

Cambridge Redevelopment Authority
Board Packet of Supporting Materials
Meeting of September 18th, 2013

i. Agenda

1. Draft minutes from the meeting of July 17, 2013
 2. Draft minutes from August 7, 2013 Strategic Planning Session
 3. Responses to Marc Levy's Public Information Request of 7.8.13
 4. Correspondence from Stephen Kaiser on 7.31.13
 5. Monthly Report to the Board of the Executive Redevelopment Officer
 6. Budget Report
 - July 2013 Trial Balance / Cash Flow
 - August 2013 Trial Balance / Cash Flow
 7. Strategic Planning Process Update
 9. Memorandum on Auditor's Cost Overruns
-

10. Photographs of MassDOT Longfellow Bridge Replacement Project Signage
11. Documents Related to the Kendall Square EcoDistrict
 - White Paper to the Kendall Square Association
 - Materials from the EcoDistrict Summit
12. Design Review Report on the Cambridge Marriott Hotel Lobby Renovations & Submitted Design Materials
13. Design Review Report BP Kendall Center Signage and Wayfinding System
14. Design Review Report of SATE Restaurant at 1CC
15. Restated Chapter Four - Land Use Section of the KSURP

(Document numbering altered to reflect agenda item numbers)

Cambridge Redevelopment Authority

One Cambridge Center/Fourth Floor
Cambridge, Massachusetts 02142
617 492-6801
617 492-6804 (FAX)



NOTICE OF MEETING

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

-- Please note alternative meeting location --

Wednesday September 18, 2013 at 5:30 pm
Volpe National Transportation Systems Center
55 Broadway
Cambridge, Massachusetts

Security Process

All visitors entering the Volpe Center MUST be scanned prior to admittance to the building and anyone over the age of 18 MUST present a state-issued ID (state ID card, driver's license, passport, etc.). Upon entering Volpe, please place your belongings on the conveyor belt and step through the metal detector. Present your license to the security guard. Once you have been cleared, proceed to the security desk, giving the guard your ID (i.e. license). You will receive a visitor's badge, which you must keep on you at all times. This should be returned to the security desk at the end of your visit. Any laptops will be required to be removed from their bags for screening.

REVISED AGENDA

September 18, 2013 Meeting

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

Call

Public Comment

Minutes

1. Motion: To approve the minutes of most recent regularly scheduled meeting of the Authority on July 17, 2013 *
2. Motion: To approve the minutes of the Authority's strategic planning meeting on August 7, 2013 *

Communications

3. Responses to Marc Levy's Public Information Request of July 8, 2013 *
4. Correspondence from Stephen Kaiser on July 31, 2013*

Reports, Motions and Discussion Items:

5. Report: Monthly Report to the Board of the Executive Redevelopment Officer (Mr. Evans) *
6. Report: On trial balances as of 7/31/13 and 8/31/13; Cash Flow 2013 (Mr. Evans) *
7. Discussion: Update on the Strategic Planning Process (Ms. Madden)*
8. Report: On Financial Audits and corresponding Management Letters for Fiscal Years 2010, 2011, 2012 (Mr. Clark) **
9. Motion: To authorize the Executive Redevelopment Officer to execute a contract amendment with the firm of Roselli, Clark and Associates for an additional \$6,250 for additional services provided outside the original audit scope of services and the potential for another \$5,000 in services at the request of the Authority. Further the Board agrees to exercise the option in the existing contract to have the firm complete the Authority's FY 2013 audit for the previously agreed upon fee, for a total contract amount not to exceed \$47,950. (Mr. Evans)
10. Motion: To authorize MassDOT/Skanska USA to place a Longfellow Bridge Replacement Project public information sign within the grassy portion of Point Park, subject to location and installation coordination with Boston Properties. (Mr. Evans) *
11. Motion: To agree to become a co-sponsor with the City of Cambridge of the EcoDistricts Summit on November 12-14, 2013 in Boston, and to authorize the Executive Redevelopment Officer to contribute \$2,500 toward the conference sponsorship. (Mr. Murphy) *
12. Report: Design Review Committee review of Cambridge Marriott Hotel Lobby Renovations Proposal. (Ms. Born)*
 - a) Motion: To grant approval for the redesign of the Marriott Hotel Lobby at Two Cambridge Center conditioned on follow-up study of door installations and planning for pedestrian improvements to and through the Cambridge Center West garage.
13. Report: Design Review Committee review of Boston Properties Kendall Center (Parcel 4) Signage and Wayfinding System Proposal. (Ms. Born) *
14. Report: Design Review Committee review of SATE Restaurant at ICC Proposal. (Ms. Born)*

15. Discussion: Ames Street Housing and Kendall Square Urban Renewal Plan Amendment **

- a) Zoning Petition Submitted by Boston Properties (Ms. Timlin)
- b) Restated Chapter Four of the Kendall Square Urban Renewal Plan based on past amendments (Mr. Evans)
- c) Proposed ninth amendment to the Kendall Square Urban Renewal Plan Amendment (Mr. Evans)

Adjournment

(*) Supporting materials can be found at:

<http://cambridgema.gov/cdd/zoninganddevelopment/cra>

(**) Materials to be provided at the Board meeting and posted on website thereafter

Next Meetings:

- o October 16, 2013 at the Cambridge Police Station 1st Floor Community Room
- o November 20, 2013 at the MIT Stratton Student Center, 84 Massachusetts Avenue
- o December 18, 2013 at the Cambridge Police Station 1st Floor Community Room

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

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

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

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

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

**Regular Meeting
Cambridge Redevelopment Authority**

Wednesday, July 17, 2013; 5:30pm
Cambridge Police Station
125 Sixth Street
Community Room

DRAFT MEETING MINUTES

Present

Kathleen Born (Chair), Margaret Drury (Vice-Chair), Christopher Bator, Conrad Crawford, Barry Zevin

Executive Redevelopment Officer Tom Evans, Counsel Jeffrey Mullan, CRA Planning Consultant Kathryn Madden, CRA Design Consultant Larry Bluestone, Assistant City Manager for Community Development Brian P. Murphy

Audience sign-in sheet/public comment sign-up for entry into record.

Call to Order: Kathleen Born, called the meeting to order (5:35).

There being no public comment, Ms. Born moved to the minutes.

Acceptance of minutes:

Motion: To approve the minutes of most recent regularly scheduled meeting of the Authority on June 19, 2013

Vote: Approved. All in favor.

Communications

- Correspondence dated July 1, 2013 from Thad Tercyak

Mr. Evans commented, with respect to documenting history of CRA and recognizing Robert Rowland, that he has been in touch with both Tercyak and Rowland, and that both are interested in writing a brief history of CRA and want to present something to the board in September (proposes moving Rowland motion to September business). Both are interested in doing recorded interview for multimedia history of CRA. Draft history is expected after Labor Day.

Ms. Born suggested exploring documentation via the Cambridge Historical Commission's oral history program; perhaps have historic photographs on hand as props while interviewing. (Mr. Murphy will contact Charles Sullivan to discuss)

Motion: *To thank Mr. Tercyak for his efforts and let him know his information has been taken up by the board with great interest, and that CRA looks forward to participating in oral history documentation, possibly engaging assistance from City oral history experts.*

Vote: *Approved. All in favor*

- Freedom of Information Act request received on July 8, 2013 from Marc Levy.

Mr. Evans noted that he has sent this to Board members, and to comply must look into email transactions. He has drafted response to Mr. Levy addressing the level of work involved and expected costs to assemble information.

Motion: *to place on file*

Vote: *Approved. All in favor*

Report of the Executive Redevelopment Officer

Mr. Evans reported that the audit firm completed its fieldwork phase and that the board can expect a management letter that it would respond to point by point as part of the published audit report. The audit has been a learning experience and step toward establishing appropriate operational policies.

He is also involved in a process to establish a CRA web site for which CRA can create its own content. He has spoken with a specialist with municipal website experience and expects that work can be done through a contract under \$5,000 so that they can have a site up and running, hopefully, by November. The expectation is that the CRA site would continue to link to the City site but that CRA would not have to rely on City staff to post and edit content.

Mr. Evans updated board on conversations regarding the possibility of sharing office space with the Kendall Square Association (their current lease is ending and they need interim space). Space sharing could be accommodated as an interim solution, in a way that thoughtfully addresses potential issues related to such a business agreement. Board discussed possible structures for agreement and potential areas of concern to be addressed, with general consensus that they would like to be supportive of KSA and its work on behalf of Kendall Square.

Attorney Mullan addressed various alternatives and issues related to maximizing efficiency of CRA space and space sharing option.

Board authorized Mr. Evans to continue to pursue the matter, subject to board review and oversight.

Mr. Evans noted that the CRA Board strategic planning meeting will be at the Police Station on August 7. It will be a public meeting (though likely no formal public comment period); the goal of which is to establish atmosphere of idea sharing and open interchange.

Mr. Evans reported on the parcel at Third and Binney and the arrangement with Flett Construction. More extensive discussion of use of this parcel could take place as an agenda item in September. Mr. Evans has been working on policies and procedures, with the personnel policy being furthest along; will bring to full board in September. Other items are waiting for audit input to create/revise including record management, investment policy ,etc.. This year's budget revisions will inform 2014 budgeting. There have been many meetings for strategic planning, design review, and zoning discussions.

Greenscape has cleared tot lot area and has left partially finished; need to address irrigation/dust as well as access and other issues related to use transition.

Attorney Mullan noted the accompanying opportunity to look at the status of nearby billboard. Board discussed options.

Mr. Evans updated board regarding Longfellow bridge project and recent conversations relating to traffic flow plan.

Attorney Mullan noted that DOT is committed to monitoring and will take another look if plan not working.

Discussion of options to lesson volume of cars crossing the Charles and past experience with Craigie bridge shutdown, which had fewer negative impacts than expected. Summer provides opportunity to ease into changing behavior and encourage use and accommodation of alternative modes.

Other updates: Clover received permit but does not yet have lease.

Motion: To place the Executive Redevelopment Officer report on file.

Vote: Approved. All in favor.

Trial Balance; CD Schedule/All Cash and Cash Flow

Mr. Evans noted that CRA is now below budget projections for spending; they hired fewer consultants, have been steady on projected legal fees, and have achieved other savings. Some modifications made to accommodate Kathryn Madden's planning work. Healthcare benefits slightly higher than projected.

Motion: To place these reports on file.

Vote: Approved. All in favor.

Report on Design Review Committee review of proposed revisions to Microsoft signage on One Cambridge Center

Ms. Born referred to Mr. Bluestone's meeting notes, and reported that the meeting covered two pieces of signage. The first was the rooftop, or higher illuminated sign that is in the same category as other "high-up" signs for businesses such as Marriott, Biogen, Akamai, and the Broad Institute. Concerns are consistent with signs of this type, regarding levels of illumination. Ms. Born presented details relating to the proposed sign design and operation, recognizing this review process as an opportunity to approve a replacement sign that would end any outstanding issues related to review of the original Microsoft sign.

Board members discussed the need for more information to ensure appropriate illumination level and understand potential negative impacts.

Motion: *To approve fabrication and installation of the proposed Microsoft “roof” sign at the specified location with the provision that illumination levels and hours of operation may have to be adjusted to mitigate impacts; and to authorize the Executive Redevelopment Officer to conduct due diligence (including outreach to MIT Housing Office) regarding impact of existing sign and new sign after its installation. Board approval is subject to reconsideration should operator not respond satisfactorily to lighting issues; the Board will confirm final acceptance of signage conditions by [specify date].*

Vote: *Approved. All in favor.*

Ms. Born noted that the second sign for consideration, the blade sign, is a more complicated issue in that much change is underway around the location of the sign. Board members discussed proposed new signage within the context of those changes and agreed that the matter could not be resolved in this meeting.

Motion: *To accept the report of the Design Review Committee with the understanding that blade sign replacement would be taken up at a future meeting after the Board has the opportunity to consider revised proposals.*

Vote: *Approved. All in favor.*

Report on Design Review Committee update of the status of Google Connector Project for Three, Four, and Five Cambridge Center

Referring, again, to the Bluestone notes, Ms. Born reported on the committee’s tour of the Google space, which included discussion of interior plans and viewing the arcade. The board discussed committee member observations of the space and questions about aspects of the project that have yet to be resolved, such as the public view from the open space and spatial relationships to the future residential project on Ames Street.

David Stewart (Boston Properties) confirmed that the exterior connection to Ames Street housing was not yet designed.

The Board discussed how this work would move forward from a planning, zoning and project review perspective, and the distinction between public open space and private open space incorporated in project lot, noting that the City PUD encourages shared use of open space with the goal of creating as much public open space as possible. With sharing issues confirmed by Attorney Mullan as unresolved, the board agreed on the importance of balancing interests of building users with public goals. Ms. Born noted that there would be follow-up Design Review Committee work and further information on this project.

Arcade Discussion: Issues still to be resolved include approach to various categories of signage including Google corporate, location identity, identity for retail uses, building wayfinding, and wayfinding for public garden.

Mr. Sheehan asked for CRA feedback regarding place naming, and what would be most meaningful moving into the future. The board discussed the need to reflect public interest and values in the place name, looking forward to a continuing discussion.

Motion: *To place this report on file.*

Vote: *Approved. All in favor.*

Report on Ames Street Housing status

Mr. Evans reported on his inventory of development square footage in the MXD district, which is now close to but still under the cap. Mr. Sheehan suggested some areas that might not be reflected in the existing data. The possibility of a variance process for the Urban Renewal Plan was discussed; matter to be resolved and follow-up work on building documentation (as well as clarification of methodology) is necessary. Accurate information will help as CRA work moves forward with its work and with modification of MXD/amendment of Urban Renewal Plan.

Ames Street Housing: City expects appraisal information soon and discussion is under way to craft language for minor zoning amendment. Components for necessary variance expected to be submitted to City as a petition in late summer; this will involve City Council Ordinance Committee and Planning Board.

Mr. Murphy noted that December 16 is the last Council meeting for the current session.

Mr. Evans walked the board through zoning changes necessary to make the project feasible, using the provided text with potential revisions highlighted. Discussion included the fast food cap, minimum open space requirements, parking minimums, loading requirements, shared uses, and the goal of changing language to reflect contemporary conditions and priorities.

The board discussed the process for making changes to the MXD District zoning and the corresponding amendments to the Kendall Square Urban Renewal Plan. Mr. Evans identified next steps, with the expectation that the Board will have actual text to review in early fall. Changes related to Ames Street Housing and K2C2 process will be separate.

Motion: To place on file the inventory of square footage and modifications suggested.

Vote: Approved. All in favor.

Report on Point Park/Main Street Improvement designs and proposed land transfers

Mr. Evans walked the board through projects plans that are part of the meeting package; work is scoped to go out to bid in fall with construction in early spring. To accomplish this project, land transactions are necessary. They will likely come before the board in the fall; fees are to be worked out with City staff.

Attorney Mullan noted that the board should be aware that Boston Properties is supportive of project concept but is evaluating how it affects zoning compliance status. The City is making certain that if it takes title to sidewalk, it understands associated rights and responsibilities. This is something for CRA to monitor.

Discussion of other issues related to land transactions and proposed City work.

Motion: To place report on file.

Vote: Approved. All in favor.

Discussion of Strategic Planning Process

Ms. Madden reported having had productive conversations with board members as well as with CDD division heads; she wants to meet with non-profit partners. The goal is to enter the new calendar year with the process behind them; the timeline for process documentation will be developed accordingly.

Questions asked during the interviewing process covered business strategy and financial themes (revenue growth & mix, cost reduction, productivity, asset utilization), and suggestions for operating principles.

Attorney Mullan pointed out that this may be a good time to check in with the Commonwealth to update on what CRA activity and reach out as a partner. Also outreach to those who regularly attend CRA meetings.

Ms. Madden noted that she had done some of this kind of outreach, and their goal is to broaden the constituency engaging with CRA, including outreach to nearby neighborhoods.

Discussion of CRA outreach, including potential press coverage, to more fully realize opportunities and leverage the transformative story and history of CRA as it moves into the future. Public release of the draft plan to public will be a key milestone; stakeholder input essential to its success.

Attorney Mullan encouraged creative thinking about mission and opportunities, and to think about potential activities with citywide impact. The goal is to better serve citizens, with a bias for action.

Ms. Madden will work with Mr. Evans to establish the schedule for the next steps.

Motion: To adjourn.(8:40 p.m.)

Vote: Approved. All in favor.

Cambridge Redevelopment Authority

One Cambridge Center/Fourth Floor
Cambridge, Massachusetts 02142
617 492-6801



Strategic Planning Session Minutes

From: Kathryn Madden / Peggy Kutcher
To: Tom Evans
Date: September 9, 2013
Subject: Board Meeting, August 7, 2013 re: Strategic Planning and KSA Lease

Present

Kathleen Born (Chair), Margaret Drury (Vice-Chair), Christopher Bator, Conrad Crawford, Barry Zevin
Executive Redevelopment Officer Tom Evans, Kathryn Madden, Counsel Jeffrey Mullan, Assistant City
Manager for Community Development Brian P. Murphy, members of the community.

INTRODUCTION

Kathleen Born called meeting to order at 5:42 pm. Tom Evans introduced the strategic planning session, which will cover big picture issues, then projects and programs, and finally "next steps." He encouraged the Board members to share ideas and have an open conversation. The meeting agenda includes one action item, which is the KSA license agreement for sharing CRA office. Kathryn Madden, who facilitated the strategic planning session, underscored that the goal tonight is to generate ideas and think big, and that later in the process we will develop specific metrics for the strategic plan. We are also planning to hold a community workshop on the evening of Wednesday, October 2, 2013. As we advance the Strategic Plan during the fall, it should help inform the budget and ensure that the CRA is ready to move forward in the new fiscal year.

STRATEGIC PLANNING SESSION

Outcomes Discussion

The Board participants were asked about their expectations for the meeting. Including some initial suggestions from Ms. Madden and Mr. Evans, the following outcomes were defined for this Strategic Planning meeting and the process in general by the Board, and members of the public:

1. The participants will be able to engage fully with the issues, and struggle with some of the challenges, based on a more complete set of information.
2. The CRA will become poised for action and will influence ideas (not just react) about what needs to be done, while also developing a proactive attitude to help carry out some of the City Council priorities as they evolve.
3. The distinctive tools of the CRA will be highlighted to clarify when the City might best hand things off to the Authority, acknowledging gaps that present opportunities to add value, and recognizing the overarching statutory framework in terms of what the city needs and what Cambridge is like today.

4. The Board will hear a range of new ideas and have the opportunity to hear from each other in terms of ideas and priorities as a way of preparing to move forward.
5. Practical functions and the relation to the City will be discussed, so that the CRA becomes a fully operating unit either as a component of the City and/or at the table to be of use to the larger community; this discussion will also address the “line of business” or financial aspects.
6. The mission statement will be revised to fit the CRA and that people become more fully aware of the CRA and its possibilities.
7. Specific projects will be discussed to help understand the specific role of the CRA and that the vision considers CRA as being at the table to be of use to the larger community, not just “Kendall Square-centric.”
8. The CRA create a blueprint that defines a productive working relationship with the City, and with other operating authorities and communities in the region, which is within our legislative framework.

Mission Statement

To begin the discussion, a stand-in for a mission statement was presented based on the DHCD website, *How to Organize a Redevelopment Authority*.

“Redevelopment Authorities have broad powers to plan and implement activities needed to redevelop underutilized, deteriorated or blighted open areas, to encourage new development and to promote sound growth.”

Board members and other participants were asked to work in pairs to evaluate and modify the above statement to achieve a better fit for the CRA. Based on a series of brief readings that were handed out, the group used one framework that suggested that a mission statement should address an organization’s Identity, Public Interest, Operations, and Inspiration. The participants suggested the following words and concepts to better align this mission statement to the CRA:

1. **Identity (who we are and what we do):** *Cambridge; independent public authority in partnership with the City and other entities; a part of the City; working on redevelopment and revitalization to achieve economic vibrancy (not necessarily “new” development)*
2. **Public Interest (who we are serving):** *human dimension; for Cambridge residents, workers, and visitors; quality of life, human spirit; public trust; achieving “complete” communities that balance economic development, housing, and open space; not just focused on “looks”*
3. **Operations (how we operate):** *agile; in partnership with other entities; locally focused; operating with some separation from the City; uniquely suited to use some tools.*
4. **Inspiration (how we motivate internally and externally):** *imaginative and creative activity; pluralism for social and economic equity; sustainable; economic ecosystem.*

The discussion noted that the initial mission is based on outmoded concept (blight, deterioration, underutilized land). The current focus should have a clearer connection to people and be more about human spirit. Concepts of blight/deterioration/underutilization are often in the eye of the beholder. The original redevelopment movement was also based on concepts of public health, and that this aspect could be incorporated in a more contemporary way through concepts of sustainability.

The current ideal is to encourage new development that is positive, and to encourage economic vibrancy whether or not new development is involved. The meaning of “sound growth” changes over time, and revitalization does not necessarily involve new development. The CRA should encourage imaginative and creative activity--what we want to be is what we will do. Acting as an arm of the government, we should act as balancer and provide an alternative to pure market approach. Similar to the concept of a “housing ladder” (low income to middle income to market rate housing), the need for planning and development activity goes beyond a pure market approach. Cambridge needs to achieve a “healthy economic ecosystem,” and there is a question of whether and how best to address social and economic equity (pluralism). Also the mission statement should be in understandable language, not jargon.

The CRA was established to have a local focus, but creating the “Kendall Square Island” was also an isolating activity when a broader geographic area of activity was possible. Institutionally, it is not beneficial to be on an island. The CRA’s work in the future will need to be in partnership with the City and other entities. The CRA does have an advantage over some entities in that it’s closer to the ground in terms of keeping up with issues, conditions, and community. The CRA should affirm a Cambridge connection (and responsibility to its residents).

The CRA’s greatest value may be its independence; if there are things that the CRA is uniquely suited to do, independence is a useful tool. The CRA should be independent of normal city politics but not totally independent from the City. Last year’s process was a re-engagement with the public and re-establishment of public trust. There is a sense that folks prefer some separation between CRA and the City administration. An independent board is advantageous, even in cities where the staff members are city employees. The CRA’s relationship to the City is an important question: “how can it be the best partner to the City?”

Operating Principles

The draft principles were generated in based on earlier discussions with individual board members. These were projected on the screen for discussion.

1. Operate with **transparency**; act as an honest broker; provide a forum for discussing issues
2. Maximize the **public benefit**; serve a broad public purpose with ethically sound practices
3. Operate with **fiscal responsibility** with independent funding; use our resources wisely to accomplish our mission
4. **Act**, not just talk; use tools broadly and imaginatively; complement the City’s planning role by focusing on implementation
5. **Set an example** through our actions; advance thinking on issues with long term consequences, be innovative
6. Consider **long-term** consequences and implications for the **larger context** area.
7. Maintain a **physical presence** in the places we work, to foster face-to-face relationships and stay current on news and developments.

One way to evaluate these is to ask the question: will they help the Development Officer do his job every day? Are there any not needed or can set aside? In the discussion, it was suggested that ACT should be #1 to emphasize the bias for action. Others underscored the importance of history and context, cooperation,

partnerships, the need to be agile, and to integrate and balance different elements of development (housing, economic development, environment, transportation, etc.).

Priorities for Projects and Initiatives

A set of “cards” was handed out to each Board member and participant in the room. Each card had an idea for possible CRA involvement based on suggestions from various public meetings and city discussions. The cards featured a location map, facts about the property and the building(s), a general description, and public objectives that have been discussed in various meetings. The back of each card had a blank form to rank the project in terms of the

- Value to the public interest, ranging from adding minor value (1) to significant value (10)
- Financial considerations, ranging from using spend down funds (1) to managing investments (5) to generating new sources (10)
- Alignment with CRA mission, ranging from less aligned (1) to highly aligned (10).

Board members and other participants from staff and the public were asked become familiar with the range of ideas by sorting the different cards according to whether they represented a strategy, a real estate transaction or project, or a program. A number of blank cards were also included to encourage new suggestions.

0-5 year Time Frame

- **Foundry:** This project would exemplify the directive to “Act” and alternative sources of funding should be explored. The CRA could be more nimble than the City in executing this project in the public interest. This ranked high on public interest (9), neutral on finances (5 to 6) and high on mission alignment (10) in part because it’s near the Kendall Square area.
- **Third Street Lot Interim Use:** As an *interim* project, this met all the goals of the CRA (public interest, financial considerations, and mission alignment all at 10)
- **Volpe Redevelopment:** This is one of the last chances to have housing in the heart of Kendall Square and is a chance to determine what it should be as well as preventing a potentially negative outcome. This effort was ranked with a very high public interest (9), neutral financially (5), and highly aligned with CRA mission (9); this initiative could also include the Third to First Street Corridor.
- **Concord/Alewife Quadrangle:** This would be a good target area for use of District Improvement Financing (DIF) to ensure that needed infrastructure could be provided given the fragmented ownership. This type of work requires staff time to move it forward. The pedestrian bridge over the tracks to connect to the Alewife Transit station is a high priority.
- **Community Loan Fund:** This initiative would have a physical focus and provide seed money for small projects, with the potential perhaps to increase funds over time; it would buy good will and grow the geography outward from Kendall Square and fill a real need. Issues and priorities would have to be balanced (poverty, food, housing, etc.). This initiative was viewed as having a very high public interest (9) and very high alignment with CRA mission (10), but would like involve spending down funds or perhaps breaking even on finances (1 to 5).
- **Transportation Strategy:** This collaborative effort would involve a focus on intermodal transportation and connections to enhance and facilitate Kendall Square developments. The CRA could be instrumental in the specific actions of developing an intermodal path and possibly lighter rail systems. The initiative

was ranked with a high value to public interest (7) and high mission alignment (8 to 9), although this would spend down funds (1).

5-10 Year Time Frame

- **O'Brien Highway Corridor:** it's important to anticipate future development in this location and do homework ahead of time ("poised proactivity"). This area should be considered in relation to the Green Line extension and links to the Orange and Red lines. The initiative was deemed to have relatively high public interest (7), neutral financial considerations (5), and highly aligned with CRA mission (8).
- **1st to 3rd Corridor:** this initiative could become part of the Volpe initiative and also links to the O'Brien Corridor. It's important for pedestrian travel, activating retail, and connections to the mall, the canal, and the riverfront. The City has leverage in the ownership of the parking garage.
- **Concord/Alewife Retail Areas:** the market might take the lead on this if the Quadrangle were to advance.
- **Eco-District Actions:** This was viewed as an important initiative that will make Kendall Square more sustainable and establish best practices for sustainable development. The CRA might participate now, but would not lead until there were recommendations for specific actions, when the CRA might assume a stronger role. The value of the CRA involvement to the public interest was relatively low (3 to 4); it would mostly spend down funds (3), but would be highly aligned with mission (8).
- **Vail Court:** While many in the City would like to see this property addressed, the group recognized that it would be a financial drain for the CRA (3), and perhaps not best led by CRA. This should wait.

10 to 20 Year Time Frame

- **Concord/Alewife Triangle:** This is a relatively recent redevelopment with new construction ongoing and is not in bad shape, so any attention to this area would likely be longer time.

Wild Cards

Other suggestions for projects included

- Osborne Triangle/Main Street/former Polaroid factory area
- Somerville edge and the Union Square Extension in particular (Webster Avenue north of Cambridge Street)
- Rindge Towers area

Next Steps

Mr. Evans announced that he has tentatively reserved three different meeting spaces, depending on the CRA's schedule for a public meeting. The public conversation for strategic planning will need to reach out to a broader public, get the word out about what CRA is doing, and invite feedback. The public meeting will likely be a working session organized with a different strategy and goals than this meeting. We could test out an edited iteration of the mission statement for feedback. We will want to deliver some information but also ask questions and invite input. The Board should think about the project "cards" and the possibilities and priorities for further discussion in September and October, recognizing that the City Council must also set their priorities. We will want to make sure that we make connections with the City Councilors before a draft plan is developed. An important goal is to re-establish the CRA identity and not let rumors drive the

conversation. The schedule is to have the public meeting in early October, with input and assistance from CDD staff; a Council Roundtable in early December and a draft plan shortly after and a final plan in January. A room is reserved at Volpe Center for the regular board meeting on September 18.

KSA LEASE AGENDA ITEM: (8:28 PM):

Discussion of motion to authorize Executive Redevelopment Officer to execute a temporary license agreement with the Kendall Square Association (KSA) for temporary use of office space at One Cambridge Center. Also noted that CRA will ask for authorization from Boston Properties for this agreement.

Mr. Evans noted that the CRA now has more space than it needs and has a partner in the Kendall Square community that is in need of temporary office space. He has assessed the space and done planning work; he also discussed the possibility with Boston Properties, and they view agreement as easy to sign and support. The actual wording should be “substantially in form of this agreement” (reference to agreement in meeting materials). An introduction was given by of Alexandra Lee, KSA Deputy Director and Sarah Spaulding, Secretary of KSA and Senior Director of New England Research & Development Center at Microsoft. Office sharing will facilitate collaboration and benefit both operations. The discussion addressed the specific language in the agreement and the related distinction between matters of access/egress and matters of basic sharing of space. Ms. Born noted that CRA lease will soon expire and a new lease requires procurement process (unless a simple extension of current lease). Attorney Mullan pointed out the temporary nature for a license agreement and necessity to not trip procurement threshold; it is not too early to be thinking about 3/31 end of lease. He encouraged the CRA to start thinking about their own lease in the coming fall. Ms. Lee noted that there are currently no plans for significant expansion of the KSA. A discussion was held on the method for calculating fee in license agreement, to be based on market rates.

Motion: *To authorize the Executive Redevelopment Officer to execute a temporary license agreement (substantially in form of attached) with the Kendall Square Association for the temporary use of office space at One Cambridge Center.*

Vote: *Approved. All in favor.*

Motion to Adjourn at 9:00; voted all in favor.

Cambridge Redevelopment Authority

One Cambridge Center/Fourth Floor
Cambridge, Massachusetts 02142
617 492-6801
617 492-6804 (FAX)



July 18, 2013

Dear Mr. Levy,

I am writing you in response to your Public Records Request received on July 8, 2013. For the sake of reference I have numbered the items in your request as shown below in the chart included below (Attachment 1). The Cambridge Redevelopment Authority (CRA) has a full time staff of one person; myself. Therefore, while tending to the day-to-day operations of the CRA, my attention to responding to such an extensive information request must be balanced with other needs of the CRA, including preparation for the July 17th Board meeting.

As you recognized in you communication to me, the CRA can charge you reasonable costs to search and segregate such materials. The extent of the copying cost is unknown at this time as the volume of materials is unknown, however I can inform you that the cost to us for black and white copies is \$0.15 per page accounting for toner, service, lease, and paper. I note that the Secretary of State's regulations allow the CRA to charge up to \$0.20 per copy.

The Public Records Law provides that a records custodian may charge a pro-rated fee for search and segregation of records based on the hourly rate of the lowest paid employee capable of performing the task. As I am the only employee with access to these records, the CRA will charge you my hourly rate of \$53.88 to search for and segregate these records. As some of the information will be segregated by the CRA's attorneys, Foley Hoag, the CRA will be billed by the law firm for that work. Despite the hourly rate of the Foley Hoag legal team is greater than mine, we will only charge my rate and the CRA would need to cover the expense difference.

It is estimated that gathering and segregating items 1 – 4 will take approximately 1 hour. Searching for the information for item 5 will require the most work on my account. I am estimating at least 1 hour per Board member plus another 2 hours for Foley Hoag to segregate the materials by determining which material is subject to the attorney-client privilege and otherwise exempt from the Public Records Law. Regarding items 6 and 7, the Public Records Law does not require a public agency to create documents. The only documents responsive to items 6 and 7 would be Foley Hoag bills sent to the CRA since they started work for the CRA many years ago. To search for these bills and then segregate these bills would be a significant undertaking and likely cost prohibitive. However, as an accommodation to you and with no prejudice to the CRA's position, the CRA is willing to request that Foley Hoag create a document that answers the questions you ask in item 6 and item 7. It will take approximately 2 hours to create the record that you request. The

CRA does not have any materials response to item 8; however, as a courtesy, we are providing the exhibits that were an attachment to the "Report on the Activities of the Cambridge Redevelopment Authority: September 17, 2009 — May 21, 2012" mentioned in your request. Materials responsive to Item 9 have been gathered before and will not require additional staff costs. At the end of our records gathering the copying and/or scanning the full collection of materials will take me at least another ½ hour. Thus in total, we are looking at approximately 9.5 hours of CRA staff / legal team time, billed at \$53.88 for a total expense of \$511.86. I estimate that we may be copying approximately 700 pages of documents and this charge would be an additional \$105, if we were to provide hard copies of all materials.

As you stated that you are interested in minimizing the expense and time expenditure related to this request, I want to understand from you how you would like to proceed given the time and costs estimates described above. As mentioned above, items 8 and 9 have been gathered previously and are included herein for your review (Attachment 2). If you could be more specific regarding the information you are looking for, we may be able to minimize the effort, time, and expense of responding to this request. Let me know if I should begin gathering the additional information as requested based on the charges outline above. Once you provide the go ahead, it should take approximately three weeks to gather the remaining information.

Sincerely,

A handwritten signature in blue ink, appearing to read "Tom Evans", written in a cursive style.

Tom Evans
Executive Redevelopment Officer

Attachment 1:

| # | Information Requested | Time Estimate |
|---|---|-------------------------------|
| 1 | What the law firm Foley Hoag billed the Cambridge Redevelopment Authority per hour while researching, writing and presenting its "Report on the Activities of the Cambridge Redevelopment Authority: September 17, 2009 — May 21, 2012," delivered to the members of the Cambridge Redevelopment Authority Sept. 12, 2012 (according to the cover sheet of the report). | 1 hour |
| 2 | The number of billable hours researching, writing and presenting that report. | |
| 3 | A log or listing of all phone calls or other communications received by the law firm Foley Hoag and its partners, associates or employees from board members or any staff, full time or part time, of the Cambridge Redevelopment Authority between the moment its board requested that the law firm create that report and Sept. 19, 2012, when the report was discussed at a Cambridge Redevelopment Authority meeting. These records should be maintained by Foley Hoag for billing purposes. | |
| 4 | An indication of which of those phone calls or other communications discussed the researching, writing and presentation of that report. These records should be maintained by Foley Hoag for billing purposes. | |
| 5 | Copies of or access to copies of any e-mails or other written communication between members of the Cambridge Redevelopment Authority board and/or any authority staff, full time or part time, between 12:01 a.m. Sept. 12, 2012, and 12:01 a.m. Oct. 1, 2012 (excluding communications devoted solely to matters that are exempt from FOI and redacting information exempt from FOI from the remaining communications) | 7 hours |
| 6 | The date on which Sandra Shapiro began work with/for the Cambridge Redevelopment Authority and the date on which she ended her work with/for the agency, if she has; and a listing and/or description of her official role(s) working with/for the agency. | 2 hours |
| 7 | A listing of any and all other Foley Hoag employees, full time or part time, who have worked with/for the Cambridge Redevelopment Authority since the start date of former employee Joseph Tulimieri with the agency and the dates on which their work with the agency began and ended, if it has. | |
| 8 | Copies of or access to copies of any memos, e-mails or other written Cambridge Redevelopment Authority communications or notes questioning, exploring or explaining a rationale for not holding monthly CRA board meetings during the Sept. 17, 2009 — May 21, 2012, period (with redaction of information therein that is exempt from FOI, if any). These memos, e-mails or other written Cambridge Redevelopment Authority communications or notes should have been gathered and organized by Foley Hoag during its work researching, writing and presenting its "Report on the Activities of the Cambridge Redevelopment Authority: September 17, 2009 — May 21, 2012." | Previously Gathered Materials |
| 9 | Copies of or access to copies of any memos, e-mails or other written Cambridge Redevelopment Authority communications or notes with or to the office of the city manager of the city of Cambridge in regard to or relating to a lack of city-appointed board members or a need for city-appointed board members since the start date of former employee Joseph Tulimieri with the agency (with redaction of information therein that is exempt from FOI, if any). Some or all of these memos, e-mails or other written Cambridge Redevelopment Authority communications or notes will also have been gathered and organized by Foley Hoag during its work researching, writing and presenting its "Report on the Activities of the Cambridge Redevelopment Authority: September 17, 2009 — May 21, 2012." | |

Cambridge Redevelopment Authority

One Cambridge Center/Fourth Floor
Cambridge, Massachusetts 02142
617 492-6801
617 492-6804 (FAX)



August 15, 2013

Dear Mr. Levy,

In response to your Public Records Request received on July 8, 2013 and the subsequent amendments that you have made to that request, the Cambridge Redevelopment Authority (CRA) is providing you with the following documents:

- Response to Items 1 – 4 - Redacted Invoices from Foley Hoag to the CRA
- Response to Item 7 - A chart of Foley Hoag employees who worked for the CRA since 1989

For the "look back report", Foley Hoag attorneys billed the Cambridge Redevelopment Authority \$450 per hour. In response to Item 6, it should be noted that Sandra Shapiro began working for the Cambridge Redevelopment Authority in the 1970's and continues to work for the Authority today. Per your follow up correspondence on August 11, we discontinued our work preparing Item 5, and have waived any fee for time spent initially preparing those materials.

Regarding Item 7, I have attached a chart that was prepared by Foley Hoag that lists Foley Hoag personnel who have worked for the CRA since 1989. Foley Hoag has no obligation to respond to a public records request, but compiled this chart based on a request from the CRA and as a courtesy to you. The "End Date" on the chart notes the last date that the Foley Hoag personnel charged time to the CRA. This chart was compiled as of August 9, 2013.

Documents responsive to Items 8 and 9 have been transmitted previously.

Please let me know if you have any questions regarding the materials provided.

Sincerely,

Tom Evans
Executive Redevelopment Officer

Attachments: FOI Request from Marc Levy dated July 8, 2013
CRA Response dated July 18, 2013

From: **Stephen Kaiser** <skaiser1959@gmail.com>

Date: Wed, Jul 31, 2013 at 9:51 AM

Subject: REDEVELOPMENT AUTHORITIES : Combined Planning and Development Functions

To: Kathleen Born <kathyborn@gmail.com>

Cc: "Mullan, Jeffrey" <jmullan@foleyhoag.com>, Heather Hoffman <jaquith@thecia.net>, Tom Stohlman <tstohlman@comcast.net>

To : Kathy Born, Chair
Cambridge Redevelopment Authority

In the past year, there have been numerous proposals to redefine the role of the Cambridge Redevelopment Authority. Some suggestions have been to investigate possible involvement in Central Square ... engaging in demonstration projects exercising planning functions and hearings/approvals of plans prior to zoning changes ... and other changes. While I have urged that the Board consider ways to improve public planning in Cambridge, I am aware of the considerable controversy in Boston over the powerful combined role of the BRA in both planning and development.

I urge that, at its next meeting, the Board engage in an informal discussion of the following article and its implications for the Cambridge Redevelopment Authority :

<http://www.wbur.org/2013/07/30/mayors-race-development>

Thank you

Stephen H. Kaiser
191 Hamilton Street
Cambridge 02139-3923

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On The Campaign Trail, A Split Over Building Boston

By [David Scharfenberg](#) July 30, 2013

BOSTON — It is difficult to overstate the role of the Boston Redevelopment Authority in the modern history of the city.

Its name suggests a staid, obscure bureaucracy. But the agency, birthed during the urban renewal push of the 1950s and endowed with considerable power, has had a profound and often controversial impact on the city's topography.

It razed the West End. It coaxed construction of the Prudential Center. More recently, it has played a vital role in shaping the South Boston waterfront — a raging success by some lights and a soulless expanse by others.

For a certain class of civic leader, then — politician, developer, neighborhood activist — the fate of the agency is a matter of great import.

So while issues like [education](#) and [public safety](#) grab headlines in the city's most competitive mayor's race in a generation, the future of the BRA — and of Boston development, writ large — has quietly emerged as a significant issue in the forums and living room meet-and-greets that have dominated the early stages of the campaign.

There is agreement in some areas: all of the major candidates in the 12-person field have called for greater transparency at an agency often criticized for favoring the mayor's preferred developers.

But City Councilor Felix Arroyo and Dudley Street Neighborhood Initiative Executive Director John Barros have gone a step further: calling for a significant restructuring of the BRA.

In most cities, planning and development are handled by separate agencies with sometimes competing priorities; there is a natural tension between the long-range work of planning and the urgency of getting projects in the ground.

The BRA owes its power, in no small part, to a state law giving it authority in both realms. And the agency, critics say, too often short-circuits the process — building first and planning later.

The result, they say, is an ad hoc approach that's yielded characterless towers in the Seaport District and an overabundance of luxury housing in Chinatown.

“It is such a good idea to include both planning and development in the same agency,” said Arroyo, at a recent forum in Brighton, “that no other city in the country does it.”

Arroyo and Barros say they would push for a state law stripping the BRA of its planning authority and shifting that power to a separate agency. Both argue the move would help the city engage in thoughtful comprehensive planning — and, in the process, give residents a better chance to shape their own neighborhoods.

“We need to create a more inclusive planning process in Boston so residents feel they have a seat at the table and their voice counts,” said Barros.

Other candidates have spoken more tentatively of separating the planning and development functions.

Construction executive and community activist Bill Walczak told WBUR he’s “open to the idea of splitting the BRA into two pieces” but has not yet decided if the agency’s shortcomings are a structural issue or simply a matter of leadership.

City Councilor John Connolly said the city needs to “remove the conflict of interest” that comes with integrated planning and development. But he said it’s not clear that planning must be removed from the BRA entirely.

Other mayoral candidates are skeptical of the reformist impulse — and none more than City Councilor Rob Consalvo.

“The city is at its highest standing in its history, right?” he said in a recent interview. “We have cranes all over the city dotting the skyline...So I’m confused as to what is so bad that [the BRA] is doing.”

And splitting the planning and development functions would be of little consequence, he argued, since both will remain under the auspices of the mayor.

“What does that accomplish?” Consalvo asked. “It’s going to be more transparent because you took [the planning function] off the ninth floor and put it on the seventh floor?”

Like Consalvo, Suffolk County District Attorney Dan Conley, state Rep. Marty Walsh and City Councilor Mike Ross say no structural change is required to improve the BRA. “It’s very simple: you need to plan first and build second,” said Ross. “It’s not about creating additional bureaucracies.”

BRA’s emergence as a power center traces back to 1960, when Mayor John Collins recruited city planner Ed Logue to take over the new agency.

Logue's condition for taking the job: a state law that folded the city's planning agency into the BRA, giving him broad powers.

He quickly made use of them, putting one-quarter of the city's land in urban renewal districts and building Government Center and City Hall on the rubble of the old Scollay Square.

When urban renewal fell out of vogue, the agency took up its modern-day role of reviewing proposed development and serving as landlord — renting and selling city-owned property.

The BRA, which declined to comment for this story, has always been a reflection of the mayor's personality and vision. Under Kevin White, downtown took precedence. Ray Flynn pushed more control to the neighborhoods.

Larry DiCara, a lawyer and former city councilor who has represented developers before the BRA, said it's been a balance under outgoing Mayor Thomas Menino.

"But it's a perilous balance," he said, "because XYZ company can take their money and go to Atlanta or Houston or even Washington, D.C., and get stuff done much more quickly than they can in Boston."

Decentralizing power and slowing down the process even further, DiCara argued, will make Boston less competitive in an increasingly competitive national and international marketplace.

Fred Salvucci, who began his career at the BRA and went on to serve as transportation adviser to White and secretary of transportation under Massachusetts Gov. Michael Dukakis, also cautioned against a shakeup at the agency.

Good development, he said, requires sound political judgment — a mayor who can fend off neighborhood NIMBYism where appropriate and incorporate local concerns when called for.

A faceless planning board, he argued, is not nearly as accountable as a mayor elected every four years. "It's an imperfect world," he said, "and I'd rather take my chances with democracy."

Even the most critical mayoral candidates say they've seen the BRA work well in their backyards. Barros points to the agency's record in the Dudley Street section of Roxbury. And Ross lauds the planning process in the Fenway, part of his council district.

There will be outside pressure on the new mayor, moreover, to keep the BRA

strong. David Begelfer, CEO of Massachusetts NAIOP, an influential commercial real estate trade group, argued that the agency is not powerful enough.

Too often, he said, developers come to an agreement with the BRA only to be knocked about by a parks department demanding more green space or neighborhood groups that can delay a project endlessly.

But it is precisely that order of operations — win approval and then go the neighborhood — that angers critics of Boston's development process.

Shirley Kressel, an urban designer and longtime critic of the BRA, said the agency needs to be eliminated altogether — “extirpated,” in her words. But she doubts that the new mayor, whoever it is, will push even incremental reform.

The power the agency affords the man or woman in the corner office, she says, is simply too great.

“You can have breakfast with a developer, promise him whatever the hell he wants and go out and make it legal,” she said. “It's like a miracle, enough to make you religious.”



Executive Redevelopment Office Report to the Board
September 18, 2013

Contracting, Personnel, and General Administration

The Kendall Square Association staff has moved into the CRA office on the fourth floor and things have been running smoothly in the shared space. The office has been reorganized to create more usable workstations, although the quantity of on-site records, along with the collection of outdated office equipment and vintage furniture could constrain future space utilization.

The financial audit work by Roselli, Clark and Associates has been completed and is to be presented to the Board by the auditors. The previous audits going back to 2003 are now posted on the CRA website. I have initiated some of the corrective actions to be discussed in their management letter and the report on internal controls. Kevin Gookin and I are integrating the invoices from CDD's takeover of the finances back into the previous CRA filing system. We are tracking down various bank accounts to complete a reconciliation of the account statements. We have corrected the retirement withholding process, and filing employment and payroll data to various state and federal agencies. Finally I have proposed reorganizing the Quickbooks invoicing system to reflect more logical budget categories for 2014.

Selvans Consulting has begun work on the framework of a new website which I hope to preview with the Board shortly. In addition to posting Board meeting materials, we plan to have various document libraries, image galleries, and capacity for future pages to reflect the programs and projects that emerge from our strategic plan.

I have spoken to Mr. Tercyak and Mr. Rowland who have asked to postpone the resolution on Mr. Rowland's behalf until October. I have set up a meeting with Sarah Boyer of the Cambridge Historical Commission to plan for oral history interview with both of them.

I have sent an intern job posting to numerous universities in the area but have received limited response so far. The internship description was written to be general in scope to tailor interests of students with the evolving work of the CRA. I will expand our outreach to area schools now that students have returned. I would like to offer a stipend equal to the living wage requirements of Cambridge (\$15 hour) and will review applications with the personnel committee, if appropriate. I expect to work further on job descriptions for potential administrative staff in the immediate future and a program staff position as informed by the strategic plan.

Policies and Procedures

Work on some of the policy updates has taken a temporary backseat to supporting the audit and strategic planning efforts, both of which will influence the policy documents. After meetings with CDD and the Design Review committee, Larry Bluestone and I began drafting a signage review procedure, which will be accompanied by design guidelines for discussion with the Board.



Executive Redevelopment Office Report to the Board
September 18, 2013

Below is a forward calendar for potential meeting topics over the upcoming three months:

| October | November | December |
|--------------------------|-------------------------------|-----------------------------|
| Strategic Planning | KSURP Amendment | K2 MXD Zoning |
| E.C. Open Space Planning | Point Park Property Transfers | Investment Policy |
| Personnel Policy | Signage Review Procedure | Records Management Protocol |
| Microsoft Signage | Infrastructure Update | 2014 Budget |

Planning, Development, and Infrastructure Projects

The Strategic Planning meeting in August provided us with a tremendous amount of feedback and ideas to be discussed further. The schedule has been pushed back a few months in response to a revised community outreach strategy, however a full framework for the plan document has been designed, and much of the foundational elements of the plan are coming together.

I have focused recently on potential revisions to the Kendall Square Urban Renewal Plan. The approach I have taken is to prepare an amended and restated ninth amendment to the plan. The proposed amendment would: a) restate the current text of the land use controls as they have been amended over the past 25 years, b) clean up some language discrepancy between the KSURP and the language regarding the MXD District in Chapter 14 of the Zoning Ordinance, and c) make changes to some of the development controls in the MXD to facilitate the Ames Street housing project and the reconfiguration of the area around Point Park.

DPW has initiated new design work on the median on Broadway and Main Streets as an element of the Longfellow Project. This carries forward some of the design objectives of the CRA's earlier Gateway project including a pedestrian crossing, landscaping, lighting, and a vertical entry element near the MBTA Red Line Portal. DPW has also produced 75% designs of the Main and Third Street design and those are under review especially as they impact Point Park and the frontage of One Cambridge Center. Construction of the streetscape improvements to Broadway is expected to be complete by November.

I have had numerous meetings about the former tot lot parcel lately, both short-term improvements and long term designs related to the shared-use path along the Grand Junction line. While the gazebo is thought to be an interesting amenity, it is currently inaccessible and additional landscape and paving work has been suggested to provide full access to the park area. Within the MIT letter agreement for their recent zoning petition was a commitment to provide the CRA with funds to design and construct the path segment between Main and Binney Streets.

The Design Review Committee participated in a meeting last August covering three projects within Parcel Four; the redesign of the Cambridge Marriott lobby, a restaurant proposal in One Cambridge Center near Point Park, and an overall signage and wayfinding program; focused initially on the new retail area between Three and Five Cambridge Center, and including elements throughout the block.

Cambridge Redevelopment Authority
CASH FLOW
2013

| 8/26/13 | | Jan 13 | Feb 13 | Mar 13 | Apr 13 | May-13 | Jun-13 | Jul-13 | Aug-13 | Sep-13 | Oct-13 | Nov-13 | Dec-13 | TOTAL |
|--------------------------|------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Beginning | Cash | 9,538,058.37 | 9,471,224.17 | 9,402,814.68 | 9,324,030.08 | 9,281,881.72 | 9,204,313.10 | 11,507,152.49 | 11,466,135.33 | 11,379,905.29 | 11,292,800.25 | 11,206,570.21 | 11,120,340.17 | \$9,538,058.37 |
| Income | | | | | | | | | | | | | | |
| | Land Proceeds | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2,329,326.20 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2,329,326.20 |
| | Grants | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Reimbursed Expenses | 0.00 | 56.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 56.00 |
| | Rental Income | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4,000.00 | 0.00 | 500.00 | 500.00 | 500.00 | 500.00 | 1,000.00 | 7,000.00 |
| | Interest Income | 6,250.00 (a) | 6,250.00 (a) | 6,250.00 (a) | 6,250.00 (a) | 6,250.00 (a) | 6,250.00 (a) | 6,250.00 (a) | 6,250.00 | 6,250.00 | 6,250.00 | 6,250.00 | 6,250.00 | 75,000.00 |
| Total Income | | 6,250.00 | 6,306.00 | 6,250.00 | 6,250.00 | 6,250.00 | 2,339,576.20 | 6,250.00 | 6,750.00 | 6,750.00 | 6,750.00 | 6,750.00 | 7,250.00 | 2,411,382.20 |
| Total Cash | | 9,544,308.37 | 9,477,530.17 | 9,409,064.68 | 9,330,280.08 | 9,288,131.72 | 11,543,889.30 | 11,513,402.49 | 11,472,885.33 | 11,386,655.29 | 11,299,550.25 | 11,213,320.21 | 11,127,590.17 | 11,949,440.57 |
| Expense | | | | | | | | | | | | | | |
| | Conference Costs | 0.00 | 0.00 | 775.82 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 775.82 |
| | Total Computer Expense | 0.00 | 0.00 | 8.48 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 625.00 | 0.00 | 0.00 | 625.00 | 1,258.48 |
| Payroll Expenses | | | | | | | | | | | | | | |
| | Salaries | 0.00 | 0.00 | 0.00 | 0.00 | 9,461.54 | 9,461.54 | 5,230.77 | 12,500.00 | 12,500.00 | 12,500.00 | 12,500.00 | 12,500.00 | 86,653.85 |
| Payroll taxes | | | | | | | | | | | | | | |
| | Unemployment | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Medicare | 0.00 | 0.00 | 0.00 | 0.00 | 137.19 | 204.25 | 222.38 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 563.82 |
| | Payroll taxes - Other | 0.00 | 0.00 | 300.86 | 294.47 | 589.43 | 31.55 | 0.00 | 166.66 | 166.66 | 166.66 | 166.66 | 166.72 | 2,049.67 |
| Total Payroll taxes | | 0.00 | 0.00 | 300.86 | 294.47 | 726.62 | 235.80 | 222.38 | 166.66 | 166.66 | 166.66 | 166.66 | 166.72 | 2,613.49 |
| Benefits | | | | | | | | | | | | | | |
| | T Pass Subsidy | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Retirement | | | | | | | | | | | | | 0.00 |
| | Insurance-Medical | 0.00 | 26,198.52 | 0.00 | 23,268.60 | 22,219.74 | 0.00 | 0.00 | 6,666.66 | 6,666.66 | 6,666.66 | 6,666.66 | 6,666.72 | 105,020.22 |
| | Insurance-Dental | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Disability Insurance | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Benefits | | 0.00 | 26,198.52 | 0.00 | 23,268.60 | 22,219.74 | 0.00 | 0.00 | 6,666.66 | 6,666.66 | 6,666.66 | 6,666.66 | 6,666.72 | 105,020.22 |
| Payroll Expenses - Other | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 5,292.02 | 10,513.60 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 15,805.62 |
| Total Payroll Expenses | | 0.00 | 26,198.52 | 300.86 | 23,563.07 | 32,407.90 | 14,989.36 | 15,966.75 | 19,333.32 | 19,333.32 | 19,333.32 | 19,333.32 | 19,333.44 | 210,093.18 |
| Bank Service Charges | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Contract Labor | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Contributions | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Dues and Subscriptions | | 0.00 | 0.00 | 0.00 | 600.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 600.00 |
| Equipment Rental | | 1,623.43 | 576.95 | 811.48 | 676.95 | 576.95 | 476.95 | 967.53 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 5,710.24 |
| Insurance | | | | | | | | | | | | | | |
| | Liability Insurance | 1,654.00 | 0.00 | 2,636.25 | 0.00 | 0.00 | 1,186.25 | 0.00 | 1,122.36 | 1,122.36 | 1,122.36 | 1,122.36 | 1,122.40 | 11,088.34 |
| | Insurance - Other | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Insurance | | 1,654.00 | 0.00 | 2,636.25 | 0.00 | 0.00 | 1,186.25 | 0.00 | 1,122.36 | 1,122.36 | 1,122.36 | 1,122.36 | 1,122.40 | 11,088.34 |
| Interest Expense | | | | | | | | | | | | | | |
| | Developmentment Dep.Interest | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Interest Expense - Other | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Interest Expense | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Miscellaneous | | 0.00 | 0.00 | 0.00 | 0.00 | 61.47 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 61.47 |
| Office Supplies | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 250.00 | 0.00 | 0.00 | 250.00 | 500.00 |
| Office Expenses | | -63.98 | 3,128.26 | 421.06 | 416.89 | 416.89 | 412.72 | 426.06 | 861.11 | 861.11 | 861.11 | 861.11 | 925.10 | 9,527.44 |

Cambridge Redevelopment Authority
CASH FLOW
2013

| | | | | | | | | | | | | | |
|---------------------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 8/26/13 | | | | | | | | | | | | | |
| | Jan 13 | Feb 13 | Mar 13 | Apr 13 | May-13 | Jun-13 | Jul-13 | Aug-13 | Sep-13 | Oct-13 | Nov-13 | Dec-13 | TOTAL |
| Postage and Delivery | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 333.34 | 333.34 |
| Printing and Reproduction | 69.00 | 69.00 | 135.05 | 69.00 | 69.00 | 174.60 | 111.64 | 47.88 | 47.88 | 47.88 | 47.88 | 47.96 | 936.77 |
| Professional Fees | | | | | | | | | | | | | |
| Accounting | 0.00 | 0.00 | 4,250.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 15,000.00 | 19,250.00 |
| Consulting | 11,000.00 | 0.00 | 5,550.63 | 0.00 | 1,240.50 | 0.00 | 1,426.58 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 19,217.71 |
| Legal Fees | 44,088.94 | 37,581.08 | 67,871.22 | 10,811.81 | 44,184.93 | 15,376.10 | 17,018.24 | 41,446.46 | 41,446.46 | 41,446.46 | 41,446.46 | 41,446.46 | 444,164.62 |
| Survey & Planning | 2,668.75 | 0.00 | 0.00 | 1,280.00 | 0.00 | 3,846.13 | 0.00 | 18,757.38 | 18,757.38 | 18,757.38 | 18,757.38 | 18,757.45 | 101,581.85 |
| Professional Fees - Other | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Professional Fees | 57,757.69 | 37,581.08 | 77,671.85 | 12,091.81 | 45,425.43 | 19,222.23 | 18,444.82 | 60,203.84 | 60,203.84 | 60,203.84 | 60,203.84 | 75,203.91 | 584,214.18 |
| Property Manage. | 1,182.00 | 1,511.00 | 920.00 | 262.00 | 131.00 | 0.00 | 262.00 | 5,983.45 | 5,983.45 | 5,983.45 | 5,983.45 | 5,983.50 | 34,185.30 |
| Rent | 9,032.66 | 4,516.33 | 0.00 | 9,032.66 | 4,516.33 | 0.00 | 9,032.66 | 4,178.85 | 4,178.85 | 4,178.85 | 4,178.85 | 4,178.84 | 57,024.88 |
| Other Expenses | -29.02 | 215.00 | 0.00 | 368.93 | 0.00 | 0.00 | 168.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 722.91 |
| Marketing | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Telephone | 1,520.80 | 738.40 | 1,327.61 | 979.16 | 35.74 | 274.70 | 1,009.71 | 770.83 | 770.83 | 770.83 | 770.83 | 770.90 | 9,740.34 |
| Travel & Ent | | | | | | | | | | | | | 0.00 |
| Holiday Event | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | 0.00 |
| Meals | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Travel | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Travel & Ent - Other | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Travel & Ent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Utilities | | | | | | | | | | | | | |
| Gas and Electric | 337.62 | 180.95 | 26.14 | 337.89 | 177.91 | 0.00 | 877.99 | 478.40 | 478.40 | 478.40 | 478.40 | 478.38 | 4,330.48 |
| Water | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Utilities - Other | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Utilities | 337.62 | 180.95 | 26.14 | 337.89 | 177.91 | 0.00 | 877.99 | 478.40 | 478.40 | 478.40 | 478.40 | 478.38 | 4,330.48 |
| | | | | | | | | | | | | | |
| Total Expense | 73,084.20 | 74,715.49 | 85,034.60 | 48,398.36 | 83,818.62 | 36,736.81 | 47,267.16 | 92,980.04 | 93,855.04 | 92,980.04 | 92,980.04 | 109,252.77 | 931,103.17 |
| Ending Cash | 9,471,224.17 | 9,402,814.68 | 9,324,030.08 | 9,281,881.72 | 9,204,313.10 | 11,507,152.49 | 11,466,135.33 | 11,379,905.29 | 11,292,800.25 | 11,206,570.21 | 11,120,340.17 | 11,018,337.40 | 11,018,337.40 |

THE GASB 45 OPEB ACCRUAL IS AT \$245,437 A/O 12/31/2011. IT WILL NEED TO BE FUNDED.
POST EMPLOYMENT BENEFITS OTHER THAN PENSION - MAINLY HEALTH INSURANCE.

(a) Estimate

CAMBRIDGE REDEVELOPMENT AUTHORITY

| PREPARED 08/26/13 | Forecast 07 2013 | 2013 | |
|------------------------------|---------------------|---------------------|-----------------------|
| | TOTAL | BUDGET | VARIANCE |
| | 7/30/13 | 1/1/13 | |
| Income | | | |
| Land Proceeds | 2,329,326.20 | 0.00 | (2,329,326.20) |
| Grants | 0.00 | 0.00 | 0.00 |
| Reimbursed Expenses | 56.00 | 0.00 | (56.00) |
| Rental Income | 7,000.00 | 6,000.00 | (1,000.00) |
| Interest Income | 75,000.00 | 75,000.00 | 0.00 |
| Total Income | 2,411,382.20 | 81,000.00 | (2,330,382.20) |
| Expense | | | |
| Conference Costs | 775.82 | 0.00 | (775.82) |
| Total Computer Expense | 1,258.48 | 2,500.00 | 1,241.52 |
| Payroll Expenses | | | |
| Salaries | 86,653.85 | 112,500.00 | 25,846.15 |
| Payroll taxes | | | |
| Unemployment | 0.00 | 0.00 | 0.00 |
| Medicare | 563.82 | 0.00 | (563.82) |
| Payroll taxes - Other | 2,049.67 | 1,500.00 | (549.67) |
| Total Payroll taxes | 2,613.49 | 1,500.00 | (1,113.49) |
| Benefits | | | |
| T Pass Subsidy | 0.00 | 0.00 | 0.00 |
| Retirement | 0.00 | 0.00 | 0.00 |
| Insurance-Medical | 105,020.22 | 0.00 | (105,020.22) |
| Insurance-Dental | 0.00 | 0.00 | 0.00 |
| Disability Insurance | 0.00 | 0.00 | 0.00 |
| Total Benefits | 105,020.22 | 60,000.00 | (45,020.22) |
| Payroll Expenses - Other | 15,805.62 | 0.00 | (15,805.62) |
| Total Payroll Expenses | 210,093.18 | 174,000.00 | (36,093.18) |
| Bank Service Charges | 0.00 | 0.00 | 0.00 |
| Contract Labor | 0.00 | 0.00 | 0.00 |
| Contributions | 0.00 | 0.00 | 0.00 |
| Dues and Subscriptions | 600.00 | 200.00 | (400.00) |
| Equipment Rental | 5,710.24 | 4,000.00 | (1,710.24) |
| Insurance | | | |
| Liability Insurance | 11,088.34 | 14,000.00 | 2,911.66 |
| Insurance - Other | 0.00 | 0.00 | 0.00 |
| Total Insurance | 11,088.34 | 14,000.00 | 2,911.66 |
| Interest Expense | | | |
| Developmentment Dep.Interest | 0.00 | 0.00 | 0.00 |
| Interest Expense - Other | 0.00 | 0.00 | 0.00 |
| Total Interest Expense | 0.00 | 0.00 | 0.00 |
| Miscellaneous | 61.47 | 0.00 | (61.47) |
| Office Supplies | 500.00 | 1,000.00 | 500.00 |
| Office Expenses | 9,527.44 | 7,750.00 | (1,777.44) |
| Postage and Delivery | 333.34 | 1,000.00 | 666.66 |
| Printing and Reproduction | 936.77 | 500.00 | (436.77) |
| Professional Fees | | | |
| Accounting | 19,250.00 | 15,000.00 | (4,250.00) |
| Consulting | 19,217.71 | 0.00 | (19,217.71) |
| Legal Fees | 444,164.62 | 500,000.00 | 55,835.38 |
| Survey & Planning | 101,581.85 | 220,000.00 | 118,418.15 |
| Total Professional Fees | 584,214.18 | 735,000.00 | 150,785.82 |
| Property Manage. | 34,185.30 | 67,000.00 | 32,814.70 |
| Rent | 57,024.88 | 55,000.00 | (2,024.88) |
| Other Expenses | 722.91 | 0.00 | (722.91) |
| Marketing | 0.00 | 0.00 | 0.00 |
| Telephone | 9,740.34 | 10,000.00 | 259.66 |
| Travel & Ent | 0.00 | 0.00 | 0.00 |
| Holiday Event | 0.00 | 0.00 | 0.00 |
| Meals | 0.00 | 250.00 | 250.00 |
| Travel | 0.00 | 0.00 | 0.00 |
| Travel & Ent - Other | 0.00 | 0.00 | 0.00 |
| Total Travel & Ent | 0.00 | 250.00 | 250.00 |
| Utilities | | | |
| Gas and Electric | 4,330.48 | 5,600.00 | 1,269.52 |
| Water | 0.00 | 0.00 | 0.00 |
| Utilities - Other | 0.00 | 0.00 | 0.00 |
| Total Utilities | 4,330.48 | 5,600.00 | 1,269.52 |
| Total Expense | 931,103.17 | 1,077,800.00 | 146,696.83 |

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| 8/31/13 | | Jan 13 | Feb 13 | Mar 13 | Apr 13 | May-13 | Jun-13 | Jul-13 | Aug-13 | Sep-13 | Oct-13 | Nov-13 | Dec-13 | TOTAL |
|------------------------|------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Beginning | Cash | 9,538,058.37 | 9,471,224.17 | 9,402,814.68 | 9,324,030.08 | 9,281,881.72 | 9,204,313.10 | 11,507,152.49 | 11,466,135.33 | 11,401,412.57 | 11,314,307.53 | 11,228,077.49 | 11,141,847.45 | \$9,538,058.37 |
| Income | | | | | | | | | | | | | | |
| | Land Proceeds | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2,329,326.20 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2,329,326.20 |
| | Grants | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Reimbursed Expenses | 0.00 | 56.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 56.00 |
| | Rental Income | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4,000.00 | 0.00 | 500.00 | 500.00 | 500.00 | 500.00 | 1,000.00 | 7,000.00 |
| | Interest Income | 6,250.00 (a) | 6,250.00 (a) | 6,250.00 (a) | 6,250.00 (a) | 6,250.00 (a) | 6,250.00 (a) | 6,250.00 (a) | 6,250.00 (a) | 6,250.00 | 6,250.00 | 6,250.00 | 6,250.00 | 75,000.00 |
| Total Income | | 6,250.00 | 6,306.00 | 6,250.00 | 6,250.00 | 6,250.00 | 2,339,576.20 | 6,250.00 | 6,750.00 | 6,750.00 | 6,750.00 | 6,750.00 | 7,250.00 | 2,411,382.20 |
| Total Cash | | 9,544,308.37 | 9,477,530.17 | 9,409,064.68 | 9,330,280.08 | 9,288,131.72 | 11,543,889.30 | 11,513,402.49 | 11,472,885.33 | 11,408,162.57 | 11,321,057.53 | 11,234,827.49 | 11,149,097.45 | 11,949,440.57 |
| Expense | | | | | | | | | | | | | | |
| | Conference Costs | 0.00 | 0.00 | 775.82 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 775.82 |
| | Total Computer Expense | 0.00 | 0.00 | 8.48 | 0.00 | 0.00 | 0 | 0.00 | 0.00 | 625.00 | 0.00 | 0.00 | 625.00 | 1,258.48 |
| | Payroll Expenses | | | | | | | | | | | | | |
| | Salaries | 0.00 | 0.00 | 0.00 | 0.00 | 9,461.54 | 9,461.54 | 5,230.77 | 9,461.54 | 12,500.00 | 12,500.00 | 12,500.00 | 12,500.00 | 83,615.39 |
| | Payroll taxes | | | | | | | | | | | | | |
| | Unemployment | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Medicare | 0.00 | 0.00 | 0.00 | 0.00 | 137.19 | 204.25 | 222.38 | 219.96 | 0.00 | 0.00 | 0.00 | 0.00 | 783.78 |
| | Payroll taxes - Other | 0.00 | 0.00 | 300.86 | 294.47 | 589.43 | 31.55 | 0.00 | 0.00 | 166.66 | 166.66 | 166.66 | 166.72 | 1,883.01 |
| | Total Payroll taxes | 0.00 | 0.00 | 300.86 | 294.47 | 726.62 | 235.80 | 222.38 | 219.96 | 166.66 | 166.66 | 166.66 | 166.72 | 2,666.79 |
| | Benefits | | | | | | | | | | | | | |
| | T Pass Subsidy | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Retirement | | | | | | | | | | | | | 0.00 |
| | Insurance-Medical | 0.00 | 26,198.52 | 0.00 | 23,268.60 | 22,219.74 | 0.00 | 0.00 | 0.00 | 6,666.66 | 6,666.66 | 6,666.66 | 6,666.72 | 98,353.56 |
| | Insurance-Dental | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Disability Insurance | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Total Benefits | 0.00 | 26,198.52 | 0.00 | 23,268.60 | 22,219.74 | 0.00 | 0.00 | 0.00 | 6,666.66 | 6,666.66 | 6,666.66 | 6,666.72 | 98,353.56 |
| | Payroll Expenses - Other | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 5,292.02 | 10,513.60 | 6,077.32 | 0.00 | 0.00 | 0.00 | 0.00 | 21,882.94 |
| Total Payroll Expenses | | 0.00 | 26,198.52 | 300.86 | 23,563.07 | 32,407.90 | 14,989.36 | 15,966.75 | 15,758.82 | 19,333.32 | 19,333.32 | 19,333.32 | 19,333.44 | 206,518.68 |
| | Bank Service Charges | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Contract Labor | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Contributions | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Dues and Subscriptions | 0.00 | 0.00 | 0.00 | 600.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 600.00 |
| | Equipment Rental | 1,623.43 | 576.95 | 811.48 | 676.95 | 576.95 | 476.95 | 967.53 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 5,710.24 |
| | Insurance | | | | | | | | | | | | | |
| | Liability Insurance | 1,654.00 | 0.00 | 2,636.25 | 0.00 | 0.00 | 1,186.25 | 0.00 | 0.00 | 1,122.36 | 1,122.36 | 1,122.36 | 1,122.40 | 9,965.98 |
| | Insurance - Other | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Insurance | | 1,654.00 | 0.00 | 2,636.25 | 0.00 | 0.00 | 1,186.25 | 0.00 | 0.00 | 1,122.36 | 1,122.36 | 1,122.36 | 1,122.40 | 9,965.98 |
| Interest Expense | | | | | | | | | | | | | | |
| | Developmentment Dep.Interest | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Interest Expense - Other | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Interest Expense | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Miscellaneous | 0.00 | 0.00 | 0.00 | 0.00 | 61.47 | 0.00 | 0.00 | 72.46 | 0.00 | 0.00 | 0.00 | 0.00 | 133.93 |
| | Office Supplies | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 250.00 | 0.00 | 0.00 | 250.00 | 500.00 |
| | Office Expenses | -63.98 | 3,128.26 | 421.06 | 416.89 | 416.89 | 412.72 | 426.06 | 774.35 | 861.11 | 861.11 | 861.11 | 925.10 | 9,440.68 |

Cambridge Redevelopment Authority
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|---------------------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 8/31/13 | | | | | | | | | | | | | |
| | Jan 13 | Feb 13 | Mar 13 | Apr 13 | May-13 | Jun-13 | Jul-13 | Aug-13 | Sep-13 | Oct-13 | Nov-13 | Dec-13 | TOTAL |
| Postage and Delivery | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 333.34 | 333.34 |
| Printing and Reproduction | 69.00 | 69.00 | 135.05 | 69.00 | 69.00 | 174.60 | 111.64 | 0.00 | 47.88 | 47.88 | 47.88 | 47.96 | 888.89 |
| Professional Fees | | | | | | | | | | | | | |
| Accounting | 0.00 | 0.00 | 4,250.00 | 0.00 | 0.00 | 0.00 | 0.00 | 24,570.00 | 0.00 | 0.00 | 0.00 | 15,000.00 | 43,820.00 |
| Consulting | 11,000.00 | 0.00 | 5,550.63 | 0.00 | 1,240.50 | 0.00 | 1,426.58 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 19,217.71 |
| Legal Fees | 44,088.94 | 37,581.08 | 67,871.22 | 10,811.81 | 44,184.93 | 15,376.10 | 17,018.24 | 1,765.83 | 41,446.46 | 41,446.46 | 41,446.46 | 41,446.46 | 404,483.99 |
| Survey & Planning | 2,668.75 | 0.00 | 0.00 | 1,280.00 | 0.00 | 3,846.13 | 0.00 | 13,381.33 | 18,757.38 | 18,757.38 | 18,757.38 | 18,757.45 | 96,205.80 |
| Professional Fees - Other | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Professional Fees | 57,757.69 | 37,581.08 | 77,671.85 | 12,091.81 | 45,425.43 | 19,222.23 | 18,444.82 | 39,717.16 | 60,203.84 | 60,203.84 | 60,203.84 | 75,203.91 | 563,727.50 |
| Property Manage. | 1,182.00 | 1,511.00 | 920.00 | 262.00 | 131.00 | 0.00 | 262.00 | 14,731.50 | 5,983.45 | 5,983.45 | 5,983.45 | 5,983.50 | 42,933.35 |
| Rent | 9,032.66 | 4,516.33 | 0.00 | 9,032.66 | 4,516.33 | 0.00 | 9,032.66 | 0.00 | 4,178.85 | 4,178.85 | 4,178.85 | 4,178.84 | 52,846.03 |
| Other Expenses | -29.02 | 215.00 | 0.00 | 368.93 | 0.00 | 0.00 | 168.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 722.91 |
| Marketing | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Telephone | 1,520.80 | 738.40 | 1,327.61 | 979.16 | 35.74 | 274.70 | 1,009.71 | 0.00 | 770.83 | 770.83 | 770.83 | 770.90 | 8,969.51 |
| Travel & Ent | | | | | | | | | | | | | 0.00 |
| Holiday Event | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | 0.00 |
| Meals | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Travel | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Travel & Ent - Other | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Travel & Ent | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Utilities | | | | | | | | | | | | | |
| Gas and Electric | 337.62 | 180.95 | 26.14 | 337.89 | 177.91 | 0.00 | 877.99 | 418.47 | 478.40 | 478.40 | 478.40 | 478.38 | 4,270.55 |
| Water | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Utilities - Other | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Utilities | 337.62 | 180.95 | 26.14 | 337.89 | 177.91 | 0.00 | 877.99 | 418.47 | 478.40 | 478.40 | 478.40 | 478.38 | 4,270.55 |
| | | | | | | | | | | | | | |
| Total Expense | 73,084.20 | 74,715.49 | 85,034.60 | 48,398.36 | 83,818.62 | 36,736.81 | 47,267.16 | 71,472.76 | 93,855.04 | 92,980.04 | 92,980.04 | 109,252.77 | 909,595.89 |
| Ending Cash | 9,471,224.17 | 9,402,814.68 | 9,324,030.08 | 9,281,881.72 | 9,204,313.10 | 11,507,152.49 | 11,466,135.33 | 11,401,412.57 | 11,314,307.53 | 11,228,077.49 | 11,141,847.45 | 11,039,844.68 | 11,039,844.68 |

THE GASB 45 OPEB ACCRUAL IS AT \$245,437 A/O 12/31/2011. IT WILL NEED TO BE FUNDED.
POST EMPLOYMENT BENEFITS OTHER THAN PENSION - MAINLY HEALTH INSURANCE.

(a) Estimate

CAMBRIDGE REDEVELOPMENT AUTHORITY

| PREPARED 08/26/13 | Forecast 08 2013 | 2013 | VARIANCE |
|------------------------------|---------------------|---------------------|-----------------------|
| | TOTAL 8/31/13 | BUDGET 1/1/13 | |
| Income | | | |
| Land Proceeds | 2,329,326.20 | 0.00 | (2,329,326.20) |
| Grants | 0.00 | 0.00 | 0.00 |
| Reimbursed Expenses | 56.00 | 0.00 | (56.00) |
| Rental Income | 7,000.00 | 6,000.00 | (1,000.00) |
| Interest Income | 75,000.00 | 75,000.00 | 0.00 |
| Total Income | 2,411,382.20 | 81,000.00 | (2,330,382.20) |
| Expense | | | |
| Conference Costs | 775.82 | 0.00 | (775.82) |
| Total Computer Expense | 1,258.48 | 2,500.00 | 1,241.52 |
| Payroll Expenses | | | |
| Salaries | 83,615.39 | 112,500.00 | 28,884.61 |
| Payroll taxes | | | |
| Unemployment | 0.00 | 0.00 | 0.00 |
| Medicare | 783.78 | 0.00 | (783.78) |
| Payroll taxes - Other | 1,883.01 | 1,500.00 | (383.01) |
| Total Payroll taxes | 2,666.79 | 1,500.00 | (1,166.79) |
| Benefits | | | |
| T Pass Subsidy | 0.00 | 0.00 | 0.00 |
| Retirement | 0.00 | 0.00 | 0.00 |
| Insurance-Medical | 98,353.56 | 0.00 | (98,353.56) |
| Insurance-Dental | 0.00 | 0.00 | 0.00 |
| Disability Insurance | 0.00 | 0.00 | 0.00 |
| Total Benefits | 98,353.56 | 60,000.00 | (38,353.56) |
| Payroll Expenses - Other | 21,882.94 | 0.00 | (21,882.94) |
| Total Payroll Expenses | 206,518.68 | 174,000.00 | (32,518.68) |
| Bank Service Charges | 0.00 | 0.00 | 0.00 |
| Contract Labor | 0.00 | 0.00 | 0.00 |
| Contributions | 0.00 | 0.00 | 0.00 |
| Dues and Subscriptions | 600.00 | 200.00 | (400.00) |
| Equipment Rental | 5,710.24 | 4,000.00 | (1,710.24) |
| Insurance | | | |
| Liability Insurance | 9,965.98 | 14,000.00 | 4,034.02 |
| Insurance - Other | 0.00 | 0.00 | 0.00 |
| Total Insurance | 9,965.98 | 14,000.00 | 4,034.02 |
| Interest Expense | | | |
| Developmentment Dep.Interest | 0.00 | 0.00 | 0.00 |
| Interest Expense - Other | 0.00 | 0.00 | 0.00 |
| Total Interest Expense | 0.00 | 0.00 | 0.00 |
| Miscellaneous | 133.93 | 0.00 | (133.93) |
| Office Supplies | 500.00 | 1,000.00 | 500.00 |
| Office Expenses | 9,440.68 | 7,750.00 | (1,690.68) |
| Postage and Delivery | 333.34 | 1,000.00 | 666.66 |
| Printing and Reproduction | 888.89 | 500.00 | (388.89) |
| Professional Fees | | | |
| Accounting | 43,820.00 | 15,000.00 | (28,820.00) |
| Consulting | 19,217.71 | 0.00 | (19,217.71) |
| Legal Fees | 404,483.99 | 500,000.00 | 95,516.01 |
| Survey & Planning | 96,205.80 | 220,000.00 | 123,794.20 |
| Total Professional Fees | 563,727.50 | 735,000.00 | 171,272.50 |
| Property Manage. | 42,933.35 | 67,000.00 | 24,066.65 |
| Rent | 52,846.03 | 55,000.00 | 2,153.97 |
| Other Expenses | 722.91 | 0.00 | (722.91) |
| Marketing | 0.00 | 0.00 | 0.00 |
| Telephone | 8,969.51 | 10,000.00 | 1,030.49 |
| Travel & Ent | 0.00 | 0.00 | 0.00 |
| Holiday Event | 0.00 | 0.00 | 0.00 |
| Meals | 0.00 | 250.00 | 250.00 |
| Travel | 0.00 | 0.00 | 0.00 |
| Travel & Ent - Other | 0.00 | 0.00 | 0.00 |
| Total Travel & Ent | 0.00 | 250.00 | 250.00 |
| Utilities | | | |
| Gas and Electric | 4,270.55 | 5,600.00 | 1,329.45 |
| Water | 0.00 | 0.00 | 0.00 |
| Utilities - Other | 0.00 | 0.00 | 0.00 |
| Total Utilities | 4,270.55 | 5,600.00 | 1,329.45 |
| Total Expense | 909,595.89 | 1,077,800.00 | 168,204.11 |

3:26 PM

09/09/13

Accrual Basis

Cambridge Redevelopment Authority
Trial Balance (Unaudited)
As of August 31, 2013

| | Aug 31, 13 | |
|--------------------------------------|--------------|------------|
| | Debit | Credit |
| ECSB CD 3678471 | 804,660.25 | |
| ECSB CD #3679008 | 1,903,147.91 | |
| East Cambridge SB Adv Sav .4% | 554,727.06 | |
| Eastern Bank CD .2% 3 /13 | 250,297.38 | |
| Cambridge Trust CD Var. 10/14 | 251,187.04 | |
| East Boston S B Mon Mark 1.2% | 2,014,094.90 | |
| ECSB CD 3553088 .75% 6/13 | 0.00 | |
| Brookline Checking Account | 10.00 | |
| Winter Hill Bank CD .55% 6/13 | 206,365.00 | |
| First Commons Bk 15 MO 1.5% 311 | 0.00 | |
| Brookline Bank 15MO .95 9/13 | 259,613.27 | |
| East Camb SB 3509270 .60% 12/12 | 0.00 | |
| Bank of America CD 1% 4/10 | 0.00 | |
| Cambridge Savings Bk 1% 12/13 | 157,203.25 | |
| CDARS .45% 12/10 | 0.00 | |
| Treasury Direct 13 wks | 0.00 | |
| Treasury Direct 26 wks M 2/08 | 0.00 | |
| Leader Bank CD 1% M 02/14 | 252,767.48 | |
| Cambridge Savings 1% 2/15 | 2,015,091.70 | |
| East Camb CD 3169885 1% 3/14 | 0.00 | |
| Boston Private Bk 3.82 8/08 | 0.00 | |
| Boston Private Bk .4% 3/13 | 252,691.77 | |
| Citizens Bank Sweep | 0.00 | |
| Boston Private Bank & Trust Co. | 1,634,748.69 | |
| Cambridge Savings | 0.00 | |
| Cambridge Trust | 607,342.06 | |
| Checking-Citizens Bank | 143,954.32 | |
| Money Market-Cambridge Savings | 11,067.18 | |
| Petty Cash | 100.19 | |
| Advance to KSA | 2,500.00 | |
| Accounts Receivable | 2,341.62 | |
| Other receivables | 0.00 | |
| Prepaid expenses | 23,987.02 | |
| Property & Equipment | 14,972.15 | |
| Property & Equipment:Land | 249,724.92 | |
| Property & Equipment:Land:Net Assets | | 881,488.20 |
| Earned Fringe Benefit | 3,506.89 | |
| Accumulated Depreciation | | 14,972.15 |
| Security Deposit | 6,805.83 | |
| Accounts Payable | | 4,409.87 |
| Mastercard2033 | | 1,420.30 |
| Additional 2010 GFA Deposit | 0.00 | |
| Post Employment Bene Obligation | | 245,437.00 |
| Deposit Galaxy Park Repairs/Ins | | 1,166.52 |
| Deposit Held Parcel 2 | 0.00 | |
| Direct Deposit Liabilities | 0.00 | |
| Payroll Liability | 0.00 | |
| Line of Credit-Camb. Svgs Bank | 0.00 | |
| Deferred Costs | 0.00 | |
| Accrued expenses | 0.00 | |
| Credit Union | 0.00 | |
| Deposits held Parcel 3 & 4 | | 4,354.00 |
| Payroll Liabilities | | 354.29 |
| Payroll Liabilities:Vision WH | 47.92 | |
| Payroll Liabilities:Def Comp WH | 0.00 | |
| Payroll Liabilities:Dental WH | 300.35 | |
| Payroll Liabilities:Federal WH | | 620.00 |
| Payroll Liabilities:Medical 1 | 146.32 | |
| Payroll Liabilities:Medical 2 | 145.47 | |
| Payroll Liabilities:Medicare | | 200.02 |
| Payroll Liabilities:Misc WH | 0.00 | |
| Payroll Liabilities:Retire WH | | 1,474.93 |
| Payroll Liabilities:State WH | | 695.50 |
| Prepaid rental income | 0.00 | |

3:26 PM
09/09/13
Accrual Basis

Cambridge Redevelopment Authority
Trial Balance (Unaudited)
As of August 31, 2013

| | Aug 31, 13 | |
|---|----------------------|----------------------|
| | Debit | Credit |
| Deferred Compensation | | 3,506.89 |
| Opening Bal Equity | | 467,279.11 |
| Retained Earnings | | 8,179,184.91 |
| Uncategorized Income | 0.00 | |
| Development Agreements | | 2,329,326.20 |
| Reimbursed Expenses | | 56.00 |
| Rental Income | | 4,500.00 |
| Conference Costs | 775.82 | |
| Computer Expense | 71.12 | |
| Payroll Expenses | 22,472.37 | |
| Payroll Expenses:Salaries | 33,615.39 | |
| Payroll Expenses:Payroll taxes | 626.88 | |
| Payroll Expenses:Payroll taxes:Medicare | 783.78 | |
| Payroll Expenses:Benefits:Insurance-Medical | 71,686.86 | |
| Bank Service Charges | 1,475.30 | |
| Dues and Subscriptions | 600.00 | |
| Equipment Rental | 5,710.24 | |
| Insurance:Liability Insurance | 5,476.50 | |
| Miscellaneous | 375.83 | |
| Office Expenses | 5,932.25 | |
| Printing and Reproduction | 697.29 | |
| Professional Fees:Accounting | 28,820.00 | |
| Professional Fees:Consulting | 19,217.71 | |
| Professional Fees:Legal Fees | 238,698.15 | |
| Professional Fees:Survey & Planning | 21,176.21 | |
| Property Manage. | 18,999.50 | |
| Rent | 36,130.64 | |
| Telephone | 5,886.12 | |
| Travel & Ent:Meals | 0.00 | |
| Utilities:Gas and Electric | 2,356.97 | |
| Interest Income | | 5,429.14 |
| Other Expenses | 742.16 | |
| TOTAL | 12,145,875.03 | 12,145,875.03 |

STRATEGIC PLAN STATUS AND UPDATES

DRAFT

CRA Board Meeting
September 18, 2013

1. Mission
2. Operating Principles
3. Schedule
4. Next Steps



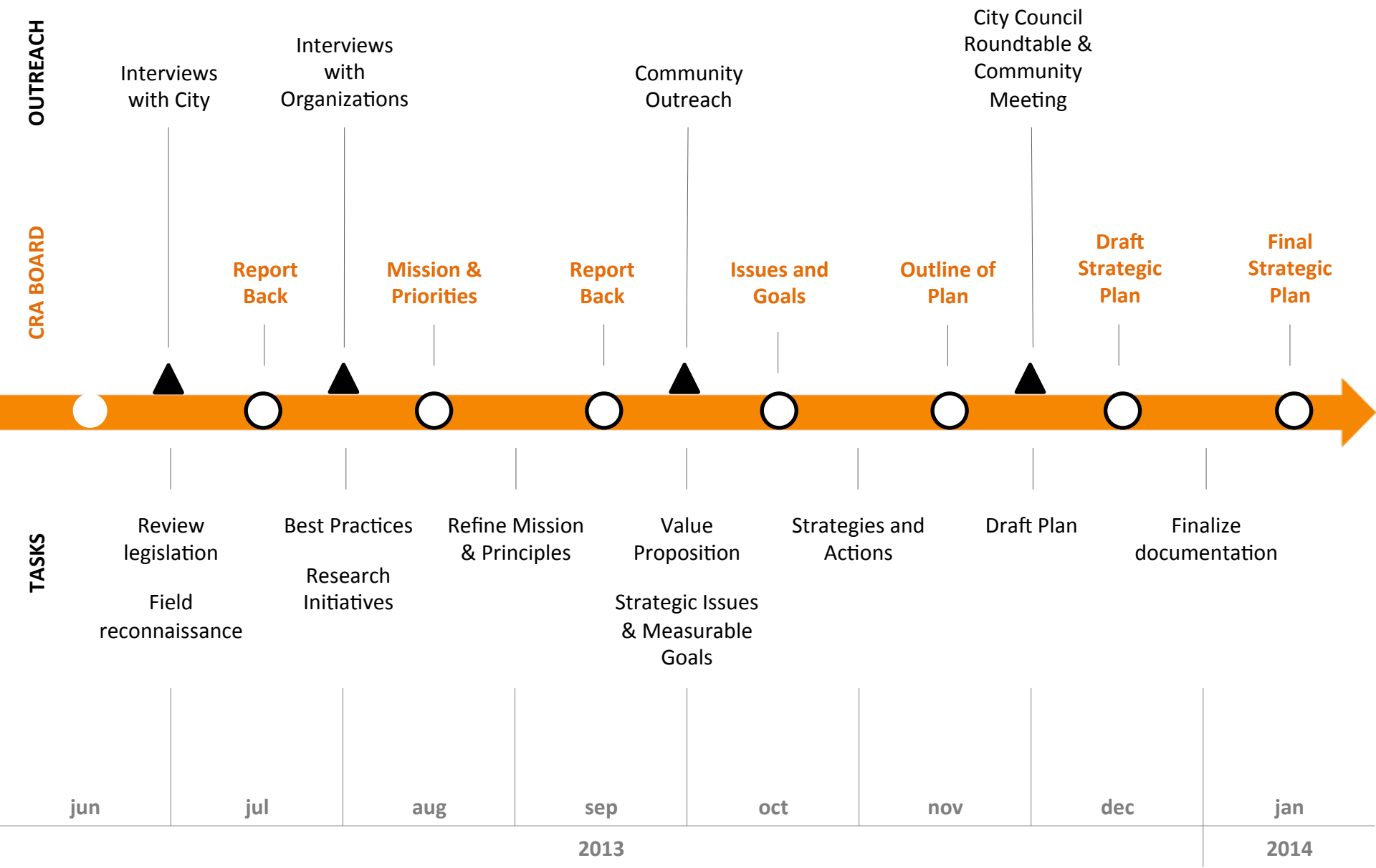
1. **Inspiration:** We are committed to implementing imaginative, creative initiatives to achieve social equity and a balanced economic ecosystem.
2. **Constituency:** We work in the public trust to bring a human dimension to development improving the quality of life for residents, businesses, employees, and visitors.
3. **Operations:** Our goal is to balance economic vibrancy, housing, and open space to create sustainable communities through new and revitalized development.
4. **Identity:** We are an independent, agile public authority bringing a unique set of redevelopment tools to work in close partnership with the City of Cambridge and other organizations.

The Cambridge Redevelopment Authority is committed to implementing imaginative, creative initiatives to achieve social equity and a balanced economic ecosystem. We work in the public trust to bring a human dimension to development improving the quality of life for residents, businesses, employees, and visitors. Our goal is to balance economic vibrancy, housing, and open space to create sustainable communities through new and revitalized development. We are an independent, agile public authority bringing a unique set of redevelopment tools to work in close partnership with the City of Cambridge and other organizations.

1. **Act:** Complement the City's planning role by focusing on implementation using redevelopment tools imaginatively.
2. **Operate with transparency:** Be visible and foster face to face relationships and a forum for discussing ideas.
3. **Maximize the public benefit:** Serve a broad public purpose with ethically sound practices in partnership with the City and others.
4. **Operate with fiscal responsibility:** Use our independent resources wisely to accomplish our mission.
5. **Set an example:** Through our actions, advance thinking on issues with long term consequences and within a larger context, be innovative yet with an awareness of history.

STRATEGIC PLAN PROCESS

DRAFT

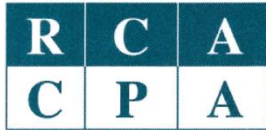


Tasks

- **Value Proposition:** Clarify unique role and strengths of CRA
- **Strategic Issues:** Identify difference between now and where CRA wants to be
- **Measurable Goals:** Establish operational goals given that context
- **Strategies and Actions:** Identify priorities and specific steps
- **Outline of Plan:** Summarize key elements of Strategic Plan
- **Draft and Final Plan:** Document findings and recommendations for Strategic Plan

Process

- **Community Outreach:** one on one meetings with neighborhood associations to listen
- **City Council Roundtable:** small group meeting with Councilors to present outline of plan
- **Community Meeting:** public workshop to present outline of plan



ROSELLI, CLARK & ASSOCIATES
CERTIFIED PUBLIC ACCOUNTANTS

500 West Cummings Park
Suite 4900
Woburn, MA 01801

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

September 1, 2013

Honorable Board of Directors
Cambridge Redevelopment Authority
Cambridge, Massachusetts

Dear Honorable Board:

The purpose of this correspondence is to highlight the concerns discussed with Mr. Tom Evans, Executive Redevelopment Officer regarding cost overruns incurred by our firm in completing the audits for the Cambridge Redevelopment Authority (Authority) for the fiscal years ended December 31, 2010, 2011 and 2012.

More specifically, the following were discussed:

1. In June 2012 we were contacted by Ms. Maura Ryan, Chief Fiscal Officer to determine if we would consider providing a 3 year quote for audit services. We expressed a positive interest in this endeavor and asked the typical due diligence questions and inquiries we would ask prior to submitting a quote.

Based on our conversation it was disclosed to us by Ms. Ryan that the prior auditor had never communicated material weaknesses or significant deficiencies, had never issued a report on internal control, and had never issued a management letter. She also indicated that there were no issues that in her opinion she felt would cause any inefficiencies in the audit process and the records were fairly clean. I also asked her to send us trial balances and the prior audit.

After we reviewed the files, and based on the above, we called Ms. Ryan back and asked her to confirm that it appeared there were no issues and that the records were fairly clean and that the audit would be fairly straight-forward. She indicated yes. As a result, we provided a quote that was similar to the prior auditor under the understanding that there would be minimal inefficiencies during the process.

Based on the results of the audit that may be reviewed in the Management Letter, we are of the opinion that Ms. Ryan did not provide the necessary disclosures for our firm to provide a quote that was fair and adequate, and thus underestimated the required to complete the authorities audit.

2. After the audit began, it was realized that the prior auditor had disputes with management that led the prior auditor to withdraw from their 2010 engagement and not issue a report. We discussed this issue with the prior auditor who indicated they would extend us the

right to review their work papers if the Authority decided to engage our firm to complete the 2010 audit. We provided the Authority with a reduced cost to perform this task under the understanding that the prior audit firm would provide us with access to their records. The Authority did request these services from us in May 2013.

After we were engaged, we attempted to contact the prior firm, both by email and phone but all attempts proved fruitless. Given that the Authority was under pressure to complete the audits, we proceeded to perform our procedures as scheduled without access to any prior year work papers. This resulted in additional hours beyond the original estimate.

3. During the audit it was learned that the Authority engaged Special Counsel to investigate the former Executive Director. Special Counsel requested our assistance during their investigation. While the direct interactions with Special Counsel have been limited to 7 or 8 phone conversations and an exit conference, each interaction required us to research our work papers, and due to the sensitivity and nature of the matter, discuss internally the interaction and document this for quality control purposes. In addition, our normal audit procedures became expanded beyond the routine procedures due to the results of our preliminary procedures. Participating in this process was not part of our original proposal or understanding.

In summary, the Authority's audits have been nothing close to average or ordinary as originally communicated by Ms. Ryan. Material weaknesses, significant deficiencies, Special Counsel Investigations, resignation of the Executive Director and entire staff, prior auditor disagreements and numerous internal control deficiencies have caused significant, unanticipated levels of effort. Despite this we never hesitated, complained or otherwise caused any delays that would cut short the ability to provide the Authority with a comprehensive thorough review of the entire operation in a timely manner.

Our original proposal provided an estimate to complete each year's audit at 100 hours. The 2010 audit was estimated at 75 hours based on co-operation from the prior auditor. Thus the total hours estimated was 275 hours to complete all three audits. As of August 31, 2013 we have incurred 371 hours and expect the job to approximate 380 hours or more prior to completion. Typically, in the first year of an engagement, we can sometimes expect to write-off 10 – 15% of our hours due to learning curve inefficiencies; however, actual hours incurred has thus far exceeded anticipated hours beyond that ratio. I believe we can all agree that given the risk associated with these audits and the comprehensive nature and diligence with which the results have been delivered that this rate is not an acceptable rate in this situation.

Based on this discussion, we hope that the Board would consider allowing us to realize a fair and equitable portion of the excess costs incurred. We would propose an estimated over-run in hours of 100 multiplied by the Partner rate listed in the proposal of \$125. This total of \$12,500 would then be written down by 50% so that both the Authority and our Firm would share in this cost bringing the settlement amount that we request to \$6,250.

In addition, we anticipate that in the near term, you will need to rely on us for certain accounting services as you transition to a new accounting professional including the assistance of providing the necessary entries to correct your internal ledgers as of December 31, 2012 or any additional services as your Special Counsel continues their investigation. In that regard, except for the exit

conference on September 18, which will not be billed, all other services (i.e. Special Council assistance, corrective action evaluation, mid-term review of accounting practices, etc.) that you request, will be billed at a rate of \$125 per hour effective September 1, we presently do not anticipate this amount to exceed \$5,000 based on conversations with Mr. Evans.

We have enjoyed providing services to the Authority and we hope you find that our services to date have been beneficial. We also hope this is the beginning of a mutually productive relationship.

Sincerely,

A handwritten signature in black ink, appearing to read "Chad Clark", written in a cursive style.

Chad Clark, CPA Partner