740,142
Net position - end of year	\$	10,954,261	\$	10,990,623

The Authority's total net position at December 31, 2013, decreased \$36,362 from the prior year. Operating revenues of \$712,188 primarily consisted of the sale of development rights in 2013; this represented a \$927,130 reduction in operating revenues from the prior year. Such fluctuations are part of the expected, ordinary course of business for the Authority as these revenues are largely predicated on the desire of other entities to build or expand building space within the Kendall Square Urban Renewal District overseen by the Authority. Project development activities by those entities can vary widely and may be predicated on demand for more space by existing or newly attracted commercial lessees, or through speculation of future space needs based on current trends. Nonoperating revenues totaled \$83,199 in 2013 and consisted entirely of interest earned on the Authority's investments. The Authority invests its excess cash resources in certificates of deposit with Massachusetts-based banks.

The Authority's operating expenses in 2013 were \$831,749 and exceeded operating revenues by \$119,561. Current year expenses were significantly reduced by \$634,795 in comparison to previous year amounts. The significant decrease from the prior year was due mainly to a complete loss and restructuring of the administrative function personnel from 2012 - 2013, a reduction in legal costs as previous issues were concluded or decreased in activity, and project consulting was partially restrained for a period during 2013 as a result of the transition in key Authority personnel.

CAPITAL ASSET AND DEBT ADMINISTRATION

The Authority's capital assets are not significant at December 31, 2013. The Authority held \$235,129 in development projects held for sale. These were classified as long-term assets since they are not expected to be liquidated within 12 months of year-end.

As of December 31, 2013, the Authority did not have any outstanding debt. The Authority maintains an active line of credit totaling \$5,000.

ECONOMIC FACTORS AND NEXT YEAR ACTIVITY

The Authority will continue to manage and assist with development within the Kendall Square Urban Renewal District as provided within its authority and mandate. Additionally, the Authority may look to explore beyond the existing District to other areas of the City where the Authority may assist with redevelopment projects. The Authority will make this possible through funds from the sale of development rights, as well as potential grants or other funding sources as they become available.

REQUEST FOR INFORMATION

This financial report is designed to provide a general overview of the Authority's finances for all those with an interest in the Authority's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to Executive Director, Cambridge Redevelopment Authority, 255 Main Street, 4th Floor, Cambridge, MA 02142.

STATEMENT OF NET POSITION DECEMBER 31, 2013

Assets:	
Current assets:	
Cash and cash equivalents	\$ 5,215,121
Investments	5,937,360
Accounts receivable	4,417
Other assets	7,305
Total current assets	11,164,203
Noncurrent assets:	
Development projects held for sale	235,129
Total noncurrent assets	235,129
Total Assets	11,399,332
Deferred outflows of resources	
Liabilities:	
Current liabilities:	
Accounts payable	6,791
Total current liabilities	6,791
Noncurrent liabilities:	
Compensated absences	3,507
Other postemployment benefits	434,773
Total noncurrent liabilities	438,280
Total Liabilities	445,071
Deferred inflows of resources	-
Net Position:	
Unrestricted net assets	10,954,261
Total Net Position	\$ 10,954,261

See accompanying notes to basic financial statements.

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION YEAR ENDED DECEMBER 31, 2013

Operating Revenues:	
Rental income	\$ 11,844
Sale of developer rights	699,610
Other income	734
Total Operating Revenues	712,188
Operating Expenses:	
Administrative	461,705
Professional services	296,078
Project consulting	46,854
Property maintenance	27,112
Total Operating Expenses	 831,749
Operating Income	 (119,561)
Nonoperating Revenues:	
Investment income	83,199
Total Nonoperating Revenues	83,199
Change in Net Position	(36,362)
Net Position - Beginning of year	 10,990,623
Net Position - End of year	\$ 10,954,261

See accompanying notes to basic financial statements.

STATEMENT OF CASH FLOWS YEAR ENDED DECEMBER 31, 2013

Cash Flows from Operating Activities:	
Rental income and other receipts	\$ 25,806
Proceeds from sale of development rights	2,329,326
Payments to vendors	(542,007)
Payments for wages and benefits	 (263,772)
Net cash provided by operating activities	 1,549,353
Cash Flows from Investing Activities:	
Net transfers to investments	(5,062,019)
Investment income	 83,199
Net cash provided by investing activities	(4,978,820)
Net Change in Cash and Cash Equivalents	(3,429,467)
Cash and Cash Equivalents:	
Beginning of year	 8,644,588
End of year	\$ 5,215,121
Reconciliation of Operating Income to Net Cash Provided By Operating Activities:	
Operating income	\$ (119,561)
Changes in assets and liabilities:	
Accounts receivable	1,643,444
Other assets	(500)
Accounts payable and accrued expenses	(75,153)
Other post employment benefits	 101,123
Net cash provided by operating activities	\$ 1,549,353

See accompanying notes to basic financial statements.

NOTES TO THE FINANCIAL STATEMENTS AS OF AND FOR THE YEAR ENDED DECEMBER 31, 2013

NOTE A – REPORTING ENTITY

The Cambridge Redevelopment Authority (the "Authority") was established in 1955 pursuant to Chapter 121B of the Massachusetts General Laws, as amended, to administer and plan urban renewal projects and other community development projects within the City of Cambridge, Massachusetts (the "City"). The Authority was issued a Certificate of Organization by the Secretary of the Commonwealth of Massachusetts on November 20, 1956. The Authority is governed by a five-member board of directors, one of whom is appointed by the Governor of the Commonwealth of Massachusetts and the remaining four members by the Cambridge City Council.

The Authority is a component unit of the City; however, the City has elected not to include the Authority's financial position and results of operations in its financial statements.

NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Authority conform to accounting principles generally accepted in the United States of America as applicable to governmental units.

Following are the accounting and reporting policies of the Authority:

<u>Basis of Presentation</u> – The Authority's financial statements are reported using the economic resources measurement focus and the accrual basis of accounting as specified by the Governmental Accounting Standards Board's ("GASB") requirements for an enterprise fund. Operating revenues and expenses result from the administering of community development projects within the City. All other revenues and expenses are reported as nonoperating revenues and expenses.

<u>Use of Estimates</u> – The preparation of basic financial statements in conformity with accounting principles generally accepted in the United States of America, or GAAP, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure for contingent assets and liabilities at the date of the basic financial statements, and the reported amounts of the revenues and expenses during the fiscal year. Actual results could vary from estimates that were used.

<u>Revenue Recognition</u> – Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Grants are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Major revenue sources may include gains on property or developer rights held for sale.

<u>Taxes</u> – The Authority is exempt from all federal and state income taxes and real estate taxes.

<u>Cash and Cash Equivalents</u> – Cash and cash equivalents include cash on hand and certificates of deposit with maturities of three months or less.

<u>Investments</u> – Investments are monetary holdings with varying maturity periods of greater than three months and liquidity levels; additionally the principal and/or the investment earnings may be subject to market loss or fees.

<u>Accounts Receivable</u> – Accounts receivable are presented net of the allowance for doubtful accounts. Management's periodic evaluation of the adequacy of the allowance is based on its past experience. Accounts receivable are written off when deemed uncollectible.

<u>Development Projects Held For Sale</u> – The Authority is the owner of certain properties (real estate improved and land) within its project development area. Generally, properties are acquired in connection with specified development projects and the costs associated with the acquisition of properties are recorded as property held for sale. Use of the proceeds from the rental and ultimate disposition of the properties is restricted for allowable project costs. The total value of these assets as of December 31, 2013, was \$235,129.

<u>Capital Assets</u> – Capital assets are recorded at historical cost or estimated historical cost if purchased or constructed. All purchases and construction costs in excess of \$1,000 and with useful lives exceeding one year are capitalized at the date of acquisition or construction. The costs of normal repairs and maintenance that do not add to the value of the asset or materially extend assets lives are not capitalized. Capital assets (excluding land) are depreciated by the Authority on a straight-line-basis. All depreciable property and equipment were fully depreciated for the year ended December 31, 2013.

<u>Developer Deposits Held</u> – From time to time, the Authority receives developer deposits in accordance with development agreements by and between the Authority and third parties. The deposits held consist primarily of funds placed with the Authority by third party developers for the right to a future purchase of land. Upon purchase, these deposits would be deducted from the agreed-upon purchase price.

<u>Compensated Absences</u> – Employees earn vacation and sick time as they provide services to the Authority. Employees may accumulate (subject to certain limitations) unused vacation and sick time earned and, upon retirement, termination or death, be compensated for unused portions of the time earned. These accumulated benefits will not necessarily be liquidated with expendable, available financial resources.

<u>Budgetary Data</u> – GAAP requires a budgetary comparison schedule to be presented for the general fund and each major special relevant fund that has a legally adopted budget.

The Authority does have an operating budget approved by the Board of Directors; however, the budget serves primarily has a guideline for operations and is not legally restricting. Accordingly, the Authority has not presented budgetary information.

NOTE C – DEPOSITS AND INVESTMENTS

GAAP requires disclosure for any investment securities that are uninsured, are not registered in the name of the government, and are held by either (a) the counterparty or (b) the counterparty's trust department or agent but not in the government's name. The Authority does not maintain any investments subject to these classifications.

<u>Credit Risk</u> – Statutes and regulations require the Authority to invest funds only in pre-approved investment instruments, which include but are not necessarily limited to bank deposits, money markets, certificates of deposit, U.S. obligations, repurchase agreements, and state treasurer investment pools. In addition, the statutes impose various limitations on the amount and length of investments and deposits. Repurchase agreements cannot be for period over ninety days and the underlying security must be a United States obligation. During the fiscal year, the Authority did not enter into any repurchase agreements.

<u>Concentration of Credit Risk</u> – The Authority maintains all of its investments in the form of certificates of deposit. At December 31, 2013, the Authority maintained eight certificates of deposits with six separate Massachusetts-based banks.

<u>Interest Rate Risk</u> – The Authority does not have a formal investment policy as a means of managing its exposure to fair value losses arising from increasing interest rates.

<u>Custodial Credit Risk</u> – In the case of deposits, this is the risk that in the event of a bank failure, the government's deposits may not be returned to it. The Authority does not have a deposit policy for custodial credit risk relative to cash withholdings. The Authority carries deposits that are fully insured by the Federal Deposit Insurance Corporation, or FDIC, as well as the Depositors Insurance Fund, or DIF, as well as uninsured deposits. As of December 31, 2013, bank deposits totaled \$11,152,481 which included \$2,025,173 of money market funds and \$5,937,360 of certificates of deposit. Of the total bank deposit balance, \$2,074,517 was uninsured at year end.

<u>Investment Maturities</u> – The Authority maintains all of its investments in the form of certificates of deposit. As of December 31, 2013, each certificate of deposit is scheduled to mature at various times into 2015. The Authority maintained \$5,937,360 in certificates of deposit.

NOTE D - PENSION PLAN

<u>System Description</u> – The Authority contributes to the City of Cambridge Contributory Retirement System (the "System"), a cost-sharing, multiple-employer defined benefit pension plan for the City, the Cambridge Housing Authority and the Authority. The System was established under Chapter 32 of the General Laws of the Commonwealth of Massachusetts. The System is administered by the City and is part of the City's reporting entity. A stand-alone financial report for the year ended December 31, 2013, was issued and is available at the Retirement Office, 100 Cambridge Park Drive, Cambridge, Massachusetts.

Substantially all employees of the City, except teachers and certain administrative personnel employed by the School Department, participate in the System. The members of the System do not participate in the Social Security System. Benefits paid under the System, referred to as "retirement allowances," include both an annuity portion, funded principally from amounts contributed by the participants, and a pension portion, funded by the City. The Authority's payroll for employees covered by the System for the year ended June 30, 2013, was approximately \$124,000.

<u>Benefits</u> – Massachusetts Contributory Retirement System benefits are uniform from system to system. Generally, the System provides for retirement allowance benefits up to a maximum of 80% of a participant's highest three-year average annual rate of regular compensation. Benefit payments are based upon a participant's age, length of creditable service, level of compensation and group classification.

The retirement allowance consists of two parts: an annuity and a pension. Participants' accumulated total deductions and portions of the interest they generate constitute the annuity. The differential between the total retirement benefit and annuity is the pension.

From time to time, the Legislature may grant cost-of-living increases to benefits being paid to retirees. These increases are expressed as a percentage of the retiree's allowance subject to a maximum dollar increase. Since 1982, cost-of-living increases granted to members of local retirement systems have been the financial responsibility of the State. However, beginning in 1998, the funding of future cost-of-living amounts became the responsibility of the participating units. These units are responsible for the full cost-of-living amounts for all new retirees beginning that year, and for any additional cost-of-living increases granted to individuals who retired before 1998. The State shall continue to fund the cost-of-living amounts granted to retirees prior to 1998 for the duration of their selected retirement option.

Participants who resign from service and who are not eligible to receive a retirement allowance or are under the age of 55 are entitled to request a refund of their accumulated total contributions. In addition, depending upon the number of years of creditable service, such employees are entitled to receive 0%, 50% or 100% of the regular interest that has accrued upon those contributions. A vested employee under the age of 55 who elects to leave his accumulation on deposit may apply for benefits upon reaching that age. Survivor benefits are extended to eligible beneficiaries of participants whose death occurs to or following retirement.

The System may be amended or terminated in whole or in part at any time by the Massachusetts Legislature, provided that no such modification, amendment or termination shall be made that would deprive a current member of superannuation pension rights or benefits provided under applicable laws of Massachusetts, if such member has paid the stipulated contributions specified in sections or provisions of such laws.

Normal Retirement – Normal retirement occurs at age 65; however, participants may retire after twenty years of service or at any time after attaining age 55, if hired prior to April 2, 2012 or at any time after attaining age 60 if hired on or after April 2, 2012. Participants with hire dates subsequent to January 1, 1978 must have a minimum of ten years' creditable service in order to retire at age 55. Participants become vested after ten years of service. Benefits commencing before age 65 are provided at a reduced rate. Members working in certain occupations may retire with full benefits earlier than age 65.

<u>Disability Retirement</u> – The System provides for both an ordinary disability retirement, where a participant is permanently incapacitated from a cause unrelated to employment, and an accidental disability retirement, where the disability is the result of an injury or illness received or aggravated in the performance of duty. The amount of benefits to be received in such cases is dependent upon several factors, including the age at which the disability retirement occurs, the years of service, average compensation and veteran status.

<u>Funding Status and Progress</u> – The City has elected provisions of Chapter 32, Section 22D of Massachusetts General Laws, which require that a funding schedule be established to fully fund the accrued liability by June 30, 2040. Under provisions of this law, participating employers are assessed their share of the total retirement cost based on the entry age, normal actuarial cost method. Amortization of the unfunded actuarial liability is determined using the level dollar amortization method over a 19-year period. Currently, the City's funding schedule is calculated to fully fund the accrued liability by June 30, 2029.

<u>Contribution Requirements and Contributions Made</u> – The System's funding policies have been established by Chapter 32 of the Massachusetts General Laws. The annuity portion of the retirement allowance is funded by employees who contribute a percentage of their regular compensation. Employees whose creditable service began prior to January 1, 1975, contribute 5% of their base salary or wage; those whose service date is subsequent to January 1, 1975 and prior to January 1, 1984, contribute 7%; those whose service date is subsequent to January 1, 1984, and prior to July 1, 1996, contribute 8%, and those whose service date is subsequent to July 1, 1996, contribute 9%. Additionally, employees hired after January 1979 contribute an additional 2% on earnings in excess of \$30,000.

The total Authority contributions to the System for the years ended December 31, 2013, 2012 and 2011, were \$23,461; \$22,091 and \$50,582, respectively. This equaled its required contribution for each fiscal year. At December 31, 2013, the Authority did not have a net pension obligation.

NOTE E – OTHER POST EMPLOYMENT BENEFITS

<u>Plan Description</u> – In addition to the pension benefits previously described, the Authority provides health and life insurance benefits to current and future retirees, their dependents and beneficiaries (the "Plan") in accordance with Massachusetts General Law Chapter 32B. Specific benefit provisions and contribution rates are established by state law and City ordinance. All benefits are provided through the Authority's self-funded insurance program described below. The Plan does not issue a stand-alone financial report since there are no assets legally segregated for the sole purpose of paying benefits under the Plan. The number of participants in the Plan consists of two active employees and twelve retired employees; a total of fourteen.

<u>Funding Policy</u> – The contribution requirements of Plan members and Authority are established and may be amended by the Authority. Retirees contribute between 16% and 25% of the calculated contribution through pension benefit deductions. The remainder of the cost is funded by the Authority. Retirees contribute approximately \$2 each month towards life insurance premiums; \$5,000 face value. The Authority pays the remainder. The Authority currently contributes enough money to the Plan to satisfy current obligations on a pay-as-you-go basis. The costs of administering the Plan are paid by the Authority.

<u>Annual OPEB Cost and Net OPEB Obligation</u> – The Authority's annual OPEB cost is calculated based on the annual required contribution ("ARC") of the employer, and actuarially determined amount that is calculated in accordance with GASB Statement Number 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions*. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded liabilities over a period not to exceed thirty years.

The following table reflects the activity regarding the Authority's OPEB obligation:

OPEB obligation at beginning of year	\$ 333,650
Annual required contribution	189,756
Contributions made	(88,633)
OPEB obligation at end of year	<u>\$ 434,773</u>

Trend information regarding annual pension cost, the percentage of the annual pension cost contributed and the net pension obligation is as follows:

Year		Percentage of	
Ended	Annual OPEB Cost	AOPEBC	Net OPEB
December 31,	(AOPEBC)	Contributed	Obligation
2013	\$ 101,123	52 %	\$ 434,773
2012	185,612	52 %	333,650
2011	197,994	62 %	245,437

<u>Funding Status and Funding Progress</u> – The funded status of the Plan at December 31, 2013 for the most recent actuarial valuation performed as of January 1, 2012, was as follows:

	Actuarial				
	Accrued				UAAL as a
Actuarial	Liability (AAL)	Unfunded			Percentage
Value of	Entry Age	AAL	Funded	Covered	of Covered
Assets	Normal Cost	(UAAL)	Ratio	Payroll	Payroll
(A)	(B)	(B-A)	(A/B)	(C)	((B-A)/C)
\$ -	\$ 1,273,618	\$ 1,273,618	0.0%	\$ 196,207	649.1%

Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events into the future. Amounts determined regarding the funded status of the Plan and the ARC of the employer are subject to continual revision as estimates are compared to actual results and past expectations.

<u>Methods and Assumptions</u> – Projections of benefits for financial reporting purposes are based on the substantive Plan and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and the Plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations. The significant methods and assumptions as of the latest valuation are as follows:

Valuation date	January 1, 2012
Actuarial cost method	Projected Unit Credit
Amortization method	Level percent of pay
Remaining amortization period	10 years as of January 1, 2012
Interest discount rate	4%
Annual compensation increases	3%
Healthcare/medical cost trend rate	10% grading down to 5% in year 2015

NOTE F – COMMITMENTS AND CONTINGENCIES

<u>Facility Lease</u> – The Authority leases office space in Cambridge, Massachusetts. The existing lease agreement requires monthly lease payments totaling approximately \$4,516 through October 31, 2014. The Authority pays their proportional share of the rent for common area space. The minimum annual lease commitments over the remaining lease term are as follows:

<u>Year</u>	Amount
2014	\$ 45,163
Total	<u>\$ 45,163</u>

<u>General Litigation</u> – The Authority is, from time to time, party to certain legal claims in the ordinary course of business. The Authority is not a party to any material litigation at this time.

<u>Former Executive Director Compensation</u> – In 2013, the Authority engaged special counsel to evaluate whether the Authority had overpaid its former executive director in connection with this individual's accumulation and payout of compensated absences at the time of his retirement. As a result of this evaluation, the Authority believes that its former executive director was unjustly compensated for his accumulated compensated absences and has, through this special counsel, made demands for these overpayments. No assurances can be made regarding the outcome of this matter or the amount of settlement, if any.

NOTE G – IMPLEMENTATION OF GASB PRONOUNCEMENTS

<u>Current Year Implementation</u>

In March 2012, the GASB issued GASB Statement No. 65, *Items Previously Reported as Assets and Liabilities*. This Statement establishes accounting and financial reporting standards that reclassify, as deferred outflows of resources or deferred inflows of resources, certain items that were previously reported as assets and liabilities and recognizes, as outflows of resources or inflows of resources, certain items that were previously reported as assets and liabilities. This Statement also provides other financial reporting guidance related to the impact of the financial statement elements deferred outflows of resources and deferred inflows of resources, such as changes in the determination of the major fund calculations and limiting the use of the term *deferred* in financial statement presentations. The provisions of GASB 65 became effective for the District in calendar year 2013 and did not have a material effect on its financial statements.

In March 2012, the GASB issued GASB Statement No. 66, an amendment of GASB Statements No. 10 and No. 62. The objective of this Statement is to improve accounting and financial reporting for a governmental financial reporting entity by resolving conflicting guidance that resulted from the issuance of two pronouncements, Statements No. 54, Fund Balance Reporting and Governmental Fund Type Definitions, and No. 62, Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements. The provisions of GASB 66 became effective for the Authority in calendar year 2013 and did not have a material effect on its financial statements.

Future Year Implementation

In June 2012, the GASB issued GASB Statement No. 67, Financial Reporting for Pension Plans. This Statement replaces the requirements of Statement No. 25, Financial Reporting for Defined Benefit Pension Plans and Note Disclosures for Defined Contribution Plans and Statement 50 as they relate to pension plans that are administered through trusts or similar arrangements meeting certain criteria. This Statement builds upon the existing framework for financial reports of defined benefit pension plans, which includes a statement of fiduciary net position (the amount held in a trust for paying retirement benefits) and a statement of changes in fiduciary net position. Statement 67 enhances note disclosures and RSI for both defined benefit and defined contribution pension

plans. Statement 67 also requires the presentation of new information about annual money-weighted rates of return in the notes to the financial statements and in 10-year RSI schedules. The provisions of this Statement are effective for financial statements for periods beginning after June 15, 2013 (calendar year 2014). The Authority is currently evaluating whether adoption will have a material impact on the financial statements.

In June 2012, the GASB issued GASB Statement No. 68, Accounting and Financial Reporting for Pensions — an amendment of GASB Statement No. 27. Statement 68 replaces the requirements of Statement No. 27, Accounting for Pensions by State and Local Governmental Employers and Statement No. 50, Pension Disclosures, as they relate to governments that provide pensions through pension plans administered as trusts or similar arrangements that meet certain criteria. Statement 68 requires governments providing defined benefit pensions to recognize their long-term obligation for pension benefits as a liability for the first time, and to more comprehensively and comparably measure the annual costs of pension benefits. The Statement also enhances accountability and transparency through revised and new note disclosures and required supplementary information. The provisions of this Statement are effective for financial statements for periods beginning after June 15, 2014 (calendar year 2015). The Authority believes the adoption of this statement will have a material impact on the financial statements.

In January 2013, the GASB issued GASB Statement No. 69, *Government Combinations and Disposals of Government Operations*. GASB 69 established accounting and financial reporting standards to government combinations and disposals of government operations. The provisions of this Statement are effective for financial reporting periods beginning after December 15, 2013 (calendar year 2014). The Authority is currently evaluating whether adoption will have a material impact on the financial statements.

In April 2013, the GASB issued GASB Statement No. 70, *Accounting and Financial Reporting for Nonexchange Financial Guarantees*. The objective of GASB 70 is to improve accounting and financial reporting by governments that extend and receive nonexchange financial guarantees. The provisions of this Statement are effective for financial reporting periods beginning after June 15, 2013 (calendar year 2014). The Authority is currently evaluating whether adoption will have a material impact on the financial statements.

In November 2013, the GASB issued GASB Statement No. 71, Pension Transition for Contributions Made Subsequent to the Measurement Date—an amendment of GASB Statement No. 68. The objective of GASB 71 is to address an issue regarding application of the transition provisions of GASB 68. The issue relates to amounts associated with contributions, if any, made by a state or local government employer or nonemployer contributing entity to a defined pension plan after the measurement date of the government's beginning net pension liability. The provisions of this Statement are effective for financial statements for periods beginning after June 15, 2013 (calendar year 2014). The Authority believes the adoption of this statement will have a material impact on the financial statements.

* * * * * *

CAMBRIDGE REDEVELOPMENT AUTHORITY(A Component Unit of the City of Cambridge, Massachusetts)

REQUIRED SUPPLEMENTARY INFORMATION YEAR ENDED DECEMBER 31, 2013

SCHEDULES OF FUNDING PROGRESS

(Dollars are in thousands)

Total Retirement System (All Participants)

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued bility (AAL) (b)	Jnfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll (b-a/c)
1/1/2012	\$ 832,297	\$ 1,070,070	\$ 237,773	77.8%	\$ 217,086	109.5%
1/1/2010	796,016	949,908	153,892	83.8%	232,842	66.1%
1/1/2008	766,031	833,034	67,003	92.0%	231,770	28.9%

Other Postemployment Benefits

Actuarial Valuation Date	Va A	tuarial lue of ssets (a)	A	etuarial ecrued lity (AAL) (b)	J)	nfunded AAL JAAL) (b-a)	Funded Ratio (a/b)	vered iyroll (c)	UAAL as a Percentage of Covered Payroll (b-a/c)
1/1/2012	\$	-	\$	1,274	\$	1,274	0.0%	\$ 196	650.0%
1/1/2009		_		1,524		1,524	0.0%	349	436.7%

SCHEDULES OF CONTRIBUTION FUNDING

Pension System

	City	of Cambridge	e Contri	butory Retires	ment System (All)	Authority		
								(B / A)
Fiscal	1	Annual		(A)		((B)	Percentage
Year Ended	R	equired		Actual	Percentage	Ac	ctual	of System Wide
December 31,	Con	tributions	Con	tributions	Contributed	Contr	ribution	Actual Contributions
2013	\$	33,515	\$	33,515	100.0%	\$	23	0.1%
2012		31,963		31,963	100.0%		22	0.1%
2011		32,213		32,213	100.0%		51	0.2%

Other Postemployment Benefits

	Annual		(A)		
Year Ended	Red	quired	A	ctual	Percentage
December 31,	Contr	ibutions	Contributions		Contributed
2013	\$	190	\$	89	46.8%
2012		186		97	52.2%
2011		198		123	62.1%

See accompanying independent auditor's report.



ROSELLI, CLARK & ASSOCIATES CERTIFIED PUBLIC ACCOUNTANTS

500 West Cummings Park Suite 4900 Woburn, MA 01801

Telephone: (781) 933-0073

www.roselliclark.com

REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

Board of Directors Cambridge Redevelopment Authority Cambridge, Massachusetts

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the Cambridge Redevelopment Authority (the "Authority"), as of and for the year ended December 31, 2013, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements and have issued our report thereon dated November 10, 2014.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Authority's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or, significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Cambridge Redevelopment Authority Page Two

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Authority's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Roselli, Clark & Associates Certified Public Accountants

Roselli Clark & associates

Woburn, Massachusetts

November 10, 2014

CAMBRIDGE REDEVELOPMENT AUTHORITY

MANAGEMENT LETTER

DECEMBER 31, 2013

CAMBRIDGE REDEVELOPMENT AUTHORITY

MANAGEMENT LETTER YEAR ENDED DECEMBER 31, 2013

Table of Contents

		Page(s)
Tra	nsmittal Letter	1
I.	Overview	2 - 3
II.	Informational Items	4 - 6
III.	General Findings	7 - 9
IV.	Closed Out Prior Years' Findings	10 - 13



ROSELLI, CLARK & ASSOCIATES CERTIFIED PUBLIC ACCOUNTANTS

500 West Cummings Park Suite 4900 Woburn, MA 01801

Telephone: (781) 933-0073

www.roselliclark.com

Honorable Board of Directors Cambridge Redevelopment Authority Cambridge, Massachusetts

In planning and performing our audit of the financial statements of the Cambridge Redevelopment Authority, (the Authority) as of and for the year ended December 31, 2013, in accordance with auditing standards generally accepted in the United States of America, we considered the Authority's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be deficiencies, significant deficiencies, or material weaknesses. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined above.

This communication is intended solely for the information and use of management, the Board, and others within the organization, and is not intended to be and should not be used by anyone other than these specified parties.

Roselli, Clark & Associates

Certified Public Accountants Woburn, Massachusetts November 10, 2014

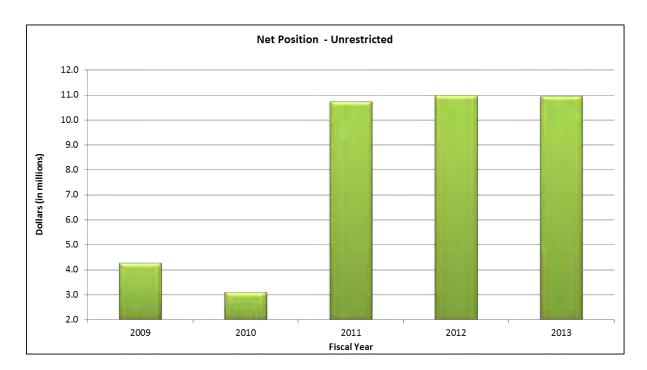
I. OVERVIEW

Fiscal year 2013 represented a major turning point for the Authority. Near the beginning of the year, the still fairly newly re-constituted Board of Directors had to start nearly from scratch within its operations as it had witnessed a complete turnover of all office personnel in the second half of 2012.

Additionally, in 2012, the Authority had hired new auditors to perform audits of fiscal years 2010 – 2012; these results of those audits came to the awareness of the Board during 2012 and into early 2013, which initially served to point out further areas of operational inconsistencies and short-falls which needed to be addressed by the Board and the newly hired Executive Director. A previous report to management on fiscal year 2010 and 2011 included material weaknesses in governance and in procurement, and while not as numerous or impacting, similar issues continued to plague the Authority throughout 2012 and remained identified as material weaknesses. We are pleased to report that while some "housekeeping" actions remain to be completed the significant and notable efforts put forth by the Board, the new Executive Director, and the third-parties temporarily involved in the accounting functions have resulted in the 2013 report reflecting no significant deficiencies or material weaknesses. This is an achievement worth recognition given the challenges of the past two years.

During the fiscal year ended December 31, 2013, the Authority's net position decreased only about \$36,000 which indicates that current year inflows and outflows were nearly identical. This was primarily the result of revenues being supported by development right sales of nearly \$700,000; and the equation being further supported by a significant reduction in expenses totaling just over \$830,000 (approximately half of prior year expenses). Expenses were notably lower as a result of less personnel costs due to open positions, a re-evaluation of spending activities, and reduced usage of legal services. For 2014, expenses are likely to increase with the filling of employee positions and the Authority regaining its stride with regards to promoting and supporting development within the City of Cambridge.

The Authority is very much a cash management depend entity (primarily because the most significant sources of revenues are presently derived from the development of new and expanding structures within the Kendall Square area by other entities); therefore, obtaining and then achieving the maximum benefit from investment of that cash in supporting and encouraging continuing and recurring development is imperative to the long-term financial sustainability of the Authority. While some may say that the Authority is "lucky" to have its center of activities anchored within the Kendall Square area (which is arguably one of the most vivacious economic areas in Massachusetts, and even New England, as a whole at this time when other areas still struggle to maintain economic levels lesser than a decade ago), the present stimulating economy for Kendall Square can in some part be attributed to the Authority's efforts over the last few decades, which established a foundation that continues to support the Authority and the greater Cambridge area. Accordingly, this demonstrates that the Authority's actions and decisions on development today may have both short and long-term impacts for the next generation and neighboring areas.



As demonstrated on the chart above, during this period of re-evaluation of operations and goals, the Authority has been able to accumulate and stabilize a significant level of equity (net position), most of which is comprised of cash and investments. Having access to such available resources should help the Authority remain financially dynamic and able to quickly take advantage of opportunities.

This letter to management is intended to provide the Authority and its management with recommendations for improvement in accounting and financial operations and informational items. The Authority should review these recommendations and informational items, and, if determined to be cost-effective, implement these improvements.

II. INFORMATIONAL ITEMS

Statement on Auditing Standards No. 115 – Audit Communications

The American Institute of Certified Public Accountants ("AICPA") in 2009 issued Statement on Auditing Standards No. 115, *Communicating Internal Control Related Matters Identified in an Audit* ("SAS 115"). SAS 115 establishes new standards and provides guidance on communicating matters related to an entity's internal control over financial reporting identified in an audit of financial statements. In particular, SAS 115 provides guidance on evaluating the severity of deficiencies in internal control identified in an audit of financial statements in the following order of increasing severity:

- 1. Deficiency in internal control
- 2. Significant deficiency
- 3 Material weakness

Deficiencies identified as *significant deficiencies* or *material weaknesses* are required to be communicated to those charged with governance. *Deficiencies in internal control* are not required to be communicated; however, we have chosen to also report that type of deficiency in this report.

We did not deem any of the findings in this report to be categorized as (2) or (3) above.

Other Postemployment Benefits

Governmental Accounting Standards Board ("GASB") No. 45, Accounting and Financial Reporting by Employers for Postemployment Benefit Plans Other Than Pension Plans ("GASB 45") requires communities to recognize in their financial statements a liability that recognizes post-employment benefits as this benefit is earned by employees.

The Authority's most recent valuation reflected a future actuarial-estimated liability of approximately \$435,000. While this is a future liability, its impact to current operations cannot be ignored. As time goes on, this liability will continue to increase and in the not too distant future, may establish a liability balance that is difficult to identify financial resources that can be allocated for "catch-up" funding. If the Authority begins to actively fund this liability in the present, the annual budget allocation will be more reasonable and will also effectively lower the future liability as investment earnings will aid in reducing the future amounts required to be funded by Authority operation revenues.

We would encourage the Authority to adopted MGL c. 32B s 20, which would allow the Authority to establish an OPEB Trust Fund. This enabling legislation has been specifically set up by the State Legislature and was recently amended to allow municipal entities to legally begin reserving funds for future OPEB costs.

This is a reminder to management that as part of its long-term planning, the Authority should begin to reflect the effects of OPEB into its plan. Other municipal entities, although while still in the minority, are becoming more active in this regard. The City of Cambridge is one such entity that is aggressively funding this liability.

<u>Authority's Response</u>: The Authority will consider its options regarding the establishment of an account under MGL Chapter 32B s 20, as an element of its Investment Plan. Through conversations with a representative of Odyssey Advisors, who had prepared the GASB 45 Analysis for the Authority in 2012, it was indicated that the Authority is likely at its peak annual payment level over the next few years. Given that the Authority was still undergoing its Strategic Planning in 2013, the decision was that maintaining the flexibility of cash until the future programmatic goals and broader investment strategies were in place. Thus, the Authority will re-evaluate the issue this year.

Create policy and procedure manual (updated from prior year)

Internal controls consist of several interrelated components that, when operating effectively, will provide the Authority, and the City of Cambridge reasonable assurance that the strategic and operational objectives of the Authority are met. In order to achieve this goal, policies and procedures should be established that:

- 1. Pertain to the maintenance of records that in reasonable detail accurately and fairly reflect the transactions of the Authority;
- 2. Provide reasonable assurance that transactions are recorded as necessary to permit the preparation of accurate financial reports and to assure that receipts and disbursements of the Authority are being made only in accordance with authorizations of Management and the Board of Directors; and
- 3. Provide reasonable assurance regarding prevention or timely detection of unauthorized use of Authority funds.

We recommend that a formal financial policy and procedure manual is created by staff and formerly adopted by the Board of Directors. Such a manual should provide control procedures surrounding:

- a. Purchasing
- b. Payroll
- c. Cash receipts
- d. Personnel policies
- e. Investment policies
- f. Fraud (see below)
- g. Fixed assets

<u>Authority's Response</u>: The Authority's Board and staff have been deliberate in creating and adopting the operating policies for the organization after thorough review. Items a-f above are fully expected to be formally adopted during 2014.

Consideration of Fraud and Theft (repeated from prior year)

In these trying economic times, it is reasonable to expect that the frequency of fraud, theft and deception may increase. The Authority should be well aware of this increased risk and take additional measures to better safeguard the Authority's cash and other assets. Fraud can include theft, the misappropriation of assets such as cash or easily marketable equipment like computers, the execution of transactions with related parties that are not disclosed and not completed "at arm's length," or the modification or fabrication of financial records to protect job security. The Authority must increase its focus and awareness of fraud risks throughout all its areas. Suspicious or unusual activity should be promptly investigated.

We understand the Authority is working to implement written fraud risk policies as part of its personnel policies. The goal of such policies is to combine them into an overall financial policy and procedure manual. Such policies would direct the Authority to perform a risk assessment that would allow the Authority to identify, analyze and manage the risk of fraud. Such policies should also communicate whistleblower provisions and the rights that whistleblowers have under the General Laws.

The Authority should be aware that our audit procedures are designed to provide reasonable assurance that the financial statements are fairly presented and free of material misstatement. Our audit includes considerations for fraud; however, our audit cannot be relied upon to detect all instances of fraud or illegal acts that may exist.

<u>Authority's Response</u>: On January 15, 2014, the Board adopted an Amended and Restated Personnel Policy. The Policy now includes a new section entitled "Duty to Report Accounting or Auditing Irregularities" which includes a discussion of reporting responsibilities and procedures, prohibition on retaliation, and confidentiality. This Policy is provided to all employees and Board members and is posted on the Authority's website.

III. GENERAL FINDINGS

Certified Procurement Officer (repeated from prior year)

The Inspector General holds a procurement course several times during the course of a year. These courses are intended to give public officials an in-depth overview of procurement in Massachusetts. We suggest the Executive Director attend these courses to gain a better understanding of the complex aspects of procurement in our State. Successful completion of such a course would also allow the Executive Director to earn the distinction of becoming a Certified Procurement Officer.

<u>Authority's Response</u>: The Authority has begun scheduling personnel to attend such courses; however, it should be noted that courses are only offered occasionally throughout the year by the Inspector General's Office, so completion with be timed with such offerings.

Accounting Function

As a result of the complete turnover in management and administrative staff, which saw the Chief Fiscal Officer resign in September 2012, the Authority began a process to reorganize its internal structure and to evaluate its personnel needs and duties based on the entity the Authority presently is and where the Board wants to take it into the future. During this evaluation period the Authority was able to work out an agreement with the City of Cambridge Community Development Department (CDD) to provide the necessary daily accounting maintenance on a temporary basis. This served as a stop-gap measure only as the CDD responsibilities are nothing more than to facilitate the writing of checks for invoices, the processing of payroll and the reporting of budget/expense activity to the Authority. The relationship did not, and was never intended to satisfy all of the accounting needs of the Authority.

Additionally, the Authority hired an accounting consultant to assist in the revision of internal control accounting procedures, develop an accounting framework through assisting the in the development of various policies and procedures documents, closed the books for fiscal 2013, establish a new chart of accounts and budget format, training of personnel, and created a company file within QuickBooks that was implemented starting in January 2014 on a parallel processing basis with the old QuickBooks file maintained by the CDD through at least the date of our fieldwork into 2014.

Furthermore, in 2014, the Authority has hired an office manager who is transitioning into the new position with the assistance of both the CDD and the accounting consultant. It is the Authority's expectation that this person will completely take over and maintain all accounting functions within their office beginning in the second half of fiscal 2014.

At the end of the prior year audit for 2012, we noted there were many deficiencies in the closing process that had continued into fiscal 2013. Some of these deficiencies remain and any new ones are highlighted below to include status updates for the period into fiscal 2014:

- 1. The authority maintains a security deposit on its books for \$6,806. There was an entry of \$500 posted to this account that we determined was an error and truly related to a payment from the relationship in (3) below. After adjusting this error, it was determined that the deposit equals \$7,306 and most likely relates to a security rental deposit with Boston Properties. The Authority should not lose track of this deposit as it enters into negotiations to either end or extend the current lease. This balance should be verified with Boston Properties and adjusted as necessary in fiscal 2014.
- 2. During fiscal 2013, the Board had voted to write-off a receivable in the form of a \$2,500 advance that had been made to the KSA in a previous year; this amount remained on the balance sheet and required an adjustment to correct.
- 3. There were receivables totaling \$2,743 which existed at the end of fiscal 2013 that were not reflected on the balance sheet. This required an adjustment to correct.
- 4. A prepaid expense was recorded at the end of fiscal 2013 for a portion of the Authority's annual retirement assessment from the Cambridge Contributory Retirement System. This assessment has been deemed to be fully due and earned at the time of billing; therefore, as it is not equitably earned throughout the billing year, there is no portion of the assessment that meets the definition of a prepaid expense. This required an adjustment to correct.
- 5. The liability posted for other post-employment benefits had not been updated since 2011. A report was received from the actuary that does the calculation but nothing was done with this report. This required an adjustment to correct.
- 6. Interest income earned during 2013 but not received until fiscal 2014 was not reported as interest income after the end of the fiscal year. This required an adjustment to correct.
- 7. The compensated vacation accrual liability was reported as both an asset and a liability. This is not proper accounting treatment. This required an adjustment to correct.
- 8. The payroll withholding accounts were not reconciled at year-end. This required an adjustment to correct.
- 9. There were amounts held as deposits, totaling \$5,521. Since these transactions were completed, an accounting adjustment was required to eliminate this balance and include it as equity.
- 10. There are accounts reflected on the balance sheet identified as P&E Land which have incorrectly reflected amounts that are incorrect. These variances were identified in a prior year audit and adjusted within that year's financial statements; however, the amounts have yet to be eliminated from the general ledger maintained by the Authority.

In addition, as discussed in the previous year report, the Authority should remain vigilant in its efforts to maintain an effective segregation of duties. We understand that this difficult in such a limitedly staffed organization, we only call attention to it now, as the accounting records are about to be brought back into the office where nearly all accounting functions

will be performed. This is in contrast to the nearly past two years where there has been an actual physical separation in location and management control under the CDD's term of accounting assistance which did provide an inherent segregation that will cease to exist.

Authority's Response:

The Authority has hired accounting consultant to provide assistance in adjusting accounting protocols so as to more accurately track and post accounting transactions in accordance with the items suggested above.

Cash Disbursement: Purchase Orders - repeated from prior year

The Authority does not utilize a purchase order system. Implementing a purchase order system can enhance the controls surrounding the cash disbursements cycle, as it will add additional layers of control to initiating the payment of an invoice and the purchase of goods and services. The Authority should determine if the implementation of such a system would be both cost effective and appropriate in regards to the normal operations.

<u>Authority's Response</u>: The Authority is in the process of adopting revisions to its payment practice that will include the adoption of a Purchase Order system.

IV. CLOSED OUT PRIOR YEARS' FINDINGS

The below topics were noted as findings in the prior year, but are now deemed to be closed out and no longer operational deficiencies as a result of actions taken by the Authority through the date of this letter.

Governance Deficiencies (Material weakness; Noncompliance with laws and regulations)

This finding was included in the 2012 management because it was not corrected until May 2012; we are only incorporating the language by reference from the 2010 and 2011 Management Report. We urge you to review the detail in this prior year report in conjunction with this discussion. The weakness relates to the period through May 2012.

• In May 2012, the City of Cambridge appointed 4 members to the Board of Directors and the Commonwealth appointed the remaining member. Elections for Officer's were held, resulting in the election of a Chairman, Treasurer, Secretary, Clerk and Assistant Treasurer. This, in effect, corrected the governance deficiency that existed. The Authority continues to operate with the proper governance structure and this previous material weakness is deemed eliminated

Procurement – MGL Chapter 30B (30B) (Material weakness: Noncompliance with laws and regulations)

In the prior year, we identified numerous possible 30B violations. All issues identified during the 2010/2011 audit also existed through October 2012 in different amounts, until the transition team was mobilized.

Violations relating to procurement activities included:

- 1. Engaging vendors over \$5,000 without a contract
- 2. Engaging vendors over \$5,000 but less than \$25,000 without obtaining 3 quotes
- 3. Engaging vendors over \$25,000 without a formal bid or RFP process
- 4. Allowing contracts to extend beyond 3 years
- 5. Not receiving Board approval on contracts

Violations relating to disbursements included:

- 1. Credit cards
- 2. Mobile phones
- 3. Office phone and internet use
- 4. Gifts to charities
- 5. Dues and subscriptions
- 6. Flower and plant maintenance
- 7. Engineering services

• Since October 2012, many of these were terminated and the service was either ended or replaced through proper procurement. In 2013, the Authority do begin performing Chapter 30B required procedures in its purchasing of contractual services and goods. The Executive Director has drafted a written procurement policy and intends to present it to the Board for their adoption in 2014. Additionally, the Executive Director is planning to attend the Inspector General's Certified Procurement Officer course in the near future; this course is something we strongly encourage as noted previously in this letter. It is our conclusion that the Authority has educated its management and personnel sufficiently to remove the material weakness designation from this operating cycle.

Authorized Bank Account Signatories (Significant deficiency)

We discovered that not all bank statements in paper form are currently available. This is due to the previous Chief Fiscal Officer converting the bank process to electronic and online banking. Since the previous Chief Fiscal Officer resigned, the Authority has had difficulty obtaining passwords and having access to the bank records due to the authorized signer process not being updated. This has resulted in the inability to adequately reconcile bank records and limited access to the millions of dollars in the bank account whose authorized signers are not currently associated with the Authority. This is not a tolerable situation as it places the Authority assets at significant risk. This situation should be corrected immediately. We feel that if the Authority had a dedicated senior level accounting officer, this situation would not have existed for the amount of time it has.

• The Authority has gone through all of its bank accounts and is actively in the process of re-establishing the authorized signers. Additionally, audit review indicates that the statements are being delivered to the Authority and either the statements or the online reporting of the account were available to document the cash and investment balances. Some statements, such as those for certificates of deposit, are only issued as time of maturity or renewal, and therefore may not provide a balance as of the end of the Authority's fiscal year; however, that is expected. The previous designation as a significant deficiency has been eliminated in 2013.

Update of Bylaws

The bylaws were last updated thirty years ago in 1982. Many of these bylaws are antiquated and do not conform to the current technological climate that we operate under.

• New bylaws were adopted in 2013 by the Board.

Authority Property Not Returned

As discussed in the previous year letter, the Authority's practice had been to purchase mobile phones for its employees. It also purchased a mobile phone for its former Treasurer. During 2012 the Treasurer resigned from his post. There is no record of this phone being returned to the Authority upon resignation. The Authority should exercise due diligence in determining the status of all phones held by former employees.

A new cellular phone policy was enacted in 2013 limited such phones to employees only.
Contact was made with those individuals holding Authority cellular phones. The Board
has completed its investigation into this issue; no further action to be taken or deemed
necessary.

Annual Budget

Unlike Cities and Towns, who are required to legally adopt an annual budget, redevelopment authorities are not specifically required to adopt a budget. As such, no budget was formally adopted for fiscal year 2012. In our opinion, it is not good business practice to ignore a budget process regardless if a mandate exists. A budget allows you to understand your cash needs, monitor your expenses, allow you to invest cash more efficiently and make timely management decisions.

• The Authority has adopted a policy that requires the preparation of an annual budget which was developed for 2013 and will be done so annually in future periods.

Kendall Square Neighborhood Association

The Kendall Square Neighborhood Association (KSA) is a nonprofit organization incorporated in October 2008 under IRC section 501 (c) 6. The mission of the group is to improve, protect and promote Kendall Square. Membership consists of the various companies that call Kendall Square their home.

The Authority has been very involved in the start-up, and initiation of KSA. This includes pro-bono services, advances of cash for start costs and supporting some of the minor ongoing costs as needed. The following were noted as part of the Authority's relationship with KSA:

- 1. Currently there is an amount owed to the Authority of \$2,500 that was advanced as part of the start-up costs in 2008 or 2009. This advance is still on the Authority's books as a receivable and the Authority should determine if it should write-off this amount as forgiven or attempt to collect it. This decision should be made by the Board.
- 2. The Authority as of 2012 was providing pro-bono services including preparation of the tax filings and other administrative tasks. This is not part of the Authority's mission and thus should consider discontinuing this practice.

- 3. The Authority incurred costs on behalf of the KSA as noted earlier when it was highlighted that the Authority was being charged \$50 per month for the Association's membership software. In addition, in 2012, the Authority purchased lapel pins on behalf of the KSA. The lapel pins cost \$6,349. The Authority should evaluate whether it would be cost effective to research all costs incurred and bill back KSA or whether to forgive these amounts.
- The Authority's business relationship with the KSA, other than as an active member was discontinued in in 2013. Additionally, relative to the monetary amounts due to or invested by the Authority, a plan was agreed to whereby a portion of the amount was written off by the Authority and the KSA participated in some temporary cost-sharing activities that afforded the Authority with reduction in net costs to the extend deemed sufficient by both parties to mitigate any previously invested amounts by the Authority.

Vacation and Sick Policies

Vacation and sick pay is allowed to accrue on the books from year to year. This policy could cause financial challenges in years that individuals with large accruals retire, especially if not planned for accordingly. In addition, if the hours are not maintained properly from year to year and tracked in a concise chronological fashion, it could lend the process to human error and inaccuracies that could lead to overpayments on the part of the Authority.

• The Board has adopted a personnel policy in 2014 that addresses in detail, this and many other areas of personnel rights and benefits afforded by the Authority.

Compensated Absences of Resigned Employees

Currently there is an amount reflected on the Authority's trial balance for \$3,507. This reflects amounts accrued to the Chief Fiscal Officer and Office Staff who both resigned in September 2012. No attempts were made to collect these balances by either of these employees upon their resignation. The Authority should, through Counsel, determine what the appropriate resolution for the accrued balances should be. If the amounts are truly owed, a payment should be submitted to these employees, if not they should be written off with an offsetting increase to equity.

• The Board initiated further investigation of the balance and follow-up contact with past employees. The Board has completed its investigation into this issue; no further action to be taken or deemed necessary.

Postage Meter Security

The Authority uses a postage meter to handle its postage needs. There are no security measures on who can use the postage meter and if in fact the postage meter is used for Authority purposes only. The Authority should consult with the postage meter company to determine if there are inexpensive ways to secure the postage from abuse.

• The Authority implemented automated security protocols available within the equipment itself to mitigate its risk of misuse in the future.

Cambridge Redevelopment Authority

255 Main St./Fourth Floor Cambridge, Massachusetts 02142 617 492 6800 617 492 6804 (FAX)



November 16, 2014

To: CRA Board Members

From: Thomas Evans, Executive Director

Re: Draft Procurement Policy

This memo briefly explains the latest revision of the Draft Procurement Policy (Policy). Written procurement policies are commonly used by public bodies and authorities to guide purchasing of goods and services, as well as selecting contractors for construction work.

The draft Policy addresses all aspects of procurement, including goods and services, construction, and designer selection, as well as the disposition of surplus property. The Policy is informed by and references manuals, guides, and other procurement advice published by the Massachusetts Office of the Inspector General.

Objectives

The Policy is designed to achieve a variety of objectives:

- Fairness and objectivity;
- Ensuring reasonable costs;
- Efficiency;
- Accountability;
- Value-added procurement;
- Ethical standards;
- Sustainability;
- Legal considerations.

Consistent, written procedures ensure that all would-be contractors are treated fairly and provide objective methods for selection. They also serve to safeguard the CRA's financial and other interests, and avoid any appearance of favoritism. Avoidance of conflicts of interest, real or apparent, is vital to public trust in the CRA. Of course, the Policy is also meant to ensure that CRA procurements comply with any applicable federal, state, or local laws.

Tiered Procedures

The Policy provides for different sets of procedures based upon the size of the procurement, with less complex procedures for smaller procurements and more complex procedures for larger procurements. The procedures govern both how procurement is advertised and how the contract award is made. They ensure that bidders have equal access to information and are subject to disqualification based on common factors. The procedures also provide guidance for unusual situations, including those in which only a single source for a good or service exists, or where emergency dictates that expedited processes be used to award contracts.

The designer selection section provides a process for taking into account a variety of non-cost factors while also negotiating to secure a favorable financial outcome for the CRA. This ensures that providers of architectural, construction management, and similar services are selected on the basis of doing excellent work at a fair price.

The Policy also provides written procedures for protests to contract decisions, ensuring that this important, even if undesired, aspect of procurement is dealt with fairly and consistently.

Delegation of Contracting Authority

One important feature of the Policy is the proposed delegation of authority to the Executive Director to enter into smaller contracts for goods, services, and construction (those not exceeding \$10,000) and provide for regular reporting of those contracts to the Board. The purpose of this delegation is to increase the CRA's ability to act nimbly in the awarding of small contracts while still providing accountability and oversight by the Board. The Policy would also authorize the Executive Director to issue credit cards to expedite small (less than \$1,000) purchases. This does not alter the Internal Controls that require Board member signatures for disbursements greater the \$1,000.

CAMBRIDGE REDEVELOPMENT AUTHORITY

PROCUREMENT POLICY

(Final Draft)

October 10, 2014 FINAL DRAFT

CAMBRIDGE REDEVELOPMENT AUTHORITY PROCUREMENT POLICY - TABLE OF CONTENTS

A.	General Provisions	3
1.	. GENERAL POLICY STATEMENT	4
2.	. SCOPE	5
3.	LAWS, REGULATIONS & QUALIFICATIONS	6
В.	CONTRACTING FOR GOODS AND SERVICES (CHAPTER 30B)	
CI	HART OF M.G.L. c. 30B PROCUREMENT OF SUPPLIES AND SERVICES	
1.	PROCUREMENT AUTHORITY AND RESPONSIBILITY	9
2.		
3.	EMERGENCY PROCUREMENT PROCEDURES	_ 12
C. CH	CONTRACTING FOR CONSTRUCTION CONTRACTS (CHAPTER 30, §. 39M and APTER 149)	_13
CI	HART OF M.G.L. c. 30, § 39M, PUBLICWORKS (NON-BUILDING) CONSTRUCTION CONTRACTS (WITH LABOR)	_ 14
	HART OF M.G.L. c. 30, § 39M or M.G.L. c. 30B, § 5, CONSTRUCTION MATERIALS PROCUREMENTS (WITHOUT ABOR)	_ 16
	HART OF M.G.L. c. 149 BUILDING CONSTRUCTION CONTRACTS	_ 17
1.	AUTHORITY AND RESPONSIBILITY	_ 19
2.	PROCUREMENT POLICY THRESHOLDS & PROCEDURES	_ 20
D.	DESIGN SERVICES	_23
1.	APPLICABLE LAWS	_ 24
2.	PROCUREMENT PROCEDURES FOR DESIGN SERVICES	_ 24
3.	MINORITY AND WOMEN OWNED BUSINESSES	_ 26
E.	GENERAL PROVISIONS	_27
1.	. AUTHORITY & INTERNAL CONTROLS	_ 28
2.	. IMPLEMENTATION OF THIS POLICY	_ 28
3.	ETHICAL STANDARDS	_ 29
4.	ELIGIBILITY TO CONTRACT WITH CRA	_ 30
5.	. DIVERSITY IN CONTRACTING	_ 31

6.	DISPUTES, PROTESTS AND APPEALS	32
	CANCELLATION OR REJECTION OF INVITATION FOR BIDS, REQUEST FOR PROPOSALS, OR	
ОТН	HER SOLICITATION	33
8.	DISPOSAL OF SURPLUS PROPERTY	33
9.	RECORD MAINTENANCE AND PUBLIC ACCESS TO PROCUREMENT INFORMATION	33



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, Commonwealth of Massachusetts (State) and local laws, codes and regulations (collectively, the Legal Requirements).

B. POLICY

This policy establishes a broad framework of policies to ensure that the CRA's purchasing and contracting functions promote administrative flexibility and efficiency, while at the same time maintaining prudent internal controls and compliance with the Legal Requirements. Specific purposes of this policy include, but are not limited to, the following:

- 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 and in instances where the CRA is purchasing goods and services from others.
- Ensuring reasonable costs: promoting competition, and negotiating (where applicable) to ensure that CRA receives the best value and most favorable terms in its contracts.
- 3) **Efficiency:** ensuring that supplies and services (consultant, construction, social services, etc.) are obtained efficiently and effectively.
- 4) **Accountability:** promoting accountability of contracting actions by CRA employees and encouraging employees to protect CRA's resources and 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 are consistent with applicable ethical standards.
- 7) **Sustainability:** practicing environmentally preferable purchasing and encouraging these practices with vendors.
- 8) **Legal considerations:** complying with all Legal Requirements.

C. Procurement Authority

- The Chief Procurement Officer shall be the Executive Director, who shall be trained by and obtain certification from the Massachusetts Inspector's General Office.
- 2) This policy outlines the authority of the Executive Director and the responsibilities

of the Cambridge Redevelopment Authority Board (Board) on procurement and contracting oversight.

2. SCOPE

A. This policy shall govern the following:

- 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 sources. As such, in its procurement activities, CRA shall ensure compliance with applicable Legal Requirements 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. c. 30B when engaged in the sale, lease or acquisition of residential, institutional, industrial or commercial real property in accordance with an approved plan. The CRA will adopt procedures related to real estate transactions on a project-by-project basis, but will ensure that those procedures adhere to the policy purposes in Section B above.
- 2) The following shall not be governed by this policy:
 - a) Loan/Grant applications and related documents.
 - b) Grants or loans issued by the CRA as an element of a Board-approved community revitalization program.
 - c) Employment selection and agreements

3. LAWS, REGULATIONS & QUALIFICATIONS

A. COMPLIANCE WITH LEGAL REQUIREMENTS

 In adopting this policy, the Board and Executive Director, as the CRA's contracting officer, each affirm that the policies are in compliance with all Legal Requirements.

- 2) In the event of a conflict between this policy and any Legal Requirement, the Legal Requirement shall prevail.
- 3) In the event a Legal Requirement is modified or eliminated, or a new Legal Requirement is adopted, the new or revised Legal Requirement shall, to the extent inconsistent with this policy, automatically supersede this policy, and the Executive Director or his/her designee shall make appropriate modifications to the inconsistent policies and procedures.



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

The following chart, provided by the Massachusetts Office of the Inspector General,¹ summarizes the legal requirements under c. 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 ²	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 in Cambridge 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 <i>Goods and Services Bulletin</i> at least two weeks before bids or proposals are due.
Award contract to:	Person offering the best price	Responsible ³ and responsive ⁴ 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 Required⁵	No.	Yes.	Yes.
Maximum Contract Term ⁶	Three years, unle	ess majority vote of Bo	pard authorizes longer.

¹ Available at http://www.mass.gov/ig/publications/guides-advisories-other-publications/charts-proc.pdf.

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

³ 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."

⁴ 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.."

⁵ 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."

⁶ M.G.L. c. 30B, § 12(b), states, "Unless authorized by majority vote, a procurement officer shall not award a contract for a term exceeding three years, including any renewal, extension, or option."

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

These procedures follow 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 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 Board determines that there is only one practicable source.

A. SOUND BUSINESS PRACTICES (Cost does not exceed \$9,999)

- 1) When the cost 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) A contract with a clear scope is required [not sure there is a difference, actually. I would say that a Service Agreement shall be adequate to serve as a contract. So long as both parties sign, it is a contract].
- 5) The contract may be authorized by the Executive Director, and shall be reported to the Board at its regular monthly meeting.
- 6) No amendments outside the scope of a contract are allowed. A new requisition process is required for revisions to the original scope of services. The CRA may increase the quantity of goods or services specified in a contract, provided that the unit price for such supplies or services remains the same or less, the Executive Director specifies in writing that an increase is necessary to fulfill the needs of the CRA under the contract, and that the increase in the total contract price does not

increase by more than 25 percent.⁷

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.

B. WRITTEN QUOTES (Cost is between \$10,000 and \$34,999.00)

- 1) The three written quotes procurement methodology may be used when the cost 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/her designee shall send requests to potential bidders, referencing relevant City of Cambridge bidders lists as available, and obtain responses.
- Staff should evaluate whether statewide contracts managed by the Operational Services Division (OSD) offer benefits to the CRA, such as time-savings 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 in Cambridge 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 for contracts for goods and services; for revenue-generating contracts, 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 Board is required. A contract costing the CRA \$10,000 or more shall be signed by the Chair.

_

⁷ The 25 percent restriction does not apply to contracts for the purchase of gasoline or fuel, or to road salt or other ice and snow control supplies.

10) The CRA may increase the quantity of goods or services specified in a contract, provided that the unit price for such supplies or services remains the same or less. The Executive Director must specify in writing that an increase is necessary to fulfill the needs of the CRA under the contract, and that the increase in the total contract price does not increase by more than 25 percent.

C. INVITATION FOR BIDS (Cost is over \$35,000)

- 1) Used when the cost of services or goods is over \$35,000, when lowest price is the primary goal.
- 2) If the cost of the contract is over \$100,000, the Invitation for Bids must be 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 for Bids must be advertised once in a newspaper of general circulation within Cambridge 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 for Bids 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 conducting a solicitation utilizing the invitation to bid method, 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 revenue-generating contracts, the best price is the highest price offered by a responsive and responsible offeror through a bid process.
- 8) Contract approval by the Board is required. A contract costing the CRA \$10,000 or more shall be signed by the Chair.

D. REQUEST FOR PROPOSALS (Cost is over \$35,000)

- 1) Used when the cost of services or goods is over \$35,000, when specific criteria beyond price is the primary goal. The Board must make a motion to seek bidders through an RFP process.
- 2) An RFP must be advertised once in a newspaper of general circulation in Cambridge 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 for the supply or service exists must be in writing and for contracts over \$10,000, must be 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 determines 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 CONTRACTS (CHAPTER 30, §. 39M and CHAPTER 149

The following three charts, provided by the Massachusetts Office of the Inspector General, 8 summarize public procurement procedures pursuant to M.G.L. c. 30 and c. 149:

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

Estimated \$10,000 Contract Amount and under		Over \$10,00	Over \$25,000	
		M.G.L. c. 30, § 39M	M.G.L. c. 30B, § 5 Option ⁹	M.G.L. c. 30, § 39M
Procurement Procedure	No.	Sealed bids.	Sealed bids.	Sealed bids.
Advertising Required	No.	Advertise once in the Central Register ¹⁰ and a newspaper of general circulation in Cambridge 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 ² and a newspaper of general circulation in Cambridge 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 ² and a newspaper of general circulation in Cambridge 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. ¹¹	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.

Available at http://www.mass.gov/ig/publications/guides-advisories-other-publications/charts-proc.pdf.
 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*.

11 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	\$10,000 and		Over \$10,000
Amount	under		ντο, φτο,ουσ
		M.G.L. c. 30, § 39M	M.G.L. c. 30B, § 5 ¹² Option
Procurement Procedure	Sound business practices	Sealed bids.	Sealed bids.
Advertising Required	No.	Advertise once in the Central Register ¹³ and newspaper of general circulation in Cambridge at least two weeks before bids are due, and post notice on the City bulletin board for one week before bids are due. due.	Advertise once in the Central Register ² and a newspaper of general circulation in Cambridge 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.

Authorized by M.G.L. c. 30, § 39M(d).

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 materials costing \$10,000 or more to be advertised in the Central Register.

CHART OF M.G.L. c. 149 -- BUILDING CONSTRUCTION CONTRACTS¹⁴

Estimated	Under 10,000	\$10,000 to	\$25,000 to	Over	Over
Contract Amount	511acr 15,000	\$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 o qualifications prior to soliciting sealed bids.
Advertising Requirements	No.	Advertise once in the Central Register ¹⁵ and post a notice on CRA website and the City's bulletin board for at least two weeks before responses are due. Posting on COMMBUYS is optional.	a newspaper of general circulation in Cambridge at least 2 weeks before bids are due. Post on the City's bulletin board and CRA website for at least 1 week before bids are due. Posting on COMMBUYS is optional.	Central Register ² and a newspaper of general circulation in Cambridge at least 2 weeks before bids are due, and post on the City's bulletin board and CRA website for at least 1 week before bids are due. Posting on COMMBUYS is optional.	qualifications once in the <i>Central Register</i> ² , newspaper of general circulation in Cambridge, CRA website, and COMMBUYS at least two weeks before responses are due. 163
DCAM Certification	No.	No.			Required for general bidders and filed sub-bidders.
OSHA Training	No.	Yes.	Yes.	Yes.	Yes.
City/Town Prequalification	No.	No.	No.	Optional. ¹⁷	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.	total bid, or sub-bid.	5% of the value of the total bid, or subbid.
Payment Bond		No.	50% payment bond.	100% payment bond.	100% payment bond.
Performance Bond	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.
 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*.

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 COMMBUYS 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.

17 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.

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 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

- If required by the Legal Requirements, 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 MGL 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 a 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 (Contracts costing less than \$9,999)

- 1) When the estimated cost of construction services or construction materials to the CRA does not exceed \$9,999, 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 the 'sound business practice' procurement procedures. 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 Executive Director may authorize the contract if under \$10,000, and shall report all contracting activity to the Board at its regular monthly meeting.
- 6) No amendments outside the scope of a contract are allowed to contracts procured under this process. ¹⁸ A new requisition process is required for revisions to the original scope of services.

B. WRITTEN QUOTES (Contracts costing between \$10,000 and \$24,999)

- 1) Used only for construction contracts, when the cost 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/her designee shall send requests to potential bidders, referencing relevant City of Cambridge bidders list as available, and obtain responses.

¹⁸ Massachusetts law allows adjustment of price in construction projects under c. 149 where field conditions differ substantially from original construction plans or where the awarding authority suspends work for 15 days or more. See M.G.L. c. 30, §§39N-39O. The awarding authority may authorize changes to construction projects in writing, where deviations from original plans are explained, where they do not damage the project as a whole, and where they are in the awarding authority's best interest. See M.G.L. c. 30, § 39I.

- 3) Staff should evaluate whether statewide contracts managed by the Operational Services Division (OSD) offer benefits to the CRA, such as time savings 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 COMMBUYS website is optional.
- 5) Not fewer than 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 desired scope of work, 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 vote of the Board is required, and contracts shall be signed by the Chair.

C. INVITATION FOR BIDS (Cost is over \$25,000).

- 1) Lowest Bid solicitation shall be used when the cost of construction services to the CRA or materials is over \$25,000.
- 2) CRA staff must provide a complete bid package, including specific minimum qualifications.
- 3) The Invitation for Bids must be advertised once in a newspaper of general circulation within Cambridge 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 for Bids 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) When selecting a contractor, the lowest responsive and responsible bidder shall be chosen. Bidders may be disqualified based on failure to meet minimum qualifications.
- 6) Approval by vote of the Board is required, and contracts shall be signed by the Chair.

D. **DESIGN SERVICES**

1. APPLICABLE LAWS

- A. Under M.G.L. c. 7C, §54(a), cities and towns, as well as their authorities and instrumentalities, must develop written procedures to award contracts for design services where the estimated cost of the construction project is greater than \$100,000. These procedures must comply with the purpose and intent of M.G.L. c. 7C, §§44-57, the Designer Selection Law. The policies outlined below are shaped by Massachusetts Office of the Inspector General guidance on designer selection, and designed to comply with the purpose and intent of the Law.0
- B. 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.
- C. 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. 7C processes and prescribe the role of DHCD and of the local authority in the selection process.

2. PROCUREMENT PROCEDURES FOR DESIGN SERVICES

When procuring Design Services, the CRA shall usually utilize a qualifications-based selection process, outlined in the Designer Selection Law and described in greater detail below.

A. APPLICABILITY

The Procurement Procedures for Design Services will be applicable to procurement of design services where the estimated design fee exceeds \$10,000 and the cost of construction is estimated to exceed \$100,000.

B. ADVERTISING

The CRA shall publish a notice inviting application from interested designers in a newspaper of general circulation in Cambridge and in the Central Register at least two weeks before the deadline for receiving applications.

The published notice shall contain:

- 1) A description of the overall project, including the specific design services sought, the time period in which the project is to be completed, and the estimated construction cost, if available.
- 2) If a study or program has already been completed, indication when and where it is available for inspection, or a statement that a study has not yet been completed.
- 3) Any specific professional qualifications required for the design contract, as well as any categories of work for which the CRA will require the designer to list the sub-consultants that the designer plans to use.

- 4) If a briefing session will be held for potential applicants, indication of when and where.
- 5) If a design fee has been set, a statement of the design fee and whether it will be negotiated.
- 6) Instructions on how to obtain the Request for Qualifications and where and when to submit completed applications, and information on whom to contact for further information.

C. STANDARD DESIGNER SELECTION FORM

The CRA will ask all applicants to provide the same information, using the "Standard Designer Application Form for Municipalities and Public Agencies Not Within DSB Jurisdiction," available at www.mass.gov/dcamm.

D. REQUEST FOR QUALIFICATIONS

The CRA will make available the Request for Qualifications (RFQ) to interested applicants. The RFQ will contain information regarding the following:

- 1) A statement of the project scope, including the services sought.
- 2) A list of defined deliverables.
- 3) A timeline for producing each deliverable.
- 4) A statement of the evaluation criteria, including those discussed below under "Selection of Finalists."
- 5) A copy of the Standard Designer Selection Form.
- A statement of the set fee or not-to-exceed limit, if available. The fee or not-to-exceed limit shall be expressed in terms of fixed dollars, not as a percentage of the construction cost.

E. SELECTION OF FINALISTS

The Executive Director shall be responsible for reviewing applications and selecting and ranking finalists. The Executive Director may, at his or her discretion, appoint a committee to advise him or her in making selection and ranking decisions. Individuals who have a conflict of interest (direct or indirect financial interest, personal involvement, or other interest), real or apparent, with regard to a design firm applying for a contract may not participate in the selection process for that contract.

The executive director shall, at a minimum, take into account the following criteria in selecting and ranking finalists:

- 1) Experience:
- 2) Quality of Work;
- 3) Public Sector Knowledge;
- 4) Professional Registrations and Licenses;
- 5) Sub-consultant Registrations and Licenses; and
- 6) Capacity.

The Executive Director shall select at least three finalists unless, after reasonable effort, fewer than

three applications are received, in which case the CRA may proceed with one or two finalists. The Executive Director may seek additional information regarding qualifications, provided that the same information is sought from all finalists; similarly, if one finalist is given the opportunity to make a presentation or provide other proof of its qualifications, all finalists must be afforded the same opportunity.

The Executive Director shall prepare a written explanation of the reasons for selecting the designer that was awarded the contract, and records must be maintained for each procurement, including copies of public notices, applications received, evaluations, rankings and explanations thereof, the explanation of the selection decision, the notification of the award, and other relevant documents.

F. NEGOTIATIONING AND FINALIZING THE CONTRACT

The CRA shall seek the following information from the top ranked finalist:

- 1) The amount of time to be devoted to each phase of the project by key individuals, such as the designer's project manager;
- 2) The hourly rates the designer will use to calculate prices for additional work that is not included in the initial scope; and
- 3) The markup, if any, that the designer will add to costs, including sub-consultant fees, resulting from a change in the scope of work.

If the CRA has set a not-to-exceed fee limit, the CRA shall also seek a fee proposal including an itemized breakdown of costs and fees. Upon receipt of the necessary information, the CRA may negotiate the fee, not-to-exceed fee limit, amount of time to be devoted to the project by the designer, or other factors of the contract as the CRA deems warranted.

If the negotiation is successful, the top ranked designer shall be awarded the contract. If not, the CRA shall proceed to request information from, and negotiate with, the next highest ranked designer, and continue in like fashion until negotiations are successful and a contract can be awarded.

G. **EMERGENCIES**

Where required to protect the health or safety of any persons or to meet a deadline for action on a project set by a federal agency, the CRA shall utilize an expedited designer selection process. The CRA may procure only those supplies or services necessary to meet the emergency needs.

3. MINORITY AND WOMEN OWNED BUSINESS ENTERPRISES

- A. All 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.
- B. The CRA adopts the City of Cambridge's commitments to contracting and sub-contracting to Minority and Women Owned Business, as it may be amended from time to time.

E. GENERAL PROVISIONS

1. AUTHORITY & INTERNAL CONTROLS

A. DELEGATION OF PROCUREMENT AUTHORITY

Per the resolution of the Board adopting this Policy, the Executive Director is hereby delegated the following procurement authority, with the authority to redelegate as the Executive Director sees fit, to implement and manage this Policy.

- 1) Authority to enter into contracts for goods and services not to exceed \$10,000.
- 2) Authority 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.

The Executive Director is to notify the Board of all signed contracts at their next scheduled meeting. All contracts in excess of \$10,000 require the approval of the Board and signature of the Chair.

B. PURCHASING CARDS

The Board has authorized that the Executive Director be issued bank-sponsored credit card (purchasing card), 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 \$1,000.

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 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 its assets;
 - e) Recording financial transactions; and
 - f) Recordkeeping of contract solicitation.
- 2) The Executive Director, or his/her designee shall encumber designated funds under a professional services or construction contract, through an electronic ledger that additionally reflects fund availability through the appropriate budget categories within the adopted budget of the CRA.

3. ETHICAL STANDARDS

A. AUTHORITY AND RESPONSIBILITY

- 1) In the conduct of CRA's procurement system, the Board and CRA employees shall be aware of, and comply with, all Legal Requirements
- 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 the CRA Personnel Policy.

C. CONFLICT OF INTEREST

- 1) 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) 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

- 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

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
- 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

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 from bid or proposal submissions):

- a) a W-9 or W-9 substitute form.
- b) A Data Universal Numbering System (D-U-N-S) 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 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:
 - a) rationale for the method of procurement;
 - b) selection of contract type;

- c) contractor selection or rejection;
- d) 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

B. PUBLIC RECORDS

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



CAMBRIDGE REDEVELOPMENT AUTHORITY

GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS ALONG GALILEO GALILEI WAY PROJECT NO.

APPROVED

COMMISSIONER OF PUBLIC WORKS

APPROVED

ORECTOR OF TRAFFIC AND PARKING

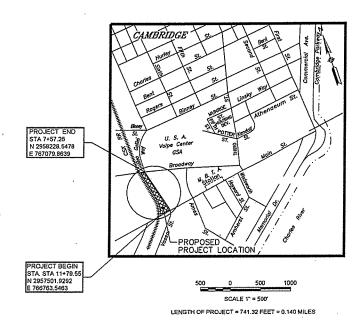
CITY ENGINEER

APPROVED

SUPERINTENDENT OF WATER

APPROVED

CITY ELECTRICIAN



SHEET NO.	DRAWING NO.	DESCRIPTION
1	G-1	TITLE SHEET AND INDEX
2	G-2	LEGEND, ABBREVIATIONS AND GENERAL NOTES
3	C-1	EXISTING CONDITIONS PLANS - PART 1
4	C-2	EXISTING CONDITIONS PLANS - PART 2
5	C-3	SITE PREPARATION AND DEMOLITION - PART 1
6	C-4	SITE PREPARATION AND DEMOLITION - PART 2
7	C-5	TYPICAL SECTIONS
8	C-6	CONSTRUCTION PLANS - PART 1
9	C-7	CONSTRUCTION PLANS - PART 2
10	C-8	ALIGNMENT AND GRADING PLANS - PART 1
11	C-9	ALIGNMENT AND GRADING PLANS - PART 2
12	C-10	GRADING PART PLAN
13	C-11	PEDESTRIAN RAMP DETAILS
14	C-12	CONSTRUCTION DETAILS - PART 1
15	C-14	CONSTRUCTION DETAILS - PART 2
16	C-15	CRITICAL SECTIONS - PART 1
17	C-16	CRITICAL SECTIONS - PART 2
18	L-1	LANDSCAPING PLANS - PART 1
19	L-2	LANDSCAPING PLANS - PART 2
20	L-3	LANDSCAPING PART PLAN
21	L-4	LANDSCAPING DETAILS - PART 1
22	L-5	LANDSCAPING DETAILS - PART 2

INDEX

NOVEMBER 2014

FINAL PLAN SUBMISSION FOR REVIEW

FST FAY, SPOFFORD & ENGINEERS - PLANNER 5 BURLINGTON WOODS, BURE

G-1

1 of 22

NOTES:

1) RENCH WARK INFORMATION:

BENCH WARK USED:

TEMPORARY BONCH MARKS SET:

BULLA X-MARK SET ON THE SOUTH WEST BOAT OF LICHT POLE 13 AT THE NORTHWEST

CORNER OF PLANFASON STREET AND BURNEY STREET, AS SHOWN ON PLAN.

LICUATION = 9.66

TBH=8; X-MARK SET ON THE SOUTH EAST BOLF OF LIGHT POLE 14 ON THE EAST SDE OF CALLED CALLED WAY APPROXIMATELY 380" NORTH OF THE WITERSECTION OF CALLED CALLED WAY AND BINGLOWAY, AS SHOWN ON PLAN. . CITATION = 10.18

TBM-C: X-MARK SET ON CAP NUT OF A INTOKNAT AT THE SOUTHEAST CONNER OF CAULEO CALLED WAY AND BEOLOWAY, AS SHOWN ON PLAN.
BEVAIROW = 10.72

TENI-E X-MURK SET ON CAP MUT OF A MORANT ON THE EXST SOC OF CALLED CALLED MAY APPROXIMATELY 220' MORTH OF THE INTERSECTION OF CALLED CALLED WAY AND MAN STREET, AS SHOWN ON PLANK ELEVATION = 11.42 (VOID MYDRANT REPLACED)

TIM-F: X-MARK SET ON CAP NUT OF INDICANT ON THE SOUTH SIDE OF MAIN STREET APPROXIMALLY 280° WEST OF THE INTERSECTION OF MAIN STREET AND GALLED GALLED WAY. EFFAUTION = 10.00?

- 2) ELEVATIONS REFER TO NAVO1988
- J) CONTOUR INTERVAL EQUALS ONE (1) FOOT.
- 4) UILLIT INFORMATION SHOWN IS BASED ON BOTH A TRAD SUMMEY AND THE LATEST FLANG OF RECOVERY FOR THE PROPERTY OF THE PROPERTY O
- 5) THIS DOCUMENT IS AN INSTRUMENT OF SERVICE OF HARRY R. FELDMAN, INC. ISSUED TO OUR CLEHT FOR PARHOSS RELATED DIRECTLY AND SOLELY TO HARRY R. FELDMAN INC. S SCOPE OF SURVICES UNDER CONTINCT OF OUR CLEHN FOR HIS PROPER. ANY USE ON RELIES OF THIS DOCUMENT FOR ANY REASON BY ANY PARTY FOR PURPOSES UNRELATED DIRECTLY AND SOLELY TO SAID CONTINCT SHALL DE AT THE USER'S SOLE AND SOLELY BISS AND MADRIT, INCLUDENT LIBERTY FOR MOLATION OF COPYRIGHT LIMS, UNLESS WRITTEN CONSENT IS PROVIDED BY HARRY R. TITURAN, PACE.
- 6) REDBROCAL EXSENDIT MOREFUENT ROOK 31324, PAGE 262, DOC. NO. 1137080, BOOK 38441, PAGE 415, DOC. NO. 1261130, BOOK 42362, PAGE 126 AND DOC. NO. 1318537 (AS SHOWN HIRRORY)
- 7) PROPERTY LINE TAKEN FROM A PLAN ENTITLED "LAND MAP, BOSTON AND ALBAMY RAVEROAD, GRAND JUNCTION BRANCH, STA. 78+20 TO 5TA. 105+60" SCALE I"-50" CATED JUNE 30, 1915 AND KNOWN AS VALULATION LAW RAWGEN V. N.720."

LEGENO:

CARLE TY MANHOLE	TC8 TRAFFI	
@ DRAIN MANHOLE	R. RIM EI	
O ELECTRIC MANHOLE	T7 TOP T	
O SEWER MANHOLE	MAKM MOOD	
O TELEPHONE MANHOLE	8.75TA TOP 0	
G TELECCHMUNICATIONS MANNOLE	15.50TC 10P 0	
@ WATER MANHOLE		N OF COURS FIFTATION
@ STEAN MANHOLE	10.50TW TOP 0	
OW HANHOLE	9.5BW 90TTO.	
CATCH BASIN	na natura	
@ CATCH BASIN-ROUND	CONC CONCR	
+ GAS SHUT OFF	Cr CHMN	
+ WATER SHUT OFF	INACCESS INACCE	
X HYDRANT	MC METAL	
OBSERVATION WELL	TYP TYPICA	
TO UTILITY POLE	VGC VERTIC	
a UGHT POLE	MF WROUG	
- FLECTRIC TANDHOLF	FND FOUND	
TRAFFIC SIGNAL	REC RECOR	D
~~~~ 5iCN		RULROAD TRACKS
• BOLLARD		CHAIN LINK FENCE
• FIRE ALARM		WOOD FENCE
ave VENI PIPE		WROUGHT IRON FENCE
B TRAFFIC HAND HOLE		
O ICV IRRIGATION CONTROL VALVE		GUARD RAIL
OTHTRASH CONTAINER		SCWER
- MONUMENT		DRAHI
DECIDUOUS TREE		COMBINED SEWER
DECIDOOS INCE		WATER
will		GAS
CONTEROUS TREE		ABANDONED GAS
~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~		ELECTRIC .
ATT HANDICAP RAUP		IELEPHONE
BOT BOTTOM ELEVATION		STEAM
I INVERT ELEVATION	//M	ELECIRIC PANI SIRIPE
H.V.P NO VISIBLE PIPES		WATER PAINT STRIPE
CORR CORRESTONE		GAS PAINT STRIPE



FAY, SPOFFORD & THORNDIKE ENGINEERS . PLANNERS . SCIENTISTS 5 BURLINGTON WOODS, BURLINGTON, WA 01803

_					
	Scale	AS NOTED			
	Date NOVEM	BER 3, 2014			
	Job No.				
	Designed by	SEA			
	Orawn by	FLC			
	Checked by	JEM	No.	Description	Date
	Appropried by	RAA		REVISIONS	

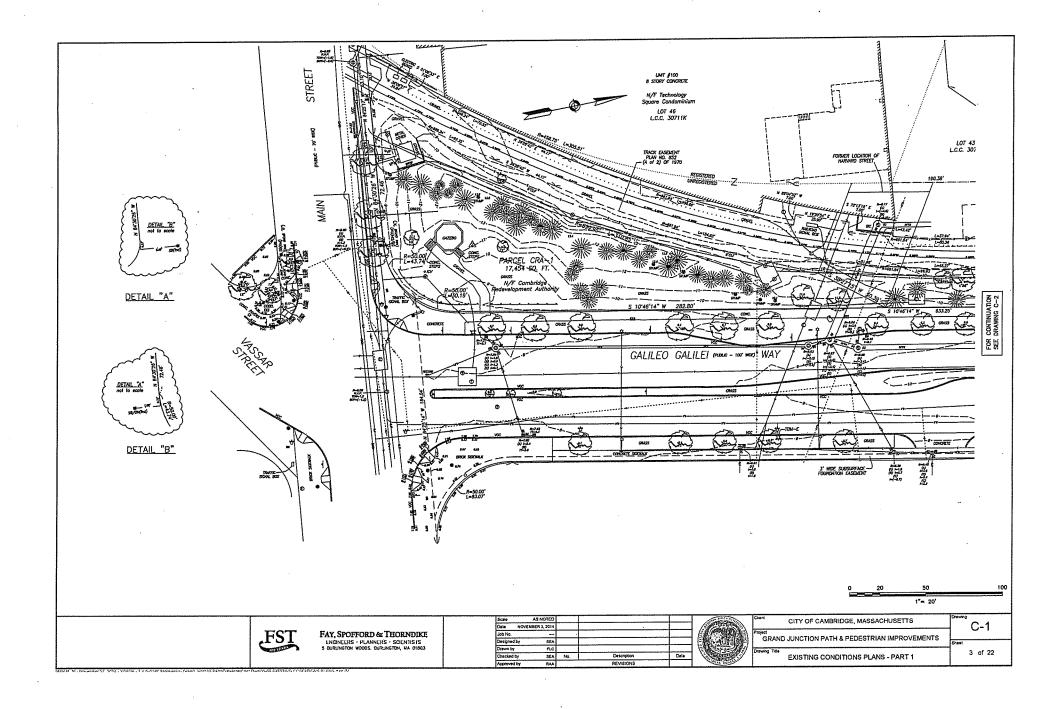


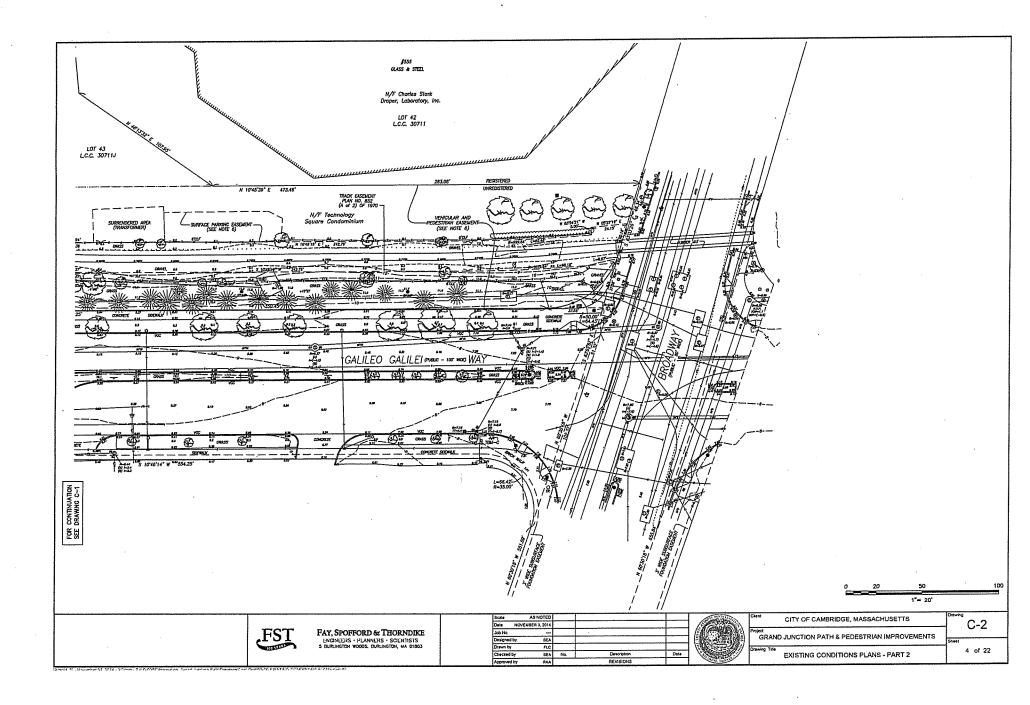
ent	CITY OF CAMBRIDGE, MASSACHUSETTS
GRANE	UNICTION PATH & PEDESTRIAN IMPROVEM

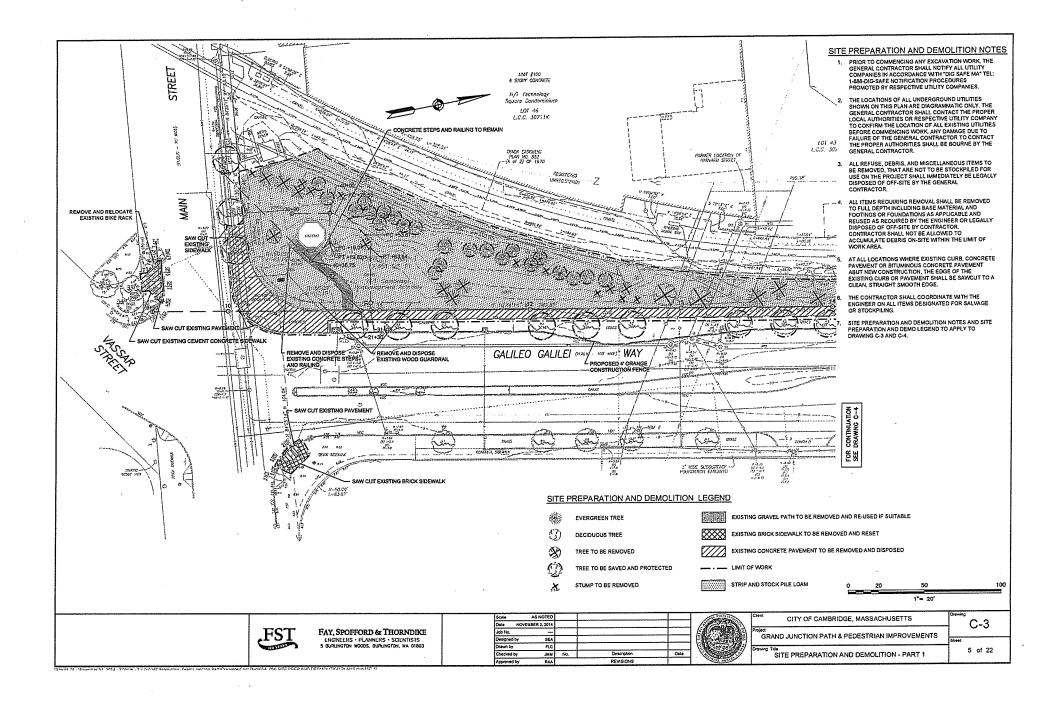
IENTS

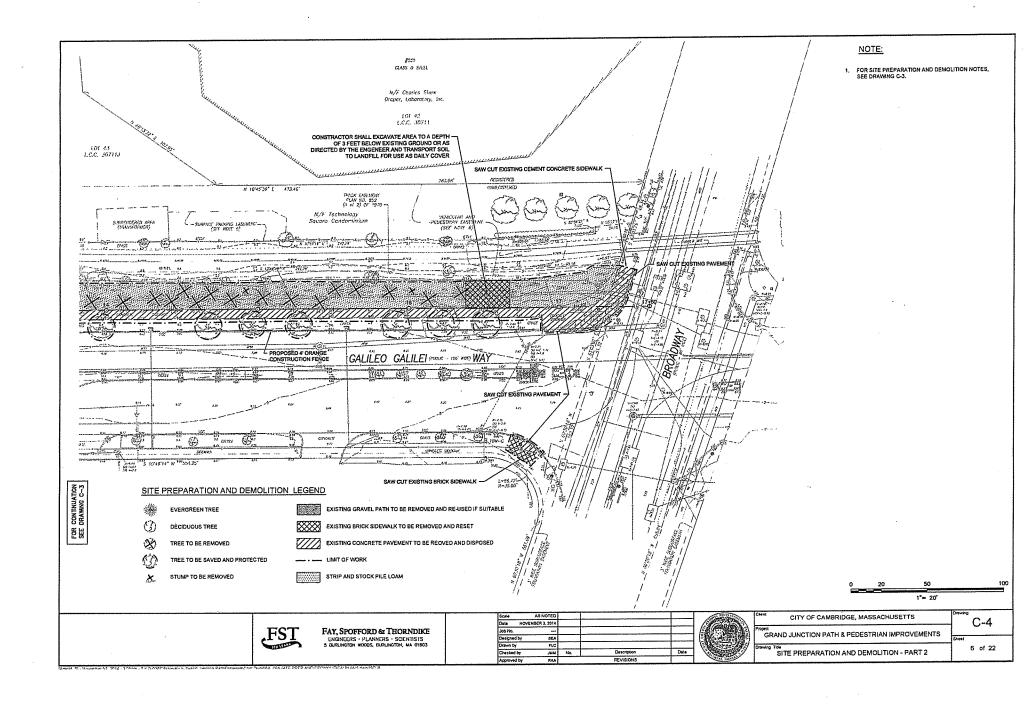
LEGEND, ABBREVIATIONS AND GENERAL NOTES

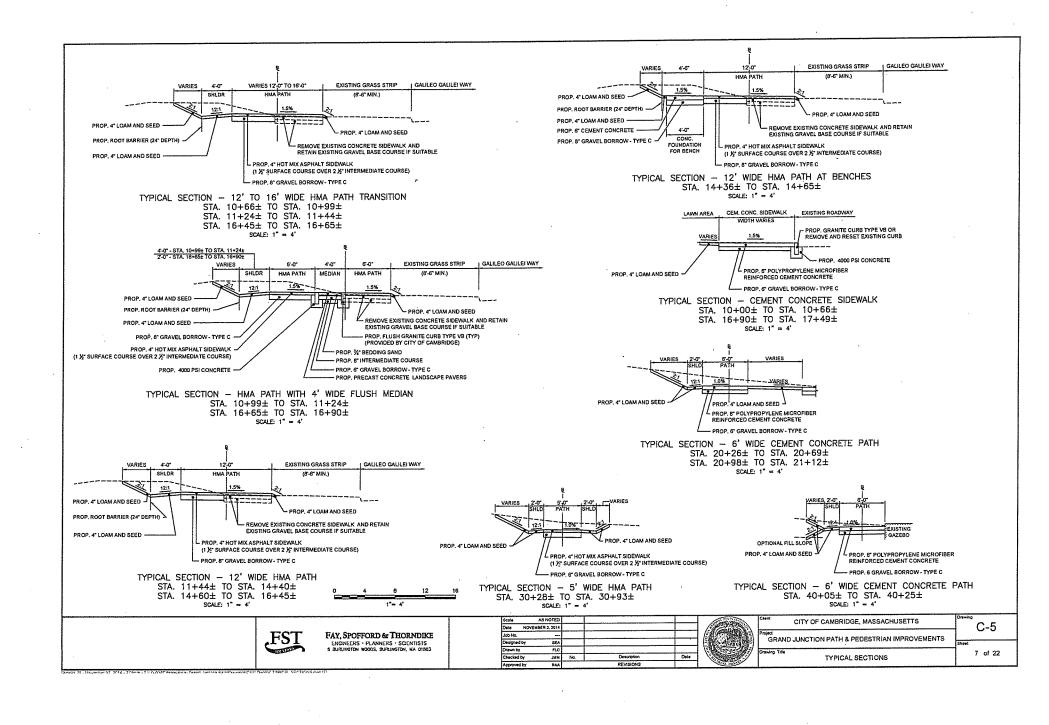
G-2 2 of 22

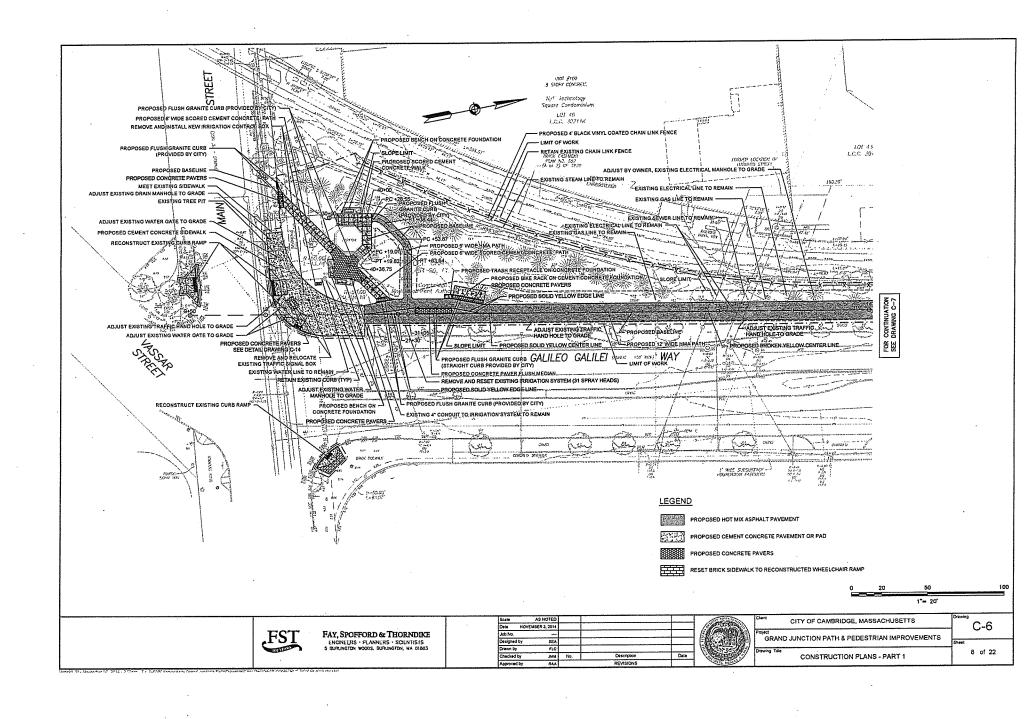


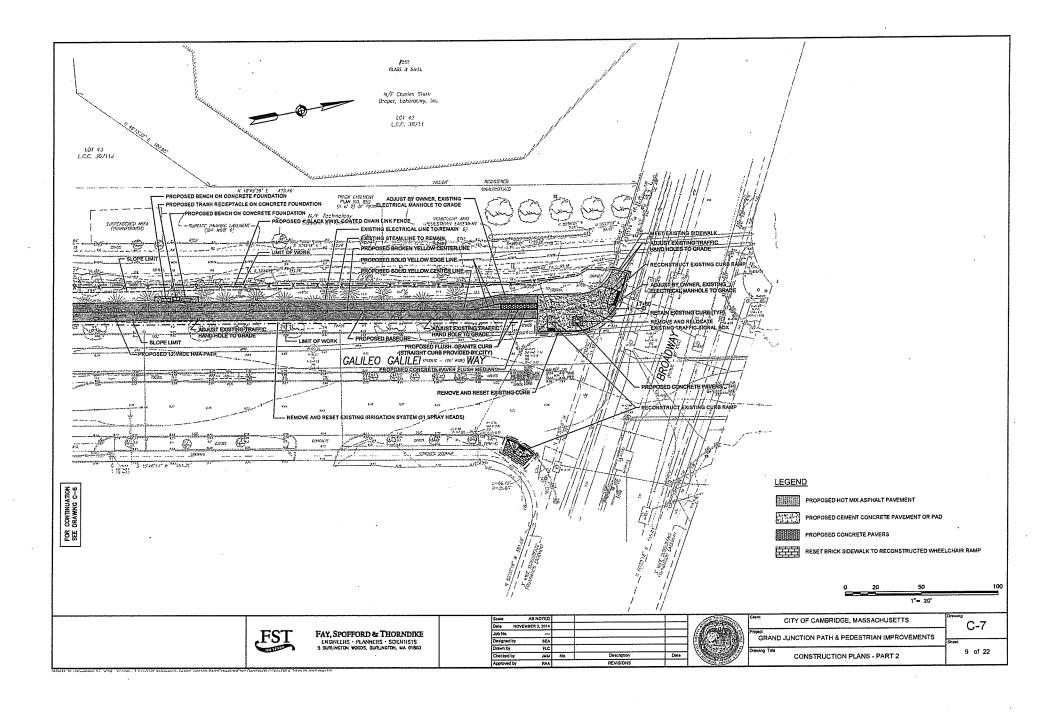


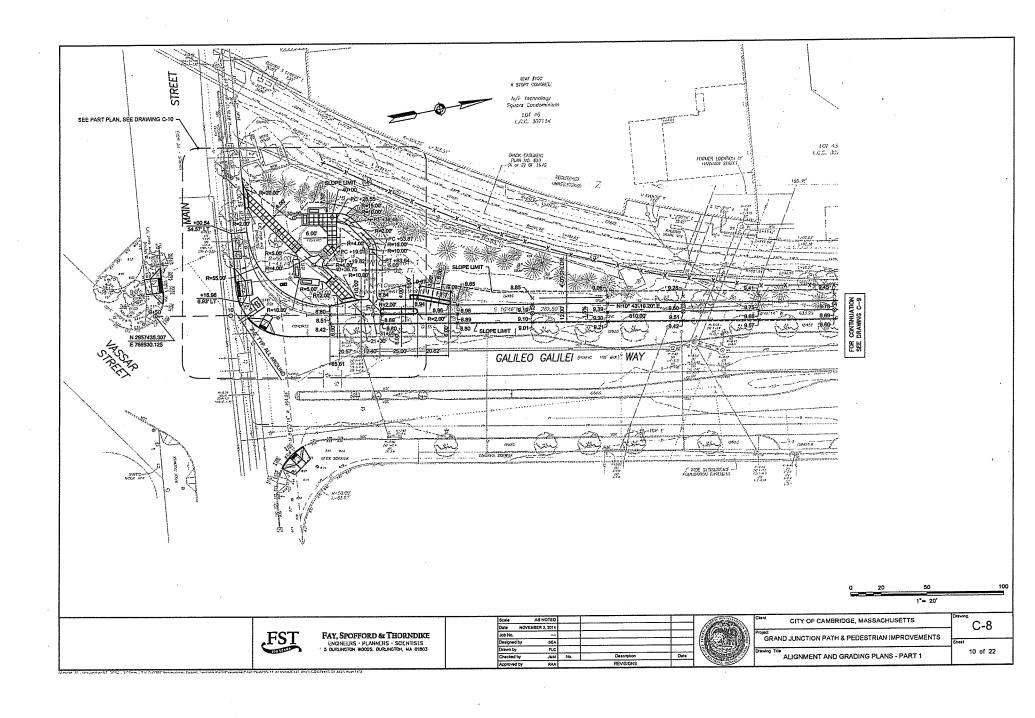


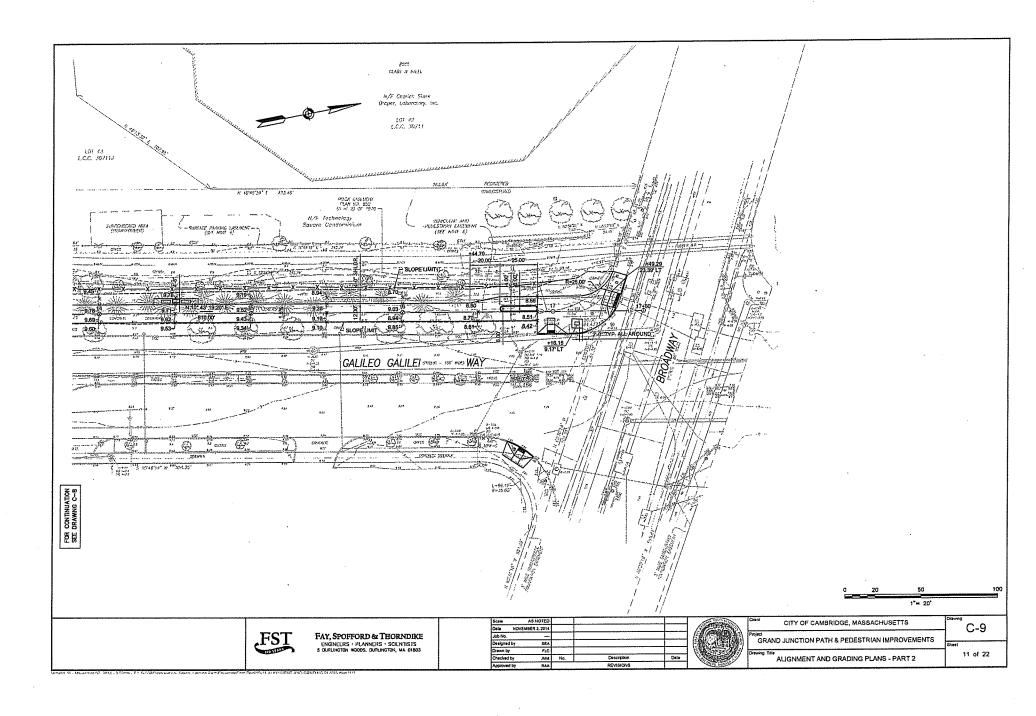


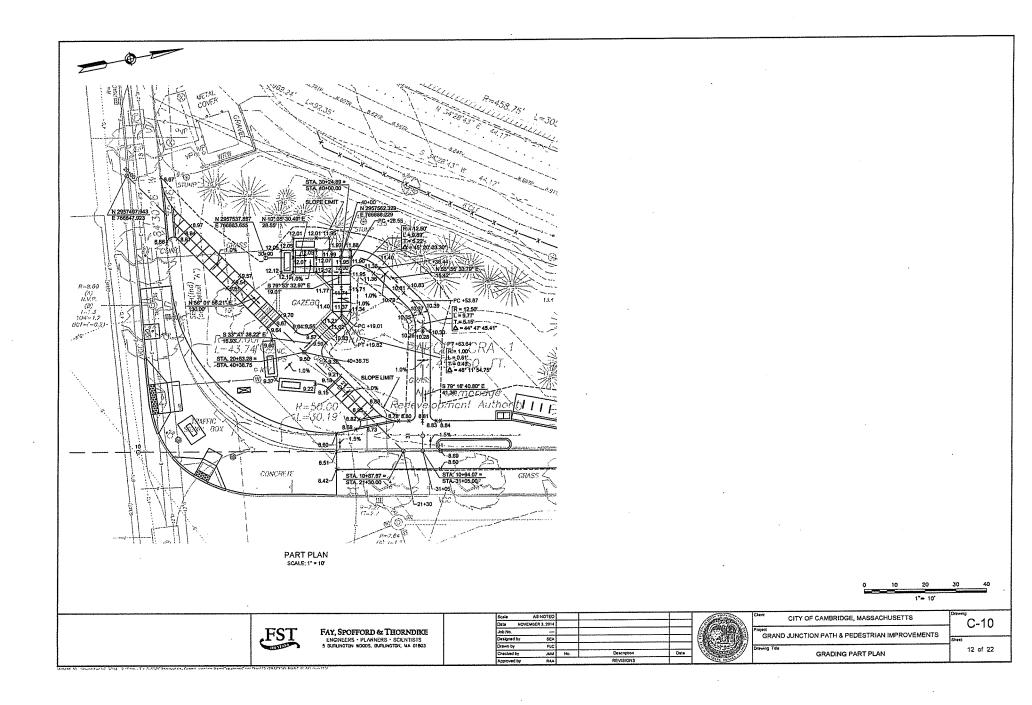


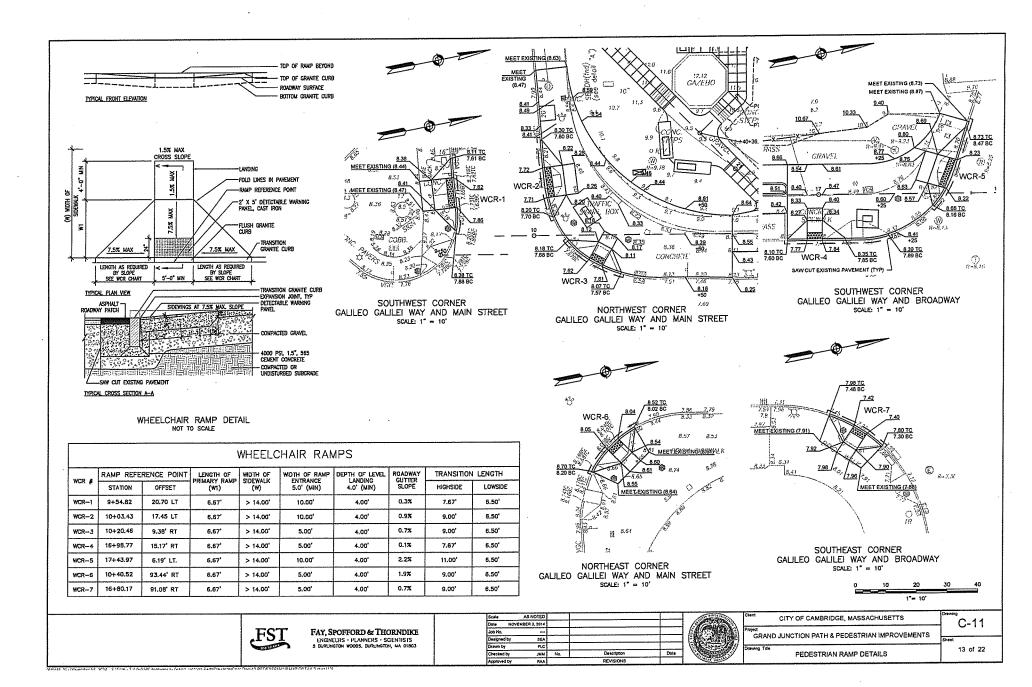








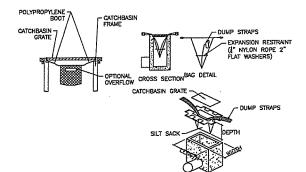




EROSION AND SEDIMENT CONTROL NOTES*

- 1. PRIOR TO ANY LAND DISTURBANCE ACTIVITIES COMMENCING ON THE STIE. THE DEVELOPER SHALL PHYSICALLY MARK LIMITS OF NO LAND DISTURBANCE ON THE STIE MITH TAPE, SIONS, OR GRANCE CONSTRUCTION FENCE, SO THAT WORKERS CAN SEE THE AREAS TO BE PROTECTED. THE PHYSICAL MARKERS SHALL REMAIN IN PLACE UNTIL A CERTIFICATE OF COMPLETION HAS BEEN ISSUED.
- 2. APPROPRIATE EROSION AND SEDIMENT CONTROL
 MEASURES SHALL BE INSTALLED PRIOR TO SOIL
 DISTURBANCE. MEASURES SHALL BE TAKEN TO CONTROL
 EROSION WITHIN THE PROJECT AREA. SEDIMENT IN
 RUNGF WATER SHALL BE TRAPPED AND RETAINED
 WITHIN THE PROJECT AREA. WETLAND AREAS AND
 SURFACE WATERS SHALL BE PROTECTED FROM SEDIMENT.
- MINIMIZE TOTAL AREA OF DISTURBANCE AND PROTECT NATURAL FEATURES AND SOIL.
- THE CONTRACTOR SHALL SEQUENCE ALL ACTIVITIES TO MINIMIZE SIMULTANEOUS AREAS OF DISTURBANCE. MASS CLEARINGS AND GRADING OF THE ENTIRE SITE SHALL BE AVOIDED.
- MINIMIZE SOIL EROSION AND CONTROL SEDIMENTATION DURING CONSTRUCTION.
- 6. DIVERT UNCONTAMINATED WATER AROUND DISTURBED AREAS.
- 7. INSTALL AND MAINTAIN ALL EROSION AND SEDIMENT CONTROL MEASURES IN ACCORDANCE WITH THE MANUFACTURERS SPECIFICATIONS AND GOOD ENGINEERING PRACTICES OR THE 2012 EPA'S CONSTRUCTION GENERAL PERMIT
- 8. PROTECT AND MANAGE ON AND OFF—SITE MATERIAL STORAGE AREAS (OVERBURDEN AND STOCKPILES OF DIRT, BORROW AREAS, OR OTHER AREAS USED SOLLEY BY THE PERMITTED PROJECT ARE CONSIDERED A PART OF THE PROJECT.
- COMPLY WITH APPLICABLE FEDERAL, STATE AND LOCAL LAWS AND REGULATIONS INCLIDING WASTE DISPOSAL, SANITARY SEWER OR SEPTIC SYSTEM REGULATIONS, AND AIR QUALITY REQUIREMENTS, INCLIDING DUST CONTROL.
- 10. SEDWENT SHALL BE REMOVED ONCE THE VOLUME REACHES VI TO Y, THE HEIGHT OF THE EROSION CONTROL DEMCE. SEDWENT SHALL BE REMOVED FROM SILT FENCE PRIOR TO REACHING THE LOAD—BEARING CAPACITY OF THE SILT FENCE WHICH MAY BE LOWER THAN X TO X THE HEIGHT.
- 11. SEDIMENT FROM SEDIMENT TRAPS OR SEDIMENTATION PONDS SHALL BE REMOVED WHEN DESIGN CAPACITY HAS BEEN REDUCED BY 50 PERCENT.
- 12. BMPS TO BE USED FOR INFILTRATION AFTER CONSTRUCTION SHALL NOT BE USED AS BMPS DURING CONSTRUCTION UNLESS OTHERWISE APPROVED BY THE BOARD. MANY INFILTRATION TECHNOLOGIES ARE NOT DESIGNED TO HANDLE THE HIGH CONCENTRATIONS OF SEDIMENTS TYPICALLY FOUND IN CONSTRUCTION KNOFF, AND THUS MUST BE FORTCICTED FROM CONSTRUCTION

- 13. SOIL STOCKPILES MUST BE STABILIZED OR COVERED AT THE END OF EACH WORKDAY, STOCKPILE SIDE SLOPES SHALL NOT BE GREATER THAN 2-1. ALL STOCKPILES SHALL BE SURROUNDED BY SEDIMENT CONTROLS.
- 14. FOR ACTIVE CONSTRUCTION AREAS SUCH AS BORROW OR STOCKPILE AREAS, ROADWAY IMPROVEMENTS AND AREAS WITHIN 50 FEET OF A BUILDING UNDER CONSTRUCTION, A PERIMETER SEDIMENT CONTROL SYSTEM SHALL BE INSTALLED AND MAINTAINED TO CONTAIN SOIL.
- 15. A TRACKING PAD OR OTHER APPROVED STABILIZATION METHOD SHALL BE CONSTRUCTED AT ALL ENTRANCE/EXIST POINTS OF THE SITE TO REDUCE THE AMOUNT OF SOIL CARRIED ONTO ROADWAYS AND OFF THE SITE.
- 16. ON THE CUT SIDE OF ROADS, DITCHES SHALL BE STABILIZED IMMEDIATELY WITH ROCK RIP-RAP OR OTHER NON-ERODIBLE UNIORS, OR WHERE APPROPRIATE, VEGETATIVE MEASURES SUCH AS HYDROSEEDING OR JUTE MATTING.
- 17. PETRIAMENT RECEIPED BOALL DE LINDERTAKEN IN THE BROWN FREAM MARCH TONDERS HEAY, AND HE LATE BROWN AND HE LATE BROWN AND HE LATE BROWN AND HE PALL AND HE MARCH AND HE MAD IN THE FALL AND HE MAD H
- 18. ALL SLOPES STEEPER THAN 3:1 (H:V, 33.3%), AS WELL AS PERIMETER DIKES, SEDIMENT BASINS OR TRAPS, AND EMBANKHENTS MUST, UPON COMPLETION, BE IMMEDIATELY STABILIZED WITH SOD, SEED AND ANCHORED STRAW MULCH, OR OTHER APPROVED STRAILIZATION MEASURES. AREAS OUTSIDE OF THE PERIMETER SEDIMENT CONTROL SYSTEM MUST NOT BE DISTURBED.
- 19. TEMPORARY SEDIMENT TRAPPING DEVICES MUST NOT BE REMOVED UNTIL PERMANENT STABILIZATION IS ESTABLISHED IN ALL CONTRIBUTORY DRAINAGE AREAS.
- 20. ALL TEMPORARY EROSION AND SEDIMENT CONTROL MEASURES SHALL BE REMOVED AFTER FINAL SITE STABILIZATION, DISTURBED SOIL AREAS RESULTING FROM THE REMOVAL OF TEMPORARY MEASURES SHALL BE PERMANENLY STABILIZED WITHIN 30 DAYS OF REMOVAL.
- 21. PROPERLY MANAGE ON-SITE CONSTRUCTION AND WASTE MATERIALS.
- 22. PREVENT OFF-SITE VEHICLE TRACKING OF SEDIMENTS.
- 23. DUST SHALL BE CONTROLLED AT THE SITE.
- 24. ALL PREVIOUSLY DISTURBED LAND SHALL BE STABILIZED BY APPROVED METHODS AFTER 14 DAYS IF LEFT UNDISTURBED. THIS INCLUDES STOCKPILES, CONSTRUCTION ENTRANCES, CRADED AREAS AND OTHER CONSTRUCTION ACTINETY DEFAULD. CLARGING
- 25. IF WORK IS HALTED OVER WINTER MONTHS THE CONTRACTOR SHALL BE RESPONSIBLE FOR STABILIZING THE AREA THROUGH GROUNDCOVER PRACTICES.



THIS METHOD OF INLET PROTECTION IS APPLICABLE WHERE THE INLET DRAINS SHEET, OVERLAND AND CONCENTRATED FLOWS (NOT GREATER THAN 1 CFS). THE METHOD CAN DRAIN FLAT AREA TO STEEP SLOPES. INLET CAPACITY WILL DECREASE WITH THIS METHOD AND CONTRACTOR SHALL EXPECT FLOOGING TO DECUR DURING HIGH FLOW EVENTS.

INSPECTION SCHEDULE SHALL COMPLY WITH THE 2012 EPA CONSTRUCTION GENERAL PERMIT MAINTENANCE SHALL OCCUR WHEN NECESSARY, SILT SACKS SHALL BE CLEANED ONCE THE BAG IS FILLED HALF WAY WITH DEBRIS, CONTRACTOR SHALL REMOVE SILT SACK AND PLACE NEW UNIT, DO NOT EMPTY SILT SACK CONTENTS INTO THE CATCHBASIN.

CATCH BASIN W/SILT SACK INLET PROTECTION

* FROM CITY OF CAMBRIDGE STANDARD SPECIFICATIONS AND DETAILS.

FST

FAY, SPOFFORD & THORNDIKE ENGINEERS - PLANNERS - SCIENTISTS 5 BURUNGTON WOODS, DURGINGTON, MA 01803

Approved by	RAA		REVISIONS	
Checked by	JMM	No.	Description	Dati
Drawn by	FLC			
Designed by	SEA			1
Job No.	-			
Date NOVEM	DER 3, 2014			
	AS NOTED			



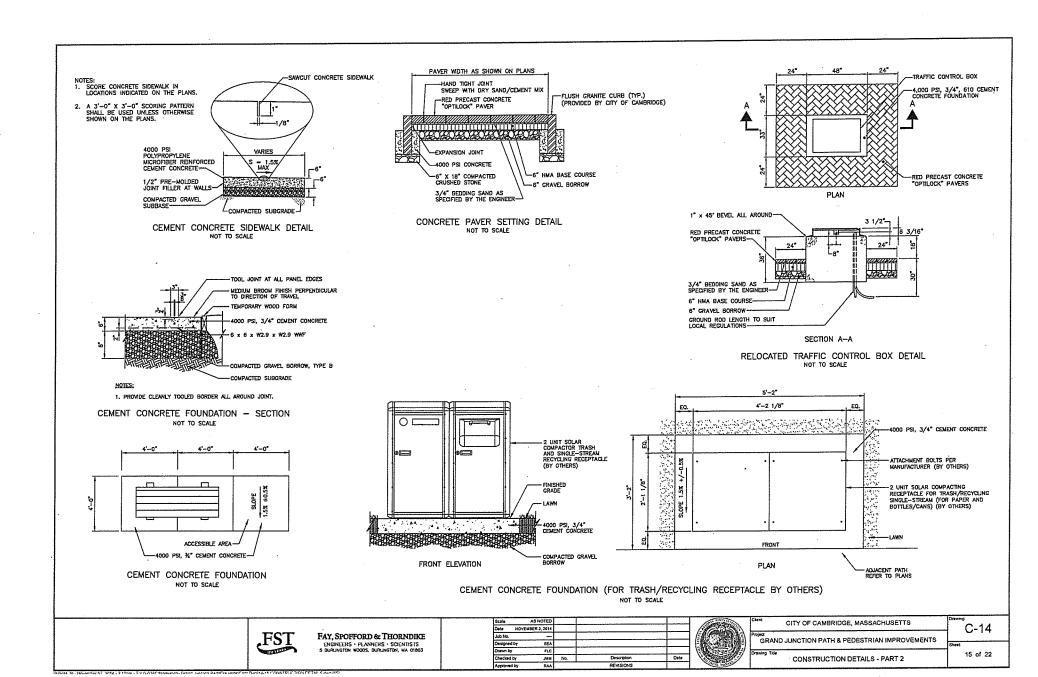
CITY OF CAMBRIDGE, MASSACHUSETTS	
GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS	1
SIGNIE GENERALITATION CONTRACTOR	J

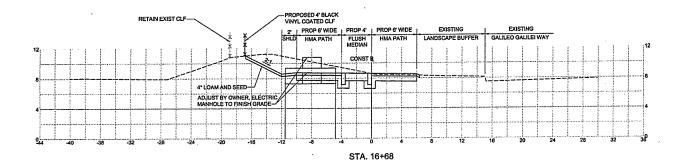
CONSTRUCTION DETAILS - PART 1

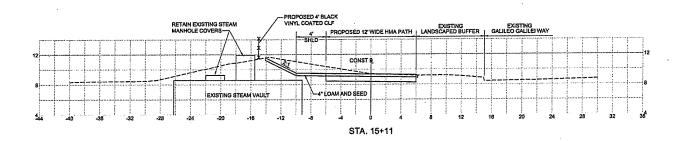
14 of 22

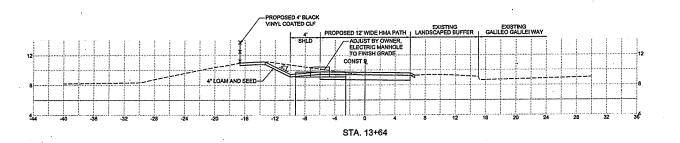
C-12

DISTRIBUTE CONSTRUCTION COTTON CO.











FAY, SPOFFORD & THORNDIKE ENGINERS - PLANNERS - SCIENTIS IS BURLHOTON, WOODS, BURLHOTON, MA 01803

Scale	154		i
Date NOVEMBE	R 3, 2014		
Job No.			
Designed by	•		
Drawn by			
Checked by	· No.	Description	Date
Approved by	RAA	REVISIONS	

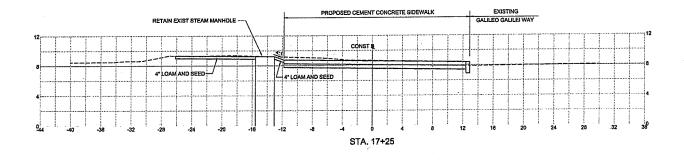
1	1000	Cher
_		Proje
-		,
		Drav
		۳.,
-	Notice of the second	

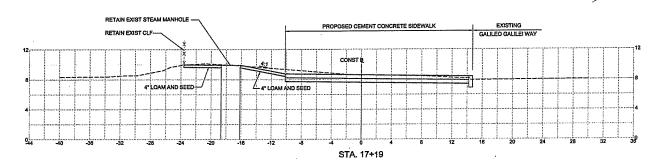
Clen	CITY OF CAMBRIDGE, MASSACHUSETTS	ľ
Proje	GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS	-
Draw	CRITICAL SECTIONS - PART 1	

C-15

16 of 22

old St. Howard in 17 2014, 2 (Com. Tu.f. 1020) languages, francis inverses Partiferroment for Dentit 194 SEC 19515 over 196





FST

FAY, SPOFFORD & THORNDIKE ENGINEERS • PLANNERS • SCIENTISTS 9 DURLINGTON, WA 01803

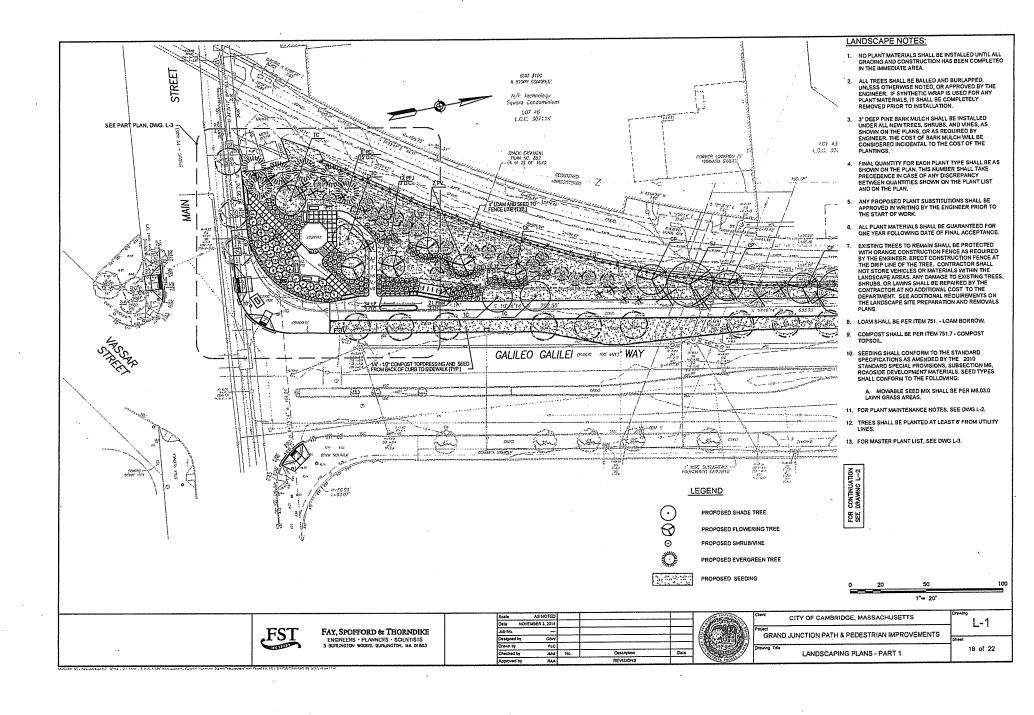
Scale /	S NOTED			
Date NOVEMB	ER 3, 2014			
Job No.				
Designed by				
Orawn by	·			
Checked by		No.	Description	Date
Approved by	RAA		REVISIONS	

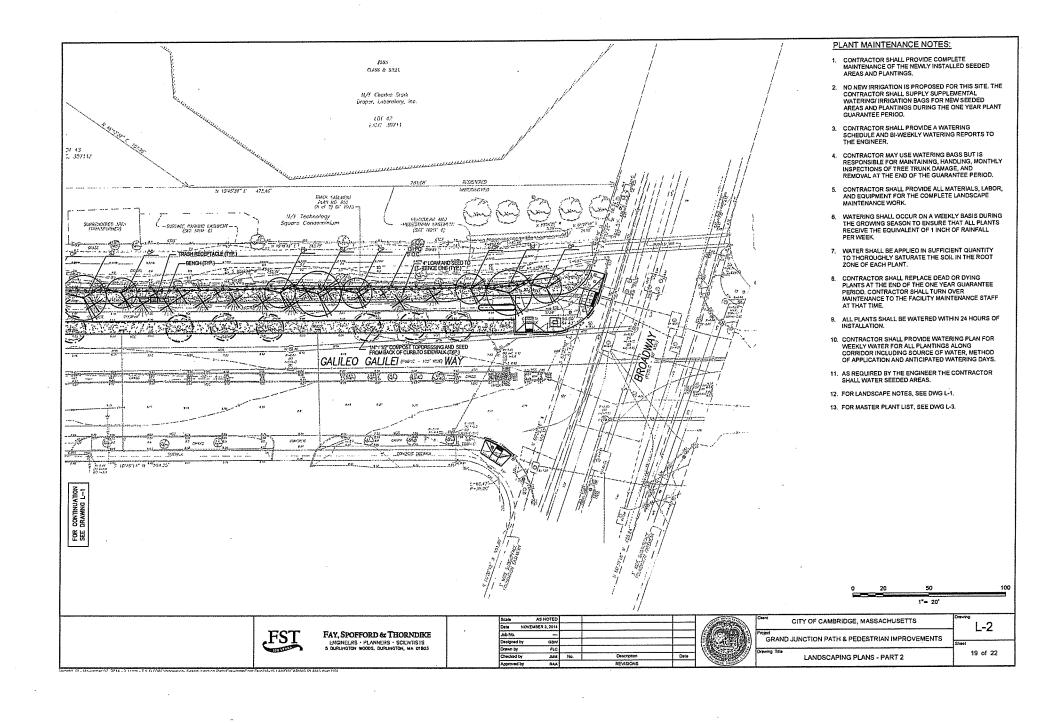
ŀ	100 A 100 A 100 A
٦	
٦	
٦	E MANAGE MANAGE
٦	1
٦	
┪	

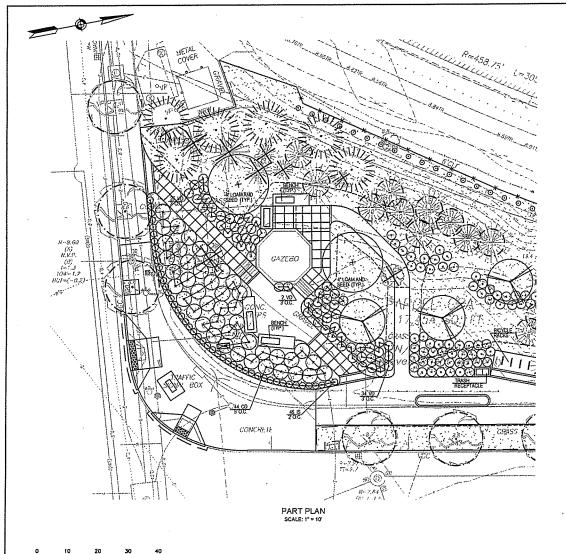
Chent	CITY OF CAMBRIDGE, MASSACHUSETTS
Project GR	AND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS
Drawing 1	CRITICAL SECTIONS - PART 2

17 of 22

C-16







ITEM NO.	KEY	QTY, 1	BOTANICAL NAME	COMMON NAME	SIZE	COMMENTS
	EVERG	REEN TREE	S			
773,408	PC	6	PINUS CEMBRA	SWISS STONE PINE	5-6 HGT	888
DECIDUOUS	S TREES	J	1	<u> </u>		
780.240	СК	2	CORNUS KOUSA 'MELKY WAY'	MILKY WAY KOUSA DOGWOOD	2-25" CAL	888
781.290	CP	8	CRATAEGUS PHAENOPYRUM PRINCETON SENTRY	FASTIGIATE WASHINGTON HAWTHORN	2-2.5° CAL	B&B
782.500	PV	2	PHOTINIA VILLOSA	ORIENTAL PHOTINIA	2-25" CAL	B&B
782.373	SJ	4	SOPHORA JAPONICA REGENT	PAGODA TREE	2-25*CAL	B&B
775.148	TC	4	TILIA CORDATA 'GREENSPIRE'	GREENSPIRE LITTLE LEAF LINDEN	2-25° CAL	888
SHRUBS & G	GROUNDO	OVERS		L	<u> </u>	
798,012	CD	44	COTONEASTER DAMMERI 'CORAL BEAUTY'	BEARBERRY COTONEASTER	2 GAL.	888
785,190	IS	46	IBERIS SEMPERVIRENS PURITY	PURITY CANDYTUFT	1 GAL.	
786,638	UF	44	LEUCOTHOE FONTANESIANA 'GIRARD'S RAINBOW	DROOPING LEUCOTHOE	18-24° HT.	B&B
789.824	PFJ	13	POTENTILLA FRUTICOSA "JACKMANNII"	JACKMAN'S CINQUEFOIL	18-24° HT.	B&B
785.174	PFM	29	PIERIS FLORIBUNDA WILLSTREAM	MILLSTREAM MOUNTAIN PIERIS	18-24" HT	88B
795.010	VD	99	VIBURNUM DENATUM 'CHRISTOM'	CHRISTOM ARROWWOOD VIBURINUM	2-3" HT.	688
VINES	<u> </u>		L	L	J	
796.072	PQ	131	PARTHENOCISSUS QUINQUEFOLIA MONHAM	VARIEGATED VIRGINIA CREEPER	1 GAL.	Ţ

1"= 10"

FST

FAY, SPOFFORD & THORNDIKE
ENGINEERS • PLANNERS • SCIENTISTS
5 BURLINGTON WOODS, BURLINGTON, MA 01803

ACT WORKS
ZNARDONE POST
A CONTRACT CONTRACT
A STATE OF THE LAND OF THE STATE OF THE STAT
To have been a second to the second
15.00102 (10.00000000000000000000000000000000000
1- 100 - 1776 1 3 867
THE PARTY OF THE P
777 7 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
1 3 1
1. A. S. J.
V. N.SEOTHERSON V.
The state of the s

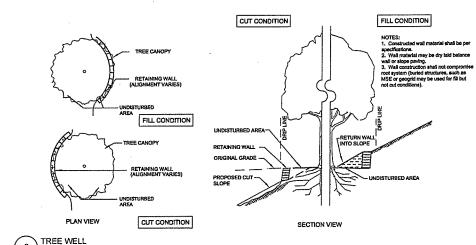
CITY OF CAMBRIDGE, MASSACHUSETTS

POINT
GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENTS

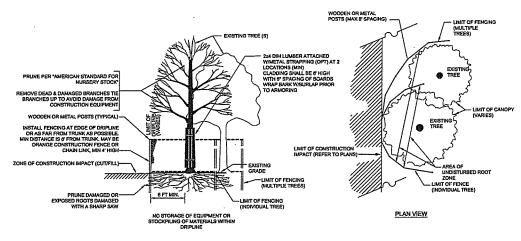
DEPARTS THE LANDSCAPING PART PLAN .

L-3

20 of 22



2 NOT TO SCALE



TREE PROTECTION-EXISTING TREE(S)
NOT TO SCALE

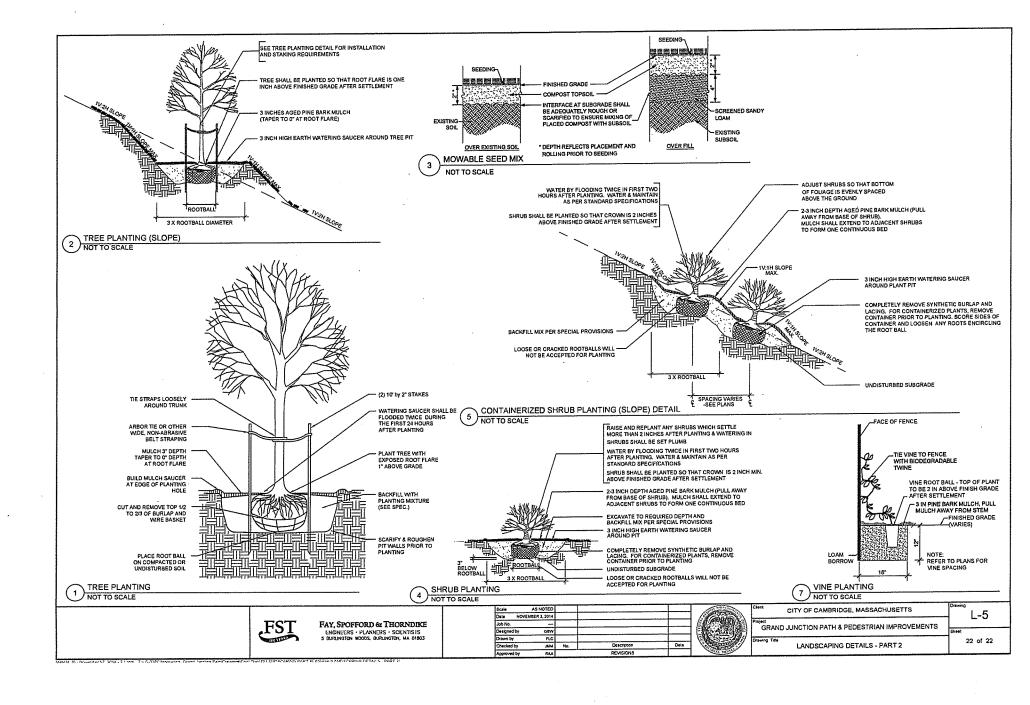
FST

FAY, SPOFFORD & THORNDIKE ENGINEERS - PLANNERS - SCIENTISTS 5 DURLINGTON WOODS, BURLINGTON, WA 01803

	Scale AS NOTED			
	Date NOVEMBER 3, 2014			
	Job No. —			
	Designed by GBW			
- 1	Drawn by FLC			
ı	Checked by JMM	No.	Description	Date
- 1	Approved by RAA		REVISIONS	

4	Carlo Carlo
4	To the second
4	
1	1
1	
7	V 100

	CITY OF CAMBRIDGE, MASSACHUSETTS	Drawing 1 - 4	•
١	Project GRAND JUNCTION PATH & PEDESTRIAN IMPROVEMENT		
	Drawing Title LANDSCAPING DETAILS - PART 1	21 of 22	



ABOUT THE CAMBRIDGE REDEVELOPMENT AUTHORITY (CRA)

CRA Mission:

The Cambridge Redevelopment Authority (CRA) is committed to implementing imaginative, creative development that achieves social equity and environmental sustainability. Our goal is to work in the public interest to facilitate infrastructure investments and development projects that integrate commercial, housing, civic and open space uses. We are a public real estate entity with a unique set of redevelopment tools, working in close partnership with the City of Cambridge and other organizations.¹

CRA Operating Principles:

- 1. Act
- 2. Operate with transparency
- 3. Maximize the public benefit
- 4. Operate with fiscal responsibility
- 5. Set an example

PURPOSE OF THE CRA FORWARD FUND

The Cambridge Redevelopment Authority's Forward Fund ("the Fund") is a microgrant program intended to **reinvest** development funds generated in Kendall Square to fund pilot projects by 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 and small businesses.

GOALS OF THE CRA FORWARD FUND

- Advance the CRA's mission to implement creative initiatives that promote social equity and the creation of a balanced economic system.
- Support innovative proposals that craft resourceful projects to take advantage of local knowledge in order to maximize potential benefits.
- Offer awards to a diverse set of entities whose proposals are both feasible and supportive of economic vitality, livability, and sustainability in Cambridge.

AVAILABLE FUNDING

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

TWO AWARD TYPES

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

• Capacity grants: Awards of up to a maximum of \$2,500 offered to applicants aiming to assess/study the feasibility of a proposed physical intervention. Capacity grants are paid at time of award. For the

¹ Further information about the CRA can be found online at the CRA website specifically the approved July 2014 CRA Strategic Plan http://www.cambridgeredevelopment.org/strategic-plan/

purposes of this inaugural phase, funds are not to be used for programming, only physical improvements.

• Capital grants: Awards of up to a maximum of \$10,000 offered to applicants piloting innovative physical improvement projects. Capital grants require a 1:1 organizational match - which could include another outside funding source or in-kind/volunteer matching resource.² Capital grants are paid 50% at time of award, and 50% at completion of project. For the purposes of this inaugural phase, funds are not to be used for programming, only physical improvements.

WHO SHOULD APPLY

The CRA Forward Fund is intended to use resources generated in Cambridge combined with talent and organizational capacity within Cambridge, to ultimately benefit the City in new and imaginative ways. In this inaugural phase eligibility is intentionally left open to any Cambridge-based nonprofit (501c3) organization, Cambridge-based nonprofit organization that has a contract with a (501c3) fiscal sponsor, or a Cambridge-based independent small business³. It is anticipated the applicants will range from neighborhood groups and human services organizations to independent restaurants and retailers, to inventors or entrepreneurs and more.

WHAT TYPES OF PROJECTS WE EXPECT

In the spirit of our first operating principle – *Act* – the CRA Forward Fund is intended to use redevelopment tools imaginatively to take action by piloting innovative projects throughout the City. Ultimately the audience for these projects is all Cambridge residents, workers, and visitors. There is no theme or required topic that projects must focus on during this inaugural phase. By keeping the Fund as open-ended as possible we hope inspire and touch more people, get more tangibly accomplished, build the civic and social capital of the City, and ultimately advance the future of Cambridge forward – faster.

While we are not specifying a theme or topic for the projects, the following are some suggested themes to prompt creative ideas and conversation. Think about how the following concepts relate to the physical urban landscape and/or tackle an existing problem or need in the urban landscape: Invention, reflection, exploration, history, discovery, fun, mystery, welcoming, commentary, delight, legibility, explanation, grace, industrial design.

ELIGIBILITY CRITERIA

Projects need to meet the following yes/no eligibility criteria:

- 1. Located within Cambridge.
- 2. Achieves a <u>physical improvement</u> that does not require any additional ongoing funding from the CRA or the City to operate or maintain. Funds are not to be used for programming, only physical improvements.
- 3. Request does not exceed award maximums.
- 4. Applicant is a Cambridge-based nonprofit organization (501c3), a Cambridge-based organization that has a contract with a (501c3) fiscal sponsor, or is a Cambridge-based independent small business⁴. No public sector applicants are allowed.

² For example, due to the required 1:1 match if the ask is \$10k, the total project *value* is expected to be \$20,000 and above, if the ask is \$7k, the total project *value* is expected to be \$14k and above, etc. In-kind matches such as pro-bono work by an architecture firm for example must have a letter that specifies a statement of value of those in-kind matching services. A list of known monetary and in-kind matching resources in Cambridge can be found as an attachment. 3 If an organization is *not* a 501c3 it must have a contract with a 501c3 fiscal sponsor that will act as the fiduciary for the purposes of disbursing CRA funds 4 If an organization is *not* a 501c3 it must have a contract with a 501c3 fiscal sponsor that will act as the fiduciary for the purposes of disbursing CRA funds

- All applicants must explain or show how the CRA will be directly and creatively acknowledged as a funding source in their application and how the project relates to the CRA mission and operating principles.
- 6. The applicant must have control over proposed installation site, or letter of support from property owner.

EVALUATION CRITERIA

Projects will be evaluated and scored based on the following criteria by an advisory group to consist of a combination of CRA staff and City of Cambridge staff from various departments:

Project Related Scoring Criteria:

- 1. Alignment with the purpose and goals of the Fund and the CRA mission and operating principles
- 2. Increase the quality of the built environment / public realm, tackle a public need, or provide an amenity
- 3. Demonstrates a tangible public benefit in an under-resourced area of Cambridge designated by the City of Cambridge Neighborhood Revitalization Strategy Areas⁵
- 4. Alignment with and support of current Cambridge planning and development efforts and regulations⁶
- 5. Level of public access and visibility of the project

Applicant Related Scoring Criteria:

- 6. Demonstrated capacity of applicant to successfully implement the project
- 7. Realistic financial feasibility of the project
- 8. Financial need of applicant

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

PROCEDURE

Application and Awarding of Funds:

Capacity Grants	Capital Grants
Submit application form and attachments	Submit application form and attachments
Forward Fund advisory group assesses proposals	Forward Fund advisory group assesses proposals
Applicants and awardees are notified	Applicants and awardees are notified
Awards are issued in full	Provisional awards are issued
Outcome reporting within 2 months of completion date	Seek and obtain permits necessary for project
	implementation. Submit finalized budget proposals
	50% awards are granted to awardees who have
	successfully obtained the necessary permits and
	documentation of matching funds and/or services
	Final 50% of funds are granted after completion of
	project
	Outcome reporting within 2 months of completion date

⁵ City of Cambridge Neighborhood Revitalization Strategy Areas map: http://www.cambridgema.gov/~/media/Files/CDD/Maps/NRS/cddmap_cdbg_nrs.ashx 6 Cambridge planning and redevelopment efforts can be found on the Community Development Department website under "Planning & Urban Design," "Transportation," "Climate & Energy," and "Parks & Playgrounds" http://www.cambridgema.gov/CDD.aspx

Outcomes

As the CRA seeks to continuously improve and expand our program offerings, we hope to understand and document our impact in the Cambridge community.

- Awardees need to document the impact of the final project with any combination of photos, a short written narrative, a video, or other creative mediums
- Within two months of project completion but no later than December 1st of the year of the award, awardees are asked to submit these materials regarding their project's impact for the community.
- Quantitative data is encouraged if relevant and available (i.e.: number of people visiting the site, number of people attending an event, associated matching or fundraising, economic impact, etc).

Governance Structure

A CRA staff member responsible for receiving applications and responding to questions regarding the application process will manage the Forward Fund on a day-to-day basis. An advisory group consisting of CRA and City of Cambirdge staff from various departments will be appointed to evaluate proposals and determine winners.

Submission Deadline
Grant applications are due, 2014, with funding approvals announced by
Submission Format
Applicants <u>must</u> submit the standard application form electronically by clicking this link:
<u>Optional:</u> Applicants are encouraged to submit any creative <u>supplemental</u> documents in a variety of standard electronic media formats or hardcopy. Supplemental documents can be sent via email or online document

Cambridge Redevelopment Authority, 255 Main Street, Fourth Floor, Cambridge, MA 02140

sharing to insertnamehere@cambridgeredevelopment.org or sent on flash drive or hardcopy to:

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.

QUESTIONS

All interested parties are encouraged to contact the CRA with any questions.

Contact: Jason Zogg, Program Manager

E-mail: insertnamehere@cambridgeredevelopment.org

Telephone: 617-492-6800x12

Cambridge Redevelopment Authority

Executive Director Report to the Board

November 14, 2014



Contracting, Personnel, and General Administration

As staff began updating printed materials with our new office address, we began exploring the need to improve the branding of the CRA more broadly, particularly looking into a logo and contemporary graphic material to bring cohesion to the CRA's documents and outreach efforts. We have begun soliciting proposals for this work, and will work closely with the Board on this effort.

Our previous snow removal contractor, Greenscape, decided to withdraw from the Cambridge service area for winter work, and thus staff needed to find a new contractor to clear snow off the sidewalks that are the CRA's responsibility. We decided to ask Valley Crest who was already working in the area with a number of property owners for a proposal. As their rates were competitive with what was paid previously to Greenscape last winter, we entered into a contract with Valley Crest last week just ahead of the first snowfall of the season.

Staff has continued working on the Investment Policy. After a round of legal review of the document, we met with the city's Finance staff to seek input and advice. The city recommended an investment advisor who is very familiar with public investment options and we have set up a meeting for December. It was determined that we should hold off on bringing this policy to the Board until after those discussions.

We will distribute the initial draft calendar of 2015 Board meetings for consideration. We would like to formally adopt the schedule next month and post those meetings on various websites and public calendars. Staff will also work on creating a shared digital calendar for the Board members that schedules both CRA meetings and events, along with related city hearing and public events.

Draft Forward Calendar

December 2014	January 2015
2015 Budget	Foundry Update
KSURP Objectives	KSURP Amendment
Ames Street Schematic Design	MXD Zoning
Draft Investment Policy	Clover Signage Proposal
Foundry Demonstration Plan	Coop Signage Proposal
Parcel 6 Update	Investment Policy

Projects and Initiatives

Kendall Center

The modifications to the accessible entrance to 4 Cambridge Center / 90 Broadway are complete, allowing the work on the new 80 Broadway innovation office space to begin. The wayfinding design elements for the West and North Garages are currently being installed.

At the Board's request, the Kendall Center monument signs that had been proposed by Boston Properties have been shelved until further coordination on signage in the area has taken place. The CRA has been working with the KSA and the major property owners in the Kendall Area regarding a plan to enhance branding and wayfinding for Kendall Square. A district branding consultant has been identified and a cost sharing arrangement for funding this collective planning effort is under development.

The MIT Coop is moving forward with its proposed improvements to both the bookstore and the food court. A revised signage proposal is anticipated for Board review.

Connect Kendall Square

The design competition for the Kendall Square open space network has selected the four finalist design teams to work on a district plan. Each of the four teams will prepare a plan, which will become initially available for public review in January, and the jury will select the competition winner in March of 2015. The four multi-disciplinary teams are lead by the following firms: Framework Cultural Placemaking; Michael Van Valkenburgh Associates, Inc.; Richard Burck Associates, Inc.; and SITELAB urban studio. CRA staff are participating in the city's Design Advisory Group to provide technical support to the teams as they work through their design concepts.

Main Street and Point Park

The construction of the Main Street streetscape project is behind schedule due to unplanned infrastructure modifications. The work on the Third Street intersection has required bus detours for the MBTA and other shuttle buses. Newport Construction is working to lay down a temporary connection to Broadway for the winter season so the buses may return to their previous routing until construction resumes in the spring.

A City Council order was passed last month inquiring about the status of the Galaxy sculpture in Point Park. We are working on a response with DPW that will describe the delays to the paving and repairs that had been originally scheduled for 2014, but were postponed due to the Main Street connection work and broader park planning that is awaiting the proposals from the design competition.

Ames Street

The Article 19 review hearing at the Planning Board for the Ames Street Residences has been postponed until their meeting on December 2, 2014. The letter of support from the CRA to the Planning Board has been submitted. Staff has begun working with Boston Properties on the language for the LDA Amendment for Cambridge Center Parcel 3 and 4 in conformance with the letter agreement executed in 2013.

Volpe Center

CDD staff will be providing an update to the Planning Board on November 18th to discuss the proposal zoning amendment to the PUD District overlay on the Department of Transportation Volpe Transportation site, consistent with the K2 Planning Study.

Cambridge Redevelopment Authority 2014 Budget vs. Actuals January 1 - October 31, 2014

	Actual	Budget	over Budget
INCOME			
4060 Discounts given	100.00	100.00	0.00
4100 Operating Revenue			
4200 Grants	0.00	0.00	0.00
4210 Proceeds from sale of development rights	0.00	405,000.00	-405,000.00
4220 Reimbursed Expenses	2,919.13	17,000.00	-14,080.87
4230 Rental Income	10,012.00	10,000.00	12.00
Total 4100 Operating Revenue	\$12,931.13	\$432,000.00	-\$419,068.87
TOTAL INCOME	\$13,031.13	\$432,100.00	-\$419,068.87
EXPENSES			
6100 Operating Expenses			
6110 Personnel			
6120 Payroll Expenses - Other			
6130 Salaries (preJune, Admin)	161,942.82	195,800.00	-33,857.18
Total 6120 Payroll Expenses - Other	\$161,942.82	\$195,800.00	-\$33,857.18
6140 Payroll Taxes			
6150 Medicare & OASDI (SS)	6,390.99	2,000.00	4,390.99
6160 Payroll Taxes - Fed & MA	3,343.80	2,000.00	1,343.80
6170 Unemployment & MA Health Ins	509.83	0.00	509.83
Total 6140 Payroll Taxes	\$10,244.62	\$4,000.00	\$6,244.62
6180 Personnel and Fringe Benefits			
6181 Insurance - Dental	0.00	2,400.00	-2,400.00
6182 Insurance - Medical (for Employees)	22,000.58	28,800.00	-6,799.42
6183 Pension Contribution	19,064.93	27,500.00	-8,435.07
6184 Pension System Assessment	0.00	24,000.00	-24,000.00
6185 T Subsidy	1,260.00	1,680.00	-420.00
6186 Workers Comp & Disability Insurance	165.00	2,000.00	-1,835.00
Total 6180 Personnel and Fringe Benefits	\$42,490.51	\$86,380.00	-\$43,889.49
6187 Retiree Benefits			
6188 Insurance - Medical (for Retirees, Survivors)	40,256.12	89,000.00	-48,743.88
Total 6187 Retiree Benefits	\$40,256.12	\$89,000.00	-\$48,743.88
Total 6110 Personnel	\$254,934.07	\$375,180.00	-\$120,245.93
6200 Community Outreach & Marketing			
6210 Community Outreach			
6220 Materials	646.70	600.00	46.70
6230 Other	0.00	0.00	0.00
6240 Public Workshops	1,187.56	1,500.00	-312.44
Total 6210 Community Outreach	\$1,834.26	\$2,100.00	-\$265.74
6250 Marketing & Professional Development			
6260 Advertising	1,839.43	2,000.00	-160.57
6270 Conferences and Training	1,230.49	1,000.00	230.49
6280 Dues and Membership	3,400.00	2,000.00	1,400.00
6290 Meals	86.05	100.00	-13.95
6295 Recruiting - Admin	0.00	500.00	-500.00

6296 Staff Development	384.37	500.00	-115.63
6297 Subscriptions	0.00	100.00	-100.00
6298 Travel	310.50	400.00	-89.50
Total 6250 Marketing & Professional Development	\$7,250.84	\$6,600.00	\$650.84
Total 6200 Community Outreach & Marketing	\$9,085.10	\$8,700.00	\$385.10
6300 Office/Administrative	ψ3,003.10	ψο, 1 00.00	φ303.10
6310 Insurance			
6315 Art and Equipment	0.00	4,800.00	-4,800.00
6320 Commercial Liability	4,878.05	5,400.00	-521.95
6330 Special Risk	2,444.70	1,500.00	944.70
Total 6310 Insurance			
	\$7,322.75	\$11,700.00	-\$4,377.25
6400 Office Equipment	E 416 10	6 400 00	002.00
6410 Equipment Lease	5,416.12	6,400.00	-983.88
6420 Equipment Purchase (computers, etc.)	2,587.01	3,200.00	-612.99
Total 6400 Office Equipment	\$8,003.13	\$9,600.00	-\$1,596.87
6500 Office Space			. =
6510 Archives (Iron Mountain)	4,435.89	6,000.00	-1,564.11
6520 Furniture	0.00	400.00	-400.00
6530 Office Rent	55,895.86	54,000.00	1,895.86
6540 Other Rental Space	1,395.00	0.00	1,395.00
6550 Parking	0.00	500.00	-500.00
6560 Repairs and Maintenance	48.00	300.00	-252.00
Total 6500 Office Space	\$61,774.75	\$61,200.00	\$574.75
6600 Printing and Supplies			
6610 Board Meeting Expenses - misc	313.31	600.00	-286.69
6620 Office Expenses	361.02	500.00	-138.98
6630 Office Supplies	1,118.10	1,400.00	-281.90
6640 Postage and Delivery	109.66	200.00	-90.34
6650 Printing and Reproduction	558.96	500.00	58.96
6670 Software	936.39	2,000.00	-1,063.61
Total 6600 Printing and Supplies	\$3,397.44	\$5,200.00	-\$1,802.56
6700 Professional Services - Administrative			
6710 Administrative			
6720 Accounting	20,972.50	31,000.00	-10,027.50
6730 Financial Service Charges	30.00	200.00	-170.00
6740 Legal	20,694.29	78,000.00	-57,305.71
6760 Marketing	0.00	0.00	0.00
6770 Payroll Services	1,159.50	2,000.00	-840.50
6780 Temp and Contract Labor	1,275.75	4,000.00	-2,724.25
6790 Web Design	1,037.50	1,000.00	37.50
6795 Information Technology	2,243.00	4,000.00	-1,757.00
Total 6710 Administrative	\$47,412.54	\$120,200.00	-\$72,787.46
Total 6700 Professional Services - Administrative	\$47,412.54	\$120,200.00	-\$72,787.46
6810 Telecommunications			
6820 Internet	647.91	960.00	-312.09
6830 Mobile	1,316.56	1,440.00	-123.44
6840 Telephone	1,512.89	1,680.00	-167.11
6850 Website & Email Hosting	393.66	350.00	43.66
Total 6810 Telecommunications	\$3,871.02	\$4,430.00	-\$558.98
6900 Utilities	• •	• •	

6910 Gas and Electric	3,432.00	4,500.00	-1,068.00
6920 Utilities - Other	0.00	0.00	0.00
6930 Water	0.00	0.00	0.00
Total 6900 Utilities	\$3,432.00	\$4,500.00	-\$1,068.00
Total 6300 Office/Administrative	\$135,213.63	\$216,830.00	-\$81,616.37
6801 Property Management			
6802 Contract Work	5,000.00	7,000.00	-2,000.00
6803 Landscaping	9,660.00	30,000.00	-20,340.00
6804 Repairs	0.00	500.00	-500.00
6805 Snow Removal	8,360.00	10,000.00	-1,640.00
6806 Utilities (NSTAR)	2,145.78	5,000.00	-2,854.22
Total 6801 Property Management	\$25,165.78	\$52,500.00	-\$27,334.22
Total 6100 Operating Expenses	\$424,398.58	\$653,210.00	-\$228,811.42
6901 Project/Program Expenses			
6902 Assigned Professional Services			
6903 Ames Street	300.00	8,000.00	-7,700.00
6904 Community Loan Fund	0.00	5,000.00	-5,000.00
6905 Parcel 6	10,000.00	15,000.00	-5,000.00
6906 Grand Junction	54,699.04	80,000.00	-25,300.96
6907.1 KSURP / K2 Zoning	10,980.69	50,000.00	-39,019.31
6907.2 MXD Design Review	310.13	5,000.00	-4,689.87
6908 Foundry	52,201.85	82,000.00	-29,798.15
6909 Strategic Planning	347.75	10,000.00	-9,652.25
6967 Volpe	0.00	5,000.00	-5,000.00
Total 6902 Assigned Professional Services	\$128,839.46	\$260,000.00	-\$131,160.54
6911 Personnel Costs by Project			
6912 Ames Street	1,507.71	4,590.00	-3,082.29
6913 Community Loan Fund	1,391.90	9,180.00	-7,788.10
6914 Parcel 6	561.55	4,590.00	-4,028.45
6915 Grand Junction	1,479.48	4,590.00	-3,110.52
6916.1 KSURP / K2 Zoning	4,464.10	9,180.00	-4,715.90
6916.2 MXD Design Review	2,061.54	4,590.00	-2,528.46
6917 Foundry	12,860.32	18,360.00	-5,499.68
6918 Strategic Planning	1,882.29	9,180.00	-7,297.71
6919 Volpe	1,129.49	4,590.00	-3,460.51
Total 6911 Personnel Costs by Project	\$27,338.38	\$68,850.00	-\$41,511.62
6924 Unassigned Professional Services			
6925 Construction Management	0.00	0.00	0.00
6926 Design - Architects	0.00	15,000.00	-15,000.00
6927 Design - Landscape Architects	0.00	0.00	0.00
6928 Engineers and Survey	15,941.02	80,000.00	-64,058.98
6929 Legal	47,550.58	105,000.00	-57,449.42
6931 Real Estate & Finance	0.00	45,000.00	-45,000.00
6935 Planning	15,656.76	40,000.00	-24,343.24
6936 Market Management	0.00	15,000.00	-15,000.00
Total 6924 Unassigned Professional Services	\$79,148.36	\$300,000.00	-\$220,851.64
6952 Redevelopment Investments	, -,	, ,	,,
6921 Capital Costs	0.00	20,000.00	-20,000.00
6922 Comunity Loan Fund	0.00	100,000.00	-100,000.00
	0.00	,	,

NET	-\$622,122.91	-\$909,960.00	\$287,837.09
TOTAL OTHER INCOME	\$24,570.74	\$60,000.00	-\$35,429.26
Total 7000 Non-Operating Revenue	\$24,570.74	\$60,000.00	-\$35,429.26
7020 Interest Income	24,449.74	60,000.00	-35,550.26
7010 Dividend Income	121.00	0.00	121.00
7000 Non-Operating Revenue			
OTHER INCOME			
TOTAL EXPENSES	\$659,724.78	\$1,402,060.00	-\$742,335.22
Total 6901 Project/Program Expenses	\$235,326.20	\$748,850.00	-\$513,523.80
Total 6952 Redevelopment Investments	\$0.00	\$120,000.00	-\$120,000.00
6923 Real Estate Acquisitions	0.00	0.00	0.00