

Cambridge Redevelopment Authority  
Board Packet of Supporting Materials  
Meeting of October 16<sup>th</sup>, 2013

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i. Agenda

1. Draft minutes from the meeting of September 18, 2013
  2. Correspondence from Carol O'Hare on 9.28.13
  3. Monthly Report to the Board of the Executive Redevelopment Officer
  4. Budget Report - September 2013 Trial Balance / Cash Flow / Cash Schedule
  5. Strategic Planning
    - Draft Mission – Principles – Vision Document
    - Draft CRA Workflow Chart
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7. City of Cambridge Real Estate Disposition RFP Ames Street (Portion)
8. DPW Project Update Sheet
9. Microsoft Replacement Blade Sign – Revised Submission and photographs

*(Document numbering altered to reflect agenda item numbers)*

# Cambridge Redevelopment Authority

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## NOTICE OF MEETING

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

**Wednesday October 16, 2013 at 5:30 pm**

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

## AGENDA

### October 16, 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 September 18, 2013 \*

#### Communications

2. Correspondence dated September 28, 2013 from Carol O'Hare \*

#### Reports, Motions and Discussion Items:

3. Report: Monthly Report to the Board of the Executive Redevelopment Officer (Mr. Evans) \*
4. Report: On trial balance as of 9/30/13; CD Schedule/All Cash; & Cash Flow 2013 (Mr. Evans) \*
5. Discussion: Strategic planning process \* (Ms. Madden)
6. Motion: To authorize the Executive Redevelopment Officer to extend the employment contract for Kathryn Madden for four months in order to conduct additional community outreach and planning. \* (Mr. Evans)

7. Discussion: Ames Street Housing Financial Considerations (Mr. Evans, Boston Properties, Mr. Murphy) \*
8. Report: Update on One Cambridge Center / Main Street project proposals (Mr. Evans)
  - a) Main St. Streetscape Project Update
  - b) MBTA Head house signage
9. Motion: To grant approval for the installation of the proposed replacement blade sign for Microsoft Blade Sign on Main St. at One Cambridge Center (Boston Properties)
10. Report: Kendall Square Open Space (Mr. Crawford and Mr. Evans)
  - a) East Cambridge Open Space Committee
  - b) Grand Junction Rail Trail and CRA Parcels
11. Motion: To authorize the Executive Redevelopment Officer to amend the landscaping contract with Greenscape Landscape Design to provide for an additional \$10,000 of work including tree removal and interim improvements to the former Tot Lot site.
12. Motion: To authorize the Executive Redevelopment Officer to extend the Engineering Contract with Fay, Spofford, and Thorndike for one-year to complete the 2014 Annual Traffic Count, prepare a 20-year longitudinal report on Kendall Square and to update Grand Junction Trail proposal.

### Adjournment

(\*) Supporting material can be found at: [www.cambridgema.gov/cdd/zoninganddevelopment/cra](http://www.cambridgema.gov/cdd/zoninganddevelopment/cra)

### Next Meetings:

- 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, September 18, 2013; 5:30pm  
Volpe National Transportation Systems Center  
5 Broadway  
Cambridge, Massachusetts

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**DRAFT MEETING MINUTES**

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**Present**

Kathleen Born (Chair), Margaret Drury (Vice-Chair), Christopher Bator, Conrad Crawford, Barry Zevin  
Executive Redevelopment Officer Tom Evans, Kevin Conroy (Counsel, representing Foley Hoag),  
Chad Clark (Auditor, Roselli, Clark and Associates), CR Planning Consultant Kathryn Madden, CRA  
Design Consultant Charles Redmon, 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 (5:40).

**Public Comment**

Written materials related to comments entered into record.

**Steve Kaiser**

[The Chair noted past correspondence of 7/31 on agenda]  
Regarding strategic planning: While in support of the board planning process, Mr. Kaiser found  
alternatives to be missing, in terms of alternative funding or alternatives to free market approach.  
He encourages the board to look at various ways to structure future operations and offer choice,  
rather than single package, and then obtain feedback from the public. Although CR may be poised  
to expand its work, there is still much work to be done first in Kendall Square. CRA can take lead and  
help with better planning, which should precede zoning. Mr. Kaiser would like clarification of the  
meaning of "sound growth" and "transparency." Is also concerned about use of words such as  
"sustainable" "economic vibrancy" "frameworks." Regarding the list of projects to do in various  
timeframes, he pointed out the risk in certain projects and asked for additional alternatives.  
Concord Alewife is an area with planning and infrastructure issues; O'Brien highway corridor.  
Should include McGrath and what Somerville trying to do. The Osborn Triangle area is a concern  
because of high developer interest. Regarding the CR audit, he is concerned about escalating costs  
and the need to anticipate future expenses. Regarding freedom of information item on agenda, he  
is concerned that legal costs are expensive but has concerns about part activity relating to former  
executive director. He encourages the board continue on its positive track and to look into Article 7  
as it relates to Boston Properties activity.

### **Heather Hoffman**

The reconfiguration of the Marriott hotel lobby has made it difficult for many East Cambridge residents to get to and from Red Line, and she encourages CRA to make better so that the public can feel comfortable walking thru the lobby. While there is a sign for the rooftop garden, wayfinding is dropped inside the building. Concerned about the zoning petition, Ms. Hoffman pointed out ongoing discussion in *Boston Globe* regarding building heights and quality/appearance of tall buildings. While Kendall Square is encouraged as place for strategic tall buildings, current buildings are not memorable, and the community deserves better if the area is to realize its potential. CRA must insist on spectacular design for buildings and open spaces as a priority and hold developers to that standard. The community will show up at hearings to support something that they can be proud of. She is concerned that the zoning petition under discussion is a tool to obtain additional concessions from the City.

The Chair pointed out that on the issue of the Marriott lobby, CRA would like feedback from people that regularly pass through.

Public comment closed.

### **Acceptance of minutes:**

**Motion:** *T approve the minutes of most recent regularly scheduled meeting of the Authority on July 17, 2013*

**Vote:** *Approved. All in favor.*

**Motion:** *T approve the minutes of the Authority's strategic planning meeting on August 7, 2013*

**Vote:** *Approved. All in favor.*

### **Communications**

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

Mr. Evans noted that Mr. Levy published information based on his request and recognized that the CRA has worked with him.

**Motion:** *T place communications on file.*

**Vote:** *Approved. All in favor.*

### **Report of the Executive Redevelopment Officer**

After noting relevant meeting materials, Mr. Evans reported that office operations are going well with KSA sharing space. The audit has been under discussion and they are actively working on various elements such as tracking bank accounts, procurement process, and check signing. Materials have been in QuickBooks. They are working on the web site and populating with historical information, and keeping current with strategic planning process.

Regarding Rowland resolution, there has been a delay in the Rowland/Tercyack and they ask that it be tabled until October. They are meeting with the City's historian to talk about the interview process and documentation work continues.

Mr. Evans has been working actively on recruiting interns and seeks to rebuild collaboration with local institutions for interns. He is happy to review inquiries with the Personnel Committee and supports payment of living wage for interns. Fulltime position is not possible at this time but current budget will permit limited intern work. They have been focused primarily on strategic planning as well as some budget work.

At the October meeting, expect to spend significant time on strategic planning, and Mr. Evans anticipates Microsoft signage request and Open Space Committee report. They have been working on sign review policy with the Design Committee and hope to bring before board soon.

Work continues regarding the MXD petition and corresponding amendments to Urban Renewal Plan and design work following up on specific projects. The little gazebo remaining at former tot lot as created issues that must be resolve, and we may consider spending money to tear down or possibly to create a paved walkway there, as universal accessibility is an important issue; it may be possible to put up interim sign saying gazebo is closed.

Mr. Evans was unable to participate in August design review mtgs.

**Motion:** *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 running \$150,000 below budget for year, with many expenses down. He credited Susan Glazer for her efforts to reduce spending, closing contracts, subscriptions, etc.. Legal costs have held steady, and some retirement benefit payouts were higher than anticipated. The current rate of spending has been good news from budgeting standpoint and sets good target for next year's budgeting process. Additional land proceeds were entered into record for this year and also small rent contribution from KSA. He would like to meet regularly with the Finance committee to hone in on budget. They will look to what projects are coming up in the strategic plan and spend money programmatically rather than administratively.

Mr. Evans has been addressing issues related to recording interest credits in QuickBooks and has asked for motion from the board to authorize designated signatories on CRA accounts.

The Chair agreed that all signatory designations should be consistent with one person always accessible. The Vice Chair pointed out that the bylaws designate signatories but the board can make changes.

Mr. Evans read his prepared motion for the record:

**Motion** Designating the Chair, Kathy Born, Treasurer, Chris Bator and Assistant Treasurer, Conrad Crawford as the signatories of the certificate of deposit accounts held by the Authority. Further authorizing the Treasurer to establish a new certificate of deposit account with Boston Private Bank.

**Vote:** Approved. All in favor.

**Motion:** To place reports on file.

**Vote:** Approved. All in favor.

### **Strategic Planning Discussion**

Ms. Madden walked the board through materials in package, pointing out that everything is a draft. Addressing public comment, she noted that alternatives are challenging given a legally-constrained organizational structure. She encourages continued comments regarding whether CRA is on the right track and if things are missing (regarding alternatives). She intends to catch up with board members individually regarding mission statement comments. She seeks to address the inspiration, constituency, operations, and identity components, and expects to move to more pithy, specific and meaningful language as they move through process.

Discussion has focused on a balance between economic development, housing, and open space. She encourages the board to think about CRA's core issue. The next step is to write a year vision. In October the board will look at barriers to the vision, and also look at committee structure, policies, operational issues, staffing, technology and systems. The group has talked about projects as a tool for thinking about what kind of activities are appropriate. Members favor a mix of activities; financial sustainability is important. Members envision some advocacy and program work but also project and real estate work to sustain capital. The alternative would be to draw down and close shop, but they are looking toward sustaining CRA in the approaching budget.

There has been new thinking about the best approach to community outreach and they anticipate small meetings with neighborhood organizations and businesses leading into a public meeting (probably early December), by which time there would be more clarity around vision/goals. They expect plan would be drafted in December with final to be completed in January, somewhat later than originally discussed.

Continued board discussion about importance of community engagement, relationship building, representation from stakeholder groups, and connection with City Councilors. CRA will work with the Community Development Department to plan and execute the public meeting.

### **Report: On Financial Audits & corresponding Management Letters for Fiscal Years 2010, 2011, 2012**

Mr. Bator introduced Mr. Clark to present the audit report on behalf of Roselli, Clark and Associates. Mr. Bator noted the auditors' deliberate and careful process, reflecting the Finance Committee decision that it would be appropriate to retain new auditors for a fresh eye on CRA's financial situation. The firm of Roselli, Clark and Associates was selected through an RFP process, based on

Careful consideration of similar experience. The audit began and its scope expanded to include the 2011 audit in order to address past issues. As a result, the request and motion before the board is to enhance or amend their contract to cover expanded activities; the Finance Committee affirms that this is appropriate. With regard to the former director, the auditors have uncovered items that may be relevant for further board consideration, but comment at this time would be inappropriate because of ongoing activity. Mr. Bator noted that administrative procedures have been tightened to operate appropriately.

Mr. Clark distributed audit materials, walking through the highlights and providing explanation of services rendered. He addressed three sets of reports: 2010, 2011, 2012. For each year there is a report on the financial statements themselves and a report on internal control. The management letter for 2010/11 was issued as combined while 2011 is standalone for each of the 2 components.

The firm performed a financial statement audit in accordance with generally accepted standards for government auditing. This included a review of internal controls and major transactions. When they determine that there are material weaknesses and significant deficiencies, they are required to report to the executive entity of the agency audited. The CRA board has chosen to include such items in the materials for transparency purposes.

Issues discovered during the audit process included board meetings held without quorum, lack of compliance with procurement law, and improperly executed contracts, disbursements and salary increases, as well as a range of smaller procedures and expenditures inconsistent with public agency best practices. Mr. Clark noted that changes were instituted in 2012 to improve operational consistency. He advised the board regarding additional action to improve bank signatory procedures and considerations for strategic banking decisions. He also made additional suggestions regarding bookkeeping procedure, procurement, personnel practice, budgeting, and review of timesheets & bank statements. He also recommended development of a fraud policy for use as a risk assessment document.

Mr. Bator asked the Executive Redevelopment Officer to confirm that all current CRA holdings are in banks where they are fully insured. He further noted that the audit letters include the Authority's response to each item, many of which have been already addressed.

Mr. Clark affirmed that fieldwork concluded in June and that many issues uncovered have since changed. He noted the importance of CRA having a senior-level financial person to provide service to the board; this could be on a part-time basis at current level of operation.

Mr. Bator expressed his gratitude for the work done and the help given to CRA; as the management letter suggests, the board continues to be active regarding items of concern. Board members concurred regarding the level of care and thoroughness applied to the audit effort and the clarity of Mr. Clark's presentation, as well as the guidance provided for moving forward. Materials will be posted online and the public is invited to provide comment at the next meeting.



Mr. Clark noted that they are under contract for another year and will remain available to answer questions throughout year as they come up.

Mr. Bator commented that the board has welcomed the opportunity to learn during the audit procedure and is committed to ensure that as a public entity, they are doing everything the right way. They intend to move quickly on follow-up work and expect to be well on the way to “putting the house completely in order.”

**Motion:** *To thank the auditing firm of Roselli, Clark and Associates and to refer documents received tonight to the Finance Committee so that they can come back with a set of recommendations regarding refinement of procedures and a list of issues still outstanding.*

**Vote:** *Approved. All in favor.*

#### **Contract Amendment with Roseli, Clark and Associates for Additional Services**

Mr. Evans referred to the firm’s letter describing cost overruns related to the audit process, and proposal to split the cost of overruns with CRA, conduct the 2013 audit under contract agreement, and continue to work with the Authority on procedure refinements (while preserving independent relationship), setting aside funds for on-call advice. In this capacity, they can assist with the design of procedures and check to see that work is done in accordance, but CRA must be responsible for implementation.

**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.*

**Vote:** *Approved. All in favor*

#### **Longfellow Bridge Replacement Information Sign**

Mr. Evans noted removal of this agenda item as the proposed location of the sign has changed. A project update is scheduled to be given to the Kendall Square community on Thursday, September 26.

#### **EcoDistrict Summit Co-sponsorship**

Mr. Murphy provided background on Community Development Department work to establish an ecodistrict in the Kendall area, where there is a concentration of energy intensive uses. He discussed staff participation in ecodistrict incubator training in Portland, Oregon, the need to expand core stakeholder group, and preliminary exploration of potential sources of additional funding for implementation.

The board discussed details of the co-sponsorship terms, the goals of ecodistrict activity, interaction with the public, and the need to engage corporate members with language that resonates.

**Motion:** *To agree to become a co-sponsor with the City of Cambridge of the EcoDistricts Summit on November 12-14, 2011 in Boston, and to authorize the Executive Redevelopment Officer to contribute \$2,500 toward the conference sponsorship.*

**Vote:** *Approved. All in favor*

**Report on Design Review Committee review of Marriott Hotel Lobby Renovations Proposal**

Ms. Born referred to minutes submitted by design consultant Larry Bluestone, addressing three components of the Committee meeting: the Marriott, signage and wayfinding, and the concept of a restaurant at One Kendall Center.

Regarding hotel renovations, Ms. Born noted the importance of maintaining the ability for easy public passage through the lobby. Observing actual behavior at site, it appears that the path is not intuitive. There may be an opportunity to work to make the doors easier to navigate without negatively impacting climate control in the lobby. The Marriott is looking for resolution due to lead time required to order carpet for the passage.

The board discussed issues of accessibility/safety for public passage through Boston Properties facilities between Main Street and Broadway, as well as the hotel's operational need to periodically refresh common areas. They further noted that the goal of increasing permeability was part of the K2C2 planning process.

**Motion:** *T grant approval for the redesign of the Marriott Hotel Lobby at Two Cambridge Center conditioned on follow-up study of door design and Future planning for pedestrian improvements to an through the Cambridge Center West garage.*

**Vote:** *Approved. All in favor*

**Report on Design Review Committee Review of Kendall Center Signage & Wayfinding**

Ms. Born explained that this work comprised an update regarding previously submitted designs as described in the Bluestone notes. She further noted the desire for Boston Properties and their designers to coordinate carefully with City staff regarding wayfinding and freestanding kiosks. She didn't feel that the wayfinding system for the roof garden was where it should be, but it is still in progress and she wanted to report that the Committee was pleased with the process & commitment of Boston Properties to look at issues and offer high quality product. She anticipates another meeting will be scheduled.

Mr. Zevin noted that the Committee is interested in suggestions regarding the best way to identify garages, most of which have entrances on more than one street. Ms. Drury reminded that the wayfinding for public garden should specifically say that it is open to public and not just identify the roof garden.

Mr. Evans noted that issues are still unresolved for parcels 2 and and the re-naming of Cambridge Center. He expects that there will be formal submission of a full packet for board approval. Regarding the changing of building addresses, he reminded of the need to communicate to tenants and that it would be helpful to develop a strategy for doing so.

**Motion:** *T accept the report and place on file.*

**Vote:** *Approved. All in favor*

**Restaurant Concept for One Cambridge Center**

The board discussed this concept for the blank wall next to the T entrance, and its concerns about use of the sidewalk at this location and the City's most current plans for the area. Mr. Evans reported that they would be meeting with project manager Kathy Watkins to discuss the corner. With Point Park, the restaurant, T entry, and the proposed Microsoft blade sign, there is much going

o here. Ms. Born reported that the Committee was favorably inclined toward the restaurant concept if the physical issues could be resolved.

**Motion:** *To accept the report and place on file.*

**Vote:** *Approved. All in favor*

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

Ms. Timlin, in-house counsel for Boston Properties addressed the board regarding the zoning petition filed Monday, reiterating a commitment to further design refinement for the residential project. Boston Properties is interested in creating usable open space that works for the general public. Parking requirement within the petition is consistent with recent activity (K2C2 planning and MIT rezoning). Ms. Timlin noted the 60% loading area reduction to allow for shared loading docks and issues related to fast food restrictions, though portable food can be an effective tool to enliven the streetscape.

The City Council has referred the petition to committee. The Planning Board hearing is anticipated for end of October. The appraisal process continues; her understanding is that the goal of City is to have the appraisal and zoning process conclude at same meeting.

The board discussed public comment and the mandate for strong design as a goal for new development in the area. All acknowledged the potential for a beautiful building on this site; to this end, Boston Properties has selected New York architect with a record of accomplishment with residential buildings on similar sites. Board members further discussed the function of the building as residence and desirable place to live.

Regarding the Urban Renewal Plan amendment, Mr. Evans noted meeting material in the packet. One is the Redevelopment Plan as it stands today, showing amendments over time. The other document shows the proposed amendment and includes cleanup of unwieldy/nonconforming/inconsistent text.

The board determined it would be best to take no action on the Urban Renewal Plan until the City takes action on zoning; for the sake of simplicity of process and consistency of content. Board members felt it would be helpful to view a draft that visually distinguishes Ames Street changes from those that are considered cleanup items for the future. Mr. Evans will keep the board informed of Planning Board and Council action on matter.

**Discussion ended; matter placed on table.**

**Motion:** *To adjourn.(9:40 p.m.)*

**Vote:** *Approved. All in favor.*

Carol O'Hare <c.burchardohare@att.net>   
To: "Erin Baldassari" <ebaldassari@wickedlocal.com>  
Cc: "Amy Saltzman" <asaltzman@wickedlocal.com>, <tevans@cambridgeredevelopment.org>  
Baldassari: Your CRA report is right-on!

September 28, 2013 5:58 AM

6 Attachments, 175 KB

Good morning, Erin,

Your 9/19 story about Joseph Tulimieri is excellent - clear, comprehensive and well researched. It's a fine read.

I do think Mr. T's actions, as retired but part-time Executive Director, deserve a stronger word than "misdeeds." How about "defalcations"? Just kidding, but it's closer to the mark. I'll be curious about investigative follow-ups, perhaps like those following the Globe's in-depth coverage of Michael McLaughlin, the Chelsea Housing Authority's former Executive Director.

FYI, I had the "displeasure" of dealing with the dismissive, disdainful Joseph Tulimieri when I tried to find out how the CRA could have approved Microsoft's high, huge, glaring branding sign in the Kendall Sq. area so soon after the City Council was forced to rescind its "Building Identification Sign Zoning Amendment that would have permitted such signs along Memorial Drive. I'll bet Mr. T's tune has changed some.

As you know, much of the Kendall Sq. area is under the CRA's separate and distinct land-use/zoning jurisdiction. MS and its lawyer are sophisticated and found one of the weakest links in the City. And what did we get? See photo attachments. MS's sign is in-your-face and ME!-ME!-ME! compared with most of the other understated, branding signs of other bio- &-hi-tech corporations in the Kendall Sq. area. If the current CRA had been reviewing it, I'd bet they'd, at least, have required major down-toning, especially in light of the recent Memorial Drive sign battles.

As was suggested in the 2012 editorial, "**Google Connector: The baby is great, but the bathwater is dirty as hell,**" the reconstituted CRA has undertaken a review of many of Mr. T's "flying-solo-as-the-CRA" financial activities. <http://www.wickedlocal.com/cambridge/news/x1925498348/Editorial-Google-Connector-The-baby-is-great-but-the-bathwater-is-dirty-as-hell#ixzz289trA4z7>. The CRA's recent audit that you covered so well in your story addressed some of those activities. See my attached 2/27/13 memo to the CRA prompted by the Globe's Chelsea Housing Authority coverage and my 4/9/12 letter to the City Council.

I actually hoped the new CRA would review and reconsider MS's sign. After all, it's only a sign, not a building. They could at least have required MS to reduce its size and glare. With minimal expense, MS could even have just doused some of the light elements and installed a theater-type scrim to cut the glare.

Sincerely,

Carol O'Hare

**P.S. to Tom Evans:** Please transmit copies of this email to Ms. Born and the CRA Board members.

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## Audit exposes extent of ousted CRA director's misdeeds

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Photos

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Wicked Local staff photo by David Gordon

Looking toward MIT and the Charles River from the top of the Marriott Hotel in Kendall Square on a sunny April morning.

By Erin Baldassari/ebaldassari@wickedlocal.com

Wicked Local Cambridge

Posted Sep 19, 2013 @ 04:35 PM, Last update Sep 25, 2013 @ 01:20 PM

### Related Stories

[‘Outside organizations’ looking at Tulumieri’s pay: Former Cambridge redevelopment director to pay \\$80K for ‘overcompensation’;](#)  
[2nd probe launched into Cambridge Redevelopment Authority: Tulumieri leaves mixed legacy in wake of resignation](#)  
[UPDATED - Cambridge Redevelopment director gave himself \\$400K bonus, 11 percent increase before stepping down](#)

Cambridge —

A year after the former director of the Cambridge Redevelopment Authority (CRA) resigned amid salary and benefit concerns, a new audit reveals a laundry list of shoddy accounting and administrative practices. The audit details lavish holiday parties, credit card expenses that are unaccounted for, exorbitant contracts for services ranging from landscaping to lobbying, and blank checks that are missing from the books.

Completed by Certified Public Accountants, Roselli, Clark & Associates, and presented to the CRA board Wednesday, Sept. 19, the audit, which is broken into seven reports, paints a picture of a breakdown in governance, along with a disregard for both good accounting practices and state law.

Former CRA director Joseph Tulumieri resigned in September 2012 after a newly appointed board discovered he approved salary increases and a \$431,000 retirement payout for himself over a roughly two-and-a-half-year period while the board lacked a quorum of members and was no longer meeting actively. The authority’s special legal counsel, Donnelly, Conroy & Gelhaar, issued a demand letter in May asking him to return over \$80,000 from the unapproved raises and retirement payouts.

The audit lists several new areas that have been referred to the counsel for further investigation. CRA board chairwoman Kathleen Born would not say whether further demands or criminal charges are expected. In May, CRA treasurer Christopher Bator said “other entities” were looking into Tulumieri’s activities, but refused to name the agencies involved.

The full extent of the authority’s “deficiencies” during the time covered in the report is unknown. While the board lacked a quorum, Tulumieri not only signed his own timesheets, but was the sole signatory to bank accounts totaling millions of dollars. In December 2009, the authority had more than \$5 million spread out over more than a dozen bank accounts and no one was reviewing the bank statements, according to the audit and other records.

### Lobbyists and contractors

The audit only covers the authority’s fiscal years for 2010-2012, when the authority lacked a quorum of members on the board. The report lists, but does not name, two consulting companies that together made over \$169,000 in 2010 and \$158,000 in 2011 for “professional services related to programs of the Authority.”

According to the report, the original arrangement called for services not to exceed \$40,000. A search on OpenSecrets.org reveals payouts to Capital Partners Inc. in the amount of \$40,000 every year from 2007-2012 and over \$50,000 in 2007 for lobbying activities related to real estate.

In contrast, the amounts listed on the CRA’s books are more than double the amounts reported on OpenSecrets.org. According to documents obtained by the Chronicle, the CRA paid Capital Partners \$109,319 in 2010, \$108,000 in 2011 and \$72,000 in 2012. They paid a public relations firm \$60,000 in 2010 and \$50,000 in 2011, according to the same documents.

The authority rarely, if ever, put contracts for services out to bid, per state law, and sometimes services were rendered without contracts at all, according to the report. The audit points to several examples of contracts the authors describe as inordinately high. The authority paid over \$19,000 in 2010 and over \$15,500 in 2011 for informational technology services on four computers for three employees with "software no more complex than Quickbooks and Microsoft Office suite." It should be noted the authority also lacked a website during this time.

"It appears the authority may have received a more cost effective arrangement had it used the procedures under 30B (competitive bid) to procure these services," the audit reads. A similar trend was true for Internet and phone services for which the authority shelled out nearly \$9,000 in 2010 and over \$8,000 in 2011.

And the list continues: over \$200,000 in two years for engineering and design services, \$55,000 for landscaping, though the auditors were unable to find the original contract for the landscaping work. The report said the costs escalated in 2012, but did not provide figures.

#### Petty cash, parties and plants

The authority was loose with cash and lackadaisical with recording expenses paid out with checks, according to the audit.

Not only was a petty cash fund of \$100 reimbursed whenever it ran low, but the Tulimieri hosted holiday parties at Legal Seafoods in Kendall Square ranging in price from \$2,500-\$3,000, according to the audit and documents obtained by the Chronicle.

Tulimieri also had a habit of bringing his wife with him to business conferences around the country, using the authority's credit card to pay for plane tickets. While at least one of three airline tickets in question was reimbursed, two were not. Similarly, Tulimieri included his wife on the authority's cellphone plan, but did not reimburse the authority for several months of those charges.

Tulimieri routinely used the authority's credit card for travel, meals, lodging and online purchases but neglected to keep receipts for the expenses, making it "impossible to determine if the expenses were ordinary and necessary," according to the audit.

The authority spent between \$7,000-\$8,000 each year on subscriptions, and even hired someone to water the authority's four office plants at the rate of \$100 per month.

Missing from 2010's checkbook for the authority are 13 checks that were skipped. Of those, six were marked as void, while the remainder were left blank.

"This could be due to a number of different factors such as checks being destroyed in the check run, or checks being lost or checks being voided," the audit reads.

None of the checks were cashed or misappropriated, said CRA executive director Tom Evans, and the issue was corrected in 2011 and 2012.

#### Authority's response

Born said she knew something wasn't right when the new board was appointed in May 2012 after it came to light that the board hadn't been meeting for years.

"It's a real cleansing for us," Born said. "Almost from the beginning when this new board was seated, it felt like the house was not in order. I think we might not have known the extent to which it wasn't in order, but this audit helps."

Since then, the new board conducted a report on the authority's activities while the board lacked a quorum, hired an independent special counsel to investigate Tulimieri's salary increases and retirement payouts, and hired an independent auditor to perform the year-long audit of the authority's past three years.

The audit provides responses to each charge detailing places where contracts were severed, policies rectified or in some cases, instituted for the first time, and bylaws were updated.

Every issue raised in the report is being addressed, Evans said.

Check back in with the Cambridge Chronicle online at [wickedlocal.com/cambridge](http://wickedlocal.com/cambridge) for updates as this story evolves. Contact Cambridge Chronicle assistant editor Erin Baldassari at 617-629-3390 or [ebaldassari@wickedlocal.com](mailto:ebaldassari@wickedlocal.com), and follow her on Twitter: @e\_baldi.

Read more: <http://www.wickedlocal.com/cambridge/news/x1803293689/Audit-exposes-extent-of-ousted-CRA-director-s-misdeeds#ixzz2qOVK0zH6>

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## Cambridge Redevelopment Authority



Executive Redevelopment Office Report to the Board  
October 16, 2013

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### Contracting, Personnel, and General Administration

The CRA welcomes a new staff member to the office this month; intern Chris Colley is currently pursuing his Masters at Harvard's Graduate School of Design. His experience in real estate, community development and land use planning will assist Kathryn and I on efforts to initiate a couple key programs identifying in the Strategic Plan. Chris' arrival forced us to clean out the last office area. With Special Council permission we sent a large collection of boxes back to storage and with Boston Properties' assistance cleared out volumes of trash, recycling and electronic items.

We have a draft website running and a few screen shots are available for preview by the Board. We have a few content gaps to fill and final proofing work to conduct before going live, but our new URL will be [www.cambridgeredevelopment.org](http://www.cambridgeredevelopment.org) by the end of the month. I'd like to thank Cliff Cook and Pardis Safari at CDD for their assistance in hosting and updating our site over the past year. We will maintain active links to and from the City's website as well.

We are making a great deal of progress on the Strategic Plan especially as this plan impacts the CRA staff work program in the next year. I have drafted a job description for an Office Manager position and a Financial Officer scope of work. The administrative position will free myself up to do more programmatic work and should also be seem as a resource for the Board members as well. After discussions with the Financial Committee and Roselli, Clark and Associates it is proposed to hire a municipal accountant for a pulse of work to establish financial systems and policies as discussed below.

I've met with Sarah Boyer of the Cambridge Historical Commission to plan for oral history interviews and will be meeting with Charles Sullivan to discuss a program to archive photos and key documents related to the CRA history. I have spoken to Mr. Tercyak who has again asked to postpone the discussion of the proposed resolution on Mr. Rowland's behalf until our next meeting.

We have been conducting some significant records searches in two areas of past infrastructure and site preparation work conducted by the CRA. First I have been assisting the Harwell Homes Cooperative in their effort to document site clean-up records of Tracts 24 & 25 within the Wellington Harrington Urban Renewal Area, in order for them to prepare for their housing remodeling project. The second has been an effort to fully understand to parcels and street configuration in and the around Volpe Center, including the filling of the canal.

Finally, after a half dozen service calls from phone technicians, the CRA's main office line at 617.492.6800 is once again functioning.

### Policies and Procedures

The Financial Committee met on September 27, 2013 and discussed a set of action items to follow up on the Audit and Management letter. It is important to recognize the extensive response undertaken by the Board and CRA staff toward addressing the items identified in the 2010-2011 & 2012 Management letters. In this continued effort of management reform, below is a bullet list of action



items proposed to be undertaken before the end of the 2013 fiscal addressing issues identified in the audit:

- Revise Personnel Policy to address issues of benefit accrual, ethics, timesheet procedures and whistleblower protection
- Draft a 2014 Budget organized with clear project & administrative cost centers
- Solicit Bids for a Financial Management Consultant to assist the Executive Redevelopment Officer and CDD staff in revising the invoicing, purchase order, and payroll systems
- Draft financial policies including, an investment strategy, procurement policies and fiscal procedures manual
- Dispatch the Executive Redevelopment Officer to relevant 30B training sessions with the Massachusetts Office of the Inspector General
- Write Job Description and Advertise for part-time Office Manager and Senior Level Accountant
- Reconcile bank statements and clarify insurance coverage of each savings account
- Obtain Chair, Treasurer and Assistant Treasurer signatures for all accounts
- Conduct 2013 post-employment benefits liability calculation with Primoris Advisors
- Migrate Payroll Banking from Citizen's Bank to Boston Private Bank
- Reinstall GIC health care and long-term disability account for employees
- Seek policy direction from the Board regarding KSA costs carried by the CRA
- Draft an RFP for alternative uses of the CRA lot at Third and Binney

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

November	December
CRA Workflow Proposal	K2 MXD Zoning
2014 Budget	KSURP Amendment
Signage Review Procedure	Investment Policy
Personnel Policy	Records Management Protocol
Microsoft Signage	2014 Budget

#### Planning, Development, and Infrastructure Projects

The focus of policy discussions over the past couple weeks has been the Ames Street housing proposal. The city released its RFP for the disposition of a portion of the Ames Street right-of-way and proposals for acquisition and development are due by November 9, 2013. A series of meeting and hearing have been scheduled over the next few months regarding both the disposition process and the related MXD zoning petition. The CRA's potential participation in the project is to be discussed at the October meeting.

The Broadway streetscape construction is nearly complete and the final designs for Main Street are under development. The KSA, MassDOT, and DPW held a public workshop in September to discuss the status of the Longfellow Bridge and other roadway construction projects in the area. The general consensus of the meeting attendants was that overall the traffic management plan was overall functioning well.

The ground floor childcare space at 17 Cambridge Center has been completed and is happily occupied, as well as the new playground between 15 and 17 Cambridge Center. Additionally the Microsoft roof deck has also been completed and furnished.

4:36 PM

10/03/13

Accrual Basis

**Cambridge Redevelopment Authority**  
**Trial Balance (Unaudited)**  
**As of September 30, 2013**

	Sep 30, 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	250,567.14	
Cambridge Trust CD Var. 10/14	252,574.79	
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	261,879.06	
East Camb SB 3509270 .60% 12/12	0.00	
Bank of America CD 1% 4/10	0.00	
Cambridge Savings Bk 1% 12/13	158,651.06	
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	2,038,126.72	
East Camb CD 3169885 1% 3/14	0.00	
Boston Private Bk 3.82 8/08	0.00	
Boston Private Bk .4% 3/13	0.00	
Citizens Bank Sweep	0.00	
Boston Private Bank & Trust Co.	1,888,196.63	
Cambridge Savings	0.00	
Cambridge Trust	518,684.45	
Checking-Citizens Bank	130,995.03	
Money Market-Cambridge Savings	11,067.18	
Petty Cash	100.19	
Advance to KSA	2,500.00	
Accounts Receivable	1,510.84	
Other receivables	0.00	
Prepaid expenses	24,917.78	
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		6,962.31
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		333.61
Payroll Liabilities:Vision WH	47.92	
Payroll Liabilities:Def Comp WH	0.00	
Payroll Liabilities:Dental WH	300.35	
Payroll Liabilities:Federal WH		595.00
Payroll Liabilities:Medical 1	146.32	
Payroll Liabilities:Medical 2	145.47	
Payroll Liabilities:Medicare		195.18
Payroll Liabilities:Misc WH	0.00	
Payroll Liabilities:Retire WH		2,405.69
Payroll Liabilities:State WH		597.36
Prepaid rental income	0.00	

4:36 PM  
10/03/13  
Accrual Basis

**Cambridge Redevelopment Authority**  
**Trial Balance (Unaudited)**  
As of September 30, 2013

	Sep 30, 13	
	Debit	Credit
Deferred Compensation		3,506.89
Opening Bal Equity		467,279.11
Retained Earnings		8,178,674.94
Uncategorized Income	0.00	
Development Agreements		2,329,326.20
Miscellaneous Income		1,836.00
Reimbursed Expenses		56.00
Rental Income		5,836.00
Conference Costs	775.82	
Computer Expense	71.12	
Payroll Expenses	26,559.45	
Payroll Expenses:Salaries	43,076.93	
Payroll Expenses:Payroll taxes	626.88	
Payroll Expenses:Payroll taxes:Medicare	976.55	
Payroll Expenses:Benefits:Insurance-Medical	91,358.65	
Bank Service Charges	1,475.30	
Dues and Subscriptions	2,475.00	
Equipment Rental	6,760.77	
Insurance:Liability Insurance	6,662.75	
Miscellaneous	461.33	
Office Expenses	7,170.04	
Printing and Reproduction	697.29	
Professional Fees:Accounting	37,800.00	
Professional Fees:Consulting	21,016.44	
Professional Fees:Legal Fees	279,091.71	
Professional Fees:Survey & Planning	24,351.04	
Property Manage.	22,558.50	
Rent	45,163.70	
Telephone	7,234.14	
Travel & Ent:Meals	0.00	
Utilities:Gas and Electric	3,066.98	
Interest Income		35,101.41
Other Expenses	920.16	
<b>TOTAL</b>	<b>12,181,543.87</b>	<b>12,181,543.87</b>

No Maturity	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Feb-14	Mar-14	Oct-14	Feb-15
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[illegible]

Cambridge Redevelopment Authority  
CASH FLOW  
2013

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	11,302,811.11	11,216,581.07	11,130,351.03	\$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	3,172.00	500.00	500.00	1,000.00	9,672.00
	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 (a)	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	9,422.00	6,750.00	6,750.00	7,250.00	2,414,054.20
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	11,410,834.57	11,309,561.11	11,223,331.07	11,137,601.03	11,952,112.57
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	0.00	0.00	0.00	625.00	633.48
	Payroll Expenses													
	Salaries	0.00	0.00	0.00	0.00	9,461.54	9,461.54	5,230.77	9,461.54	9,461.54	12,500.00	12,500.00	12,500.00	80,576.93
	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	192.77	0.00	0.00	0.00	976.55
	Payroll taxes - Other	0.00	0.00	300.86	294.47	589.43	31.55	0.00	0.00	0.00	166.66	166.66	166.72	1,716.35
	Total Payroll taxes	0.00	0.00	300.86	294.47	726.62	235.80	222.38	219.96	192.77	166.66	166.66	166.72	2,692.90
	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	19,671.79	6,666.66	6,666.66	6,666.72	111,358.69
	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	19,671.79	6,666.66	6,666.66	6,666.72	111,358.69
	Payroll Expenses - Other	0.00	0.00	0.00	0.00	0.00	5,292.02	10,513.60	6,077.32	4,087.08	0.00	0.00	0.00	25,970.02
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	33,413.18	19,333.32	19,333.32	19,333.44	220,598.54
	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	1,875.00	0.00	0.00	0.00	2,475.00
	Equipment Rental	1,623.43	576.95	811.48	676.95	576.95	476.95	967.53	0.00	1,050.53	0.00	0.00	0.00	6,760.77
	Insurance													
	Liability Insurance	1,654.00	0.00	2,636.25	0.00	0.00	1,186.25	0.00	0.00	1,186.25	1,122.36	1,122.36	1,122.40	10,029.87
	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	1,186.25	1,122.36	1,122.36	1,122.40	10,029.87
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	85.50	0.00	0.00	0.00	219.43
	Office Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	250.00	250.00
	Office Expenses	-63.98	3,128.26	421.06	416.89	416.89	412.72	426.06	774.35	1,237.79	861.11	861.11	925.10	9,817.36
	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	0.00	47.88	47.88	47.96	841.01
	Professional Fees													
	Accounting	0.00	0.00	4,250.00	0.00	0.00	0.00	0.00	24,570.00	8,980.00	0.00	0.00	15,000.00	52,800.00

Cambridge Redevelopment Authority  
CASH FLOW  
2013

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
Consulting	11,000.00	0.00	5,550.63	0.00	1,240.50	0.00	1,426.58	0.00	1,798.73	0.00	0.00	0.00	21,016.44
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	40,393.56	41,446.46	41,446.46	41,446.46	403,431.09
Survey & Planning	2,668.75	0.00	0.00	1,280.00	0.00	3,846.13	0.00	13,381.33	3,174.83	18,757.38	18,757.38	18,757.45	80,623.25
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	54,347.12	60,203.84	60,203.84	75,203.91	557,870.78
Property Manage.	1,182.00	1,511.00	920.00	262.00	131.00	0.00	262.00	14,731.50	3,559.00	5,983.45	5,983.45	5,983.50	40,508.90
Rent	9,032.66	4,516.33	0.00	9,032.66	4,516.33	0.00	9,032.66	0.00	9,033.06	4,178.85	4,178.85	4,178.84	57,700.24
Other Expenses	-29.02	215.00	0.00	368.93	0.00	0.00	168.00	0.00	178.00	0.00	0.00	0.00	900.91
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	1,348.02	770.83	770.83	770.90	9,546.70
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	710.01	478.40	478.40	478.38	4,502.16
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	710.01	478.40	478.40	478.38	4,502.16
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	108,023.46	92,980.04	92,980.04	109,252.77	923,764.31
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	11,302,811.11	11,216,581.07	11,130,351.03	11,028,348.26	11,028,348.26

TH GASB 4 OPEB ACCRUAL IS AT \$245,437 A/O 12/31/2011 I WILL NEED TO BE FUNDED.  
POS EMPLOYMENT BENEFITS OTH THAN PENSION MAINLY HEALTH INSURANCE.

(a) Estimate

## CAMBRIDGE REDEVELOPMENT AUTHORITY

PREPARE 10/04/13	Forecas	2013	
	09 2013	BUDGET	VARIANCE
	TOTAL 9/30/13	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	9,672.00	6,000.00	(3,672.00)
Interest Income	75,000.00	75,000.00	0.00
Total Income	2,414,054.20	81,000.00	(2,333,054.20)
Expense			
Conference Costs	775.82	0.00	(775.82)
Total Computer Expense	633.48	2,500.00	1,866.52
Payroll Expenses			
Salaries	80,576.93	112,500.00	31,923.07
Payroll taxes			
Unemployment	0.00	0.00	0.00
Medicare	976.55	0.00	(976.55)
Payroll taxes - Other	1,716.35	1,500.00	(216.35)
Total Payroll taxes	2,692.90	1,500.00	(1,192.90)
Benefits			
T Pass Subsidy	0.00	0.00	0.00
Retirement	0.00	0.00	0.00
Insurance-Medical	111,358.69	0.00	(111,358.69)
Insurance-Dental	0.00	0.00	0.00
Disability Insurance	0.00	0.00	0.00
Total Benefits	111,358.69	60,000.00	(51,358.69)
Payroll Expenses - Other	25,970.02	0.00	(25,970.02)
Total Payroll Expenses	220,598.54	174,000.00	(46,598.54)
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	2,475.00	200.00	(2,275.00)
Equipment Rental	6,760.77	4,000.00	(2,760.77)
Insurance			
Liability Insurance	10,029.87	14,000.00	3,970.13
Insurance - Other	0.00	0.00	0.00
Total Insurance	10,029.87	14,000.00	3,970.13
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	219.43	0.00	(219.43)
Office Supplies	250.00	1,000.00	750.00
Office Expenses	9,817.36	7,750.00	(2,067.36)
Postage and Delivery	333.34	1,000.00	666.66
Printing and Reproduction	841.01	500.00	(341.01)
Professional Fees			
Accounting	52,800.00	15,000.00	(37,800.00)
Consulting	21,016.44	0.00	(21,016.44)
Legal Fees	403,431.09	500,000.00	96,568.91
Survey & Planning	80,623.25	220,000.00	139,376.75
Total Professional Fees	557,870.78	735,000.00	177,129.22
Property Manage.	40,508.90	67,000.00	26,491.10
Rent	57,700.24	55,000.00	(2,700.24)
Other Expenses	900.91	0.00	(900.91)
Marketing	0.00	0.00	0.00
Telephone	9,546.70	10,000.00	453.30
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	4,502.16	5,600.00	1,097.84
Water	0.00	0.00	0.00
Utilities - Other	0.00	0.00	0.00
Total Utilities	4,502.16	5,600.00	1,097.84
Total Expense	923,764.31	1,077,800.00	154,035.69

## VISION

*IN FIVE YEARS . . . The CRA will be engaged in multiple projects that together foster economic growth and development for the City of Cambridge. Through strategic community investments and real estate projects, the CRA will be creating landmark places with enduring urban design, vibrant civic spaces and sustainable infrastructure. With its unique ability to merge the public interest with private sector expertise, integrating socio-economic goals with market opportunities, the CRA will have made significant contributions toward improvement in the quality of the life for residents, employees, and visitors.*

*The CRA will be a well-known, trusted institution within the City and the region. It will be respected by residents, the business community, the City and other partners for its ability to act nimbly, to implement planning recommendations, and to improve the built environment of Cambridge. It will be a relatively small yet efficient, independent operation, with a well-regarded Board that will be responsive to community concerns and will ensure that its decisions are transparent and sound.*

*The overall mix of CRA projects will be the foundation for a sustainable business model that will generate revenue through project fees and third-party funding, while allowing the CRA to invest in small-scale initiatives related to its mission. The CRA staff will work in close partnership with the CDD and other City staff, and will manage a mixed workload that includes property management, real estate transactions, project management, community investment programs, design review, and longer-range strategic initiatives for key redevelopment areas.*

## MISSION

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 vitality, 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.

### Operating Principles:

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 Issues

##### *Identify issues and gaps between current status and CRA vision*

- Operations: staff allocation of time, internal capacity, upcoming office lease
- Financial: lack of a steady revenue source; depleted cash reserves over time; potential new development revenues
- Governance: decision-making process including committee reports and Board actions; forward calendar of regular business and new business on the Board agenda.
- Legal and Regulatory Environment: existing and proposed MXD/PUD zoning; UR Plan and Development Agreements and potential amendments; State directives and enabling legislation; ongoing look-backs
- Partners and Community: City goals and policies; neighborhood and partner interests and initiatives
- Real Estate Market: private sector interests; cost of land and development, especially for housing; economic cycles

# CRA Staffing and Workflow Projections

10/9/2013

ADMIN	FINANCIAL MANAGEMENT			
Office Management	Budget	Financial Systems & Analysis	Funds Management	Payroll / Benefits
Correspondence	Budget tracking & reports	Process Invoices/ Purchase Orders	Petty Cash	Admin/ Recordkeeping
Supply Requisitions	Quickbook/ Software Structure*	Encumbrances	Cash flow	Vendor Negotiations*
Filing Systems	Restructure and manage budget	Taxes	Banking & Insurance	Policies & Programs *
Subscriptions/ Memberships		Treasurer coordination	City Coordination	
Furniture/Layout		Cost reductions & operational improvements*	Equity and debt financing*	
Phone System		Accounting policies/procedures *	Invest funds*	
Equipment		Facilitate Audit		
Timesheets/Payroll				
Records/Archives				
Space/Lease*				
Software/IT*				
Insurance*				
Website*				

Management
Board Oversight & Working Committees

## Key

\* Potential Outsource

Entry Level	Mid Level	Executive Level	Board Level
-------------	-----------	-----------------	-------------

## CRA Staffing and Workflow Projections

10/9/2013

HUMAN RESOURCES		BOARD		
Recruiting/Staffing	Employee Relations	Membership	Committees	Meetings
Advertise	Performance Review	DCHD notice	Logistics (time and location)	Logistics (location, food, notice)
Screen	Compliance: employees & contractors*	Trainings	Agendas	Archive past meeting
Job Description	Policies and Procedures*	Nominations (State Appt.)	Strategy: Finance, Exec/Personnel, Legal, Design, Infrastructure Committees	Minutes
Interview				Agendas
Select				Exec. Officer Reports
Train				Annual Report/ Annual Meeting
				Annual Strategy

Management
Board Oversight & Working Committees

### Key

\* Potential Outsource

Entry Level	Mid Level	Executive Level	Board Level
-------------	-----------	-----------------	-------------

## CRA Staffing and Workflow Projections

10/9/2013

PROGRAMS AND PROJECTS		
Project Management	Program Mgmt	Property Mgmt
Administrative Tasks	Administrative Tasks	Administrative Tasks
Predevelopment Activities	Program Policies & Procedures	Lease Negotiations
Pre-Development Cooperation Agreements	Applications Process	Tenant Relations
Project Team	Loan Reviews	Vendor Contracts
Due Diligence	Financial Management	Maintenance & Repairs
Project Viability		Security Systems
Funding		Financial Management
Schedule and Phasing		
Conceptual Design Review		
Developer RFP Process		
Development Agreements		
Project Monitoring		

Management
Board Oversight & Working Committees

### Key

\* Potential Outsource

Entry Level
Mid Level
Executive Level
Board Level

ACTIVE INITIATIVES								
Project/Program Management	KS Design Review	Ames St	Foundary	Volpe	K2 Zoning	Linear Park	Point Park	Comm. Loan Grant
Administrative Tasks (schedule meetings, manage files, contacts, etc.)								
Participate in Predevelopment Actions (City Coordination, Site Tours, Best Practices, etc.)								
Draft Cooperation Agreements, Partnerships, and/or Terms								
Assemble / Coordinate Project Team								
Conduct Due Diligence (Engineering, Environmental, Traffic, Land Ownership, Dispositions, Zoning, Entitlements, etc.)								
Evaluate Project Viability (Program, Financial Feasibility, Partners, Deal Structure, Goals, etc.)								
Identify 3rd Party Funding Sources (MassDevelopment, Tax Credits, etc.)								
Establish Schedule and Phasing								
Prepare or Review Conceptual Designs								
Draft Applications or Developer RFP, Review, and Select								
Negotiate Development Agreements								
Monitor Project Progress; Change Process as necessary; Wrap-up								

Key

Immediate Actions



Potential Actions



FILE NO. 6217  
CITY OF CAMBRIDGE  
REAL ESTATE DISPOSITION  
REQUEST FOR PROPOSALS

Ames Street (Portion)

**SECTION 1. OVERVIEW**

The purpose of this Request for Proposals (RFP) is to solicit proposals for the disposition of property owned by the City of Cambridge ("the City") consisting of approximately 8,660 square feet of land. The property available for disposition includes a portion of the existing Ames Street public way bounded by the easterly sideline of Ames Street to the east, a line parallel to and twenty (20) feet west of the easterly sideline of Ames Street to the west, the southerly sideline of Broadway to the north and the northerly sideline of Main Street to the south (the "Property").

The City will consider selling this Property and to discontinuing this portion of Ames Street as a public way in order to allow the development of a residential building with ground floor retail uses on the disposed Property and adjacent parcels. Building design will be subject to review and approval by the Planning Board, based on applicable zoning requirements.

Offerors must meet all minimum evaluation criteria, must complete the enclosed proposal form and price summary form, and must include the requested documents. The City has attempted in this RFP to be as accurate as possible, but is not responsible for any unintentional errors herein. No statement in this document shall imply a guarantee or commitment on the part of the City as to potential relief from state, federal or local regulations.

**SECTION 2. INSTRUCTIONS TO OFFERORS**

- 2.1. Failure to complete the attached form, to answer any question, or to provide the documentation required will be deemed non-responsive and result in an automatic rejection of the proposal unless the City determines that such failure constitutes a minor informality, as defined in and pursuant to M.G.L. c.30B.
- 2.2. All requests for clarification or any questions about information contained in this RFP must be submitted in writing and addressed to Cynthia Griffin, Purchasing Agent, City of Cambridge, City Hall, 795 Massachusetts Avenue, Cambridge, MA 02139 (FAX: 349-4008). No requests or questions will be accepted after **Monday, October 28, 2013 by 4:00 PM**. The name, address, telephone number and FAX number (if available and email address of the person to whom such additional information should be sent must be provided by the offeror. An Addendum with questions and answers will be mailed to all offerors on record and posted to the Purchasing website.

- 2.3. Five copies of the proposal must be received by Cynthia Griffin, Purchasing Agent, City of Cambridge, Third Floor of City Hall **prior to 10:00 AM on Friday, November 8, 2013** Proposals must be delivered in a sealed package labeled "Proposal for Disposition of Real Estate. "Late proposals will not be considered.
- 2.4. Offerors may correct, modify or withdraw proposals prior to the proposal opening. An offeror who wishes to withdraw a proposal must make the request in writing. Any corrections or modifications to a proposal must be submitted in writing. Corrections or modifications must be in a sealed envelope when submitted.
- 2.5. An offeror's proposal will remain in effect for a period of 90 calendar days from the deadline for submission of proposals or until it is formally withdrawn, a contract (Purchase and Sale Agreement) is executed or this RFP is canceled, whichever occurs first.

### **SECTION 3. EVALUATION OF THE PROPOSALS**

All proposals will be reviewed in accordance with M.G.L. c. 30B by an Evaluation Committee, and final selection will be based upon an evaluation and analysis of the information and materials required under this RFP. The bid may be awarded only to an offeror who meets the minimum evaluation criteria, submits the required documents, has the demonstrated experience and resources to fulfill the contract, and best meets the comparative evaluation criteria.

The City may award a bid to only one responsive and responsible, eligible offeror. The City reserves the right to reject any and all proposals if it determines that it is in the best interest of the City to do so. The City also reserves the right to waive any informalities in the proposal process or to accept the proposal deemed to be in the best interest of the City.

### **SECTION 4. DESCRIPTION OF PROPERTY TO BE DISPOSED**

#### 4.1 Overview

The City Property to be disposed consists of approximately 8,660 square feet of land, described as a portion of the existing Ames Street public way bounded by the easterly sideline of Ames Street to the east, a line parallel to and twenty (20) feet west of the easterly sideline of Ames Street to the west, the southerly sideline of Broadway to the north and the northerly sideline of Main Street to the south.

#### 4.2 Ames Street

At present, this segment of Ames Street is used for vehicular, pedestrian and bicycle traffic, providing a through connection from Main Street to Broadway and parking and loading access to the parking garage at Cambridge Center and adjacent uses. Six (6) public on-street metered parking spaces are also present on this segment of Ames Street. This segment of Ames Street is shown on Assessor's Map #44.

The surface of this segment of Ames Street has asphalt paving, brick-pave sidewalks and granite curbing in parts, as well as street lighting, trees, regulatory signage, fire hydrants and safety bollards at curb cuts. There are existing public utilities and conduits below the surface of this segment of Ames Street, including drainage, sewer, water service, electric, telephone, fiber optic and high-pressure gas.

#### 4.3 Zoning Status

The Property to be disposed is located in the Mixed Use Development District: Cambridge Center (MXD), which allows for a mix of uses across a master-planned development area. The regulations for this district are contained within Article 14.000 of the Cambridge Zoning Ordinance.

#### 4.4 Discontinuance of Street as a Public Way

Ames Street is currently a public way; discontinuance of this segment of Ames Street as a public way requires a two thirds vote of the City Council. The City Manager intends to request the discontinuance of this segment of Ames Street as a public way in connection with this disposition. This disposition is contingent on the discontinuance of the specified portion of Ames Street as a public way.

### **SECTION 5. CONTRACT TERMS & CONDITIONS**

- 5.1 Upon the conditional designation of the successful offeror, the City will enter into a Disposition Agreement with the successful offeror contingent upon matters set forth in this RFP.
- 5.2 This Agreement will require a \$150,000 good faith deposit to be held in escrow in an interest bearing account. The successful offeror will be responsible for obtaining the necessary approvals for all permits for the proposed use of the site and for paying the out of pocket costs incurred by the City in connection with the disposition process, including attorneys' fees, appraisers' fees, and any other consultants' fees. The deposit shall be refunded if the conveyances, discontinuance and permits are not granted by the City Council and other applicable authorities, within 12 months of the conditional designation of the successful offeror. The deposit and interest shall be applied to payment of the City's costs set forth above and any remaining amount of the deposit and interest shall be applied to the full purchase price at the closing.
- 5.3 Disposition shall be subject to the discontinuance of the specified segment of Ames Street as a public way; this requires a two thirds vote of the City Council.
- 5.4 Disposition shall be conditioned upon use of the Property, in conjunction with adjacent parcels, for the construction of a new multifamily residential building with retail uses at the ground floor with pedestrian entrances onto Ames Street, as permitted by applicable zoning regulations. No alternate uses or development shall be allowed on the Property.



- 5.5 Final disposition of the Property shall be subject to the procedural requirements set forth in Section 2.110.010 et. seq. of the Cambridge Municipal Code, titled "Disposition of City Property." Disposition of the Property requires a two-thirds vote of the City Council. Disposition of the Property shall be subject to any further such restrictions that may be deemed reasonable by the City Council and accepted by the successful offeror which may be identified during the public processes necessary for the disposition of the Property.
- 5.6 The successful offeror must receive a special permit from the Planning Board pursuant to the project review requirements set forth in the Zoning Ordinance applicable to the residential development described above. Nothing in the Disposition Agreement shall prevent the Planning Board from imposing special permit conditions as would be customary to a project of this type.
- 5.7 Disposition of the Property shall be subject to the agreement by the successful offeror to undertake the following infrastructure reconstruction on Ames Street in conjunction with its development of the site at the successful offeror's sole cost and expense, with final construction plans to be approved in writing by the Cambridge Department of Public Works:
- (a) Relocation of all existing utility or sub-surface easements on the Property, as approved by the City, at the successful offeror's own expense in conjunction with its development of the project site.
  - (b) Full reconstruction of the sidewalks on the eastern side of Ames Street, subject to final plans satisfactory to and approved in writing by the City. Sidewalk improvements shall include tree plantings (in the manner recently installed on Main Street), installation of city standard parking meters, and installation of bicycle racks.
  - (c) Sidewalks on the western side of Ames Street shall also be reconstructed, but only to the extent that they are disturbed in the course of completing the utility relocation described further above.
  - (d) Reconstruction of the Ames Street carriageway, subject to approval of final plans in writing by the City.
  - (e) Replacement of traffic signals at the intersections of Ames Street and Broadway and Ames Street and Main Street, subject to final written approval by the City.
  - (f) Installation of new streetlight poles and lamp heads on both sides of Ames Street pursuant to the City's current standards for LED lighting and the final written approval of the City.
- 5.8 Prior to any construction activities, the successful offeror shall agree to maintain public sidewalk access on the Property at a standard and on terms and conditions acceptable to the City, and during the course of construction, the successful offeror shall agree to provide and maintain pedestrian access routes in accordance with a construction management plan that will be approved in writing by the City.
- 5.9 The successful offeror shall be responsible for all soil disposal and any associated environmental containment or remediation required as a consequence of any

construction that takes place on the Property. Prior to closing, the successful offeror will have the right to perform its own environmental testing, bearing the costs of any expenses associated with additional testing. If the testing reveals hazardous material or environmental contamination by a substance that has not previously been identified as existing or possibly existing on the Property that would cost more than \$500,000 to contain or remediate, the successful offeror will have the right to terminate the Disposition Agreement and receive its deposit back, unless the contamination is determined to be as a result of City operations; in which case, the City shall have the option to contain or remediate the hazardous material or environmental contamination in compliance with the Massachusetts Contingency Plan, Chapter 21E and the successful offeror shall not have the right to terminate the Disposition Agreement or receive its deposit back.

- 5.10 In order to protect the City's financial interests, the successful offeror must agree that if any part of the development site is put up for resale in the future, the Property must first be offered to the City on the following terms:

Until the end of five years from the time the transaction closes, the sale price (received by the City for this sale) plus the seller's costs of acquisition, resale and site improvements, adjusted by the change in the consumer price index over the period.

- 5.11 **Rule for Award.** The most advantageous proposal from a responsive and responsible offeror, taking into consideration price and all other evaluation criteria set forth in this Request for Proposals will be selected.

## SECTION 6. EVALUATION CRITERIA

The purpose of information requested in this section is to assist the City in evaluating each proposal. Each proposal shall be evaluated based upon the price offered for the Property by the offeror in conjunction with the other comparative evaluation criteria set forth herein. Responses to the following areas should be complete and full:

- 6.1 **Ability to develop:** A proposal shall be evaluated based on the offeror's ability to assemble the Property to be disposed with adjacent properties under the offeror's ownership or control in order to enable the construction of a multifamily residential building of approximately two hundred thousand (200,000) or more square feet with ground floor retail uses.

A rating of Highly Advantageous will be given if the offeror can demonstrate the capability of constructing the project described above.

A rating of Not Advantageous will be given if no sufficient evidence has been provided demonstrating that the offeror can feasibly enable the project to be constructed as described above.

- 6.2 **Enhancement of the Urban Environment in Kendall Square.** The design concept shall be evaluated against the Citywide Urban Design Objectives set forth in Article 19.000 of the Zoning Ordinance, the Eastern Cambridge Design Guidelines, and the Kendall Square Urban Design Guidelines, and any additional urban design principles established by the City for this area.

A rating of Highly Advantageous will be given for an extraordinarily successful concept that fully conforms to the citywide and area-specific urban design principles.

A rating of Advantageous will be given for a design concept that meets the intent of the citywide and area-specific urban design principles in a better than average manner.

A rating of Not Advantageous will be given for a design concept that only fairly or poorly addresses the citywide and area-specific urban design principles.

A rating of Unacceptable will be given for a design concept that does not at all respond favorably to the citywide and area-specific urban design principles.

## **SECTION 7. DOCUMENT SUBMISSION REQUIREMENTS**

The following documents must accompany the proposal. Failure to provide any of the requested documents may result in the determination that the offeror is non-responsive.

1. Description of development intent and development concept, both in narrative form and sketch plans.
2. Proposal Form
3. Price Summary Form
4. Disclosure of Beneficial Interest pursuant to G.L. c. 7 § 40J
5. Ownership Certificate demonstrating control of adjacent land
6. A copy of the most recent annual financial report (audited or reviewed by a Certified Public Accountant).
7. A list of three financial references, including contact name and telephone number. The City may contact the references in determining whether the offeror is responsible.

CITY OF CAMBRIDGE, PURCHASING DEPARTMENT  
795 MASSACHUSETTS AVENUE, RM. 303  
CAMBRIDGE, MA 02139

PROPOSAL FORM FOR THE DISPOSITION OF REAL ESTATE  
Ames Street (Portion)

1. Name of person submitting proposal: \_\_\_\_\_  
  
Address: \_\_\_\_\_  
\_\_\_\_\_  
  
Telephone: \_\_\_\_\_
2. Please check one of the following:  
  
( ) Corporation, incorporated in the State of: \_\_\_\_\_  
  
( ) Partnership, names of partners are: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
  
( ) Individual  
  
( ) Other: \_\_\_\_\_

Submit this form with your proposal.

**3. Minimum Evaluation Criteria**

The City of Cambridge will reject any proposal that does not meet the minimum evaluation criteria. A "NO" response or a failure to respond to any of the following minimum evaluation criteria will result in a rejection of your proposal.

Please check YES or NO for each of the minimum criteria listed below:

- A. The offeror has sufficient assets to undertake this project, as demonstrated by its latest annual financial report (audited or reviewed by a Certified Public Accountant).

YES \_\_\_\_ NO \_\_\_\_

- B. The offeror has demonstrated that it controls land resources necessary to undertake this project, as demonstrated by a duly notarized certificate of ownership.

YES \_\_\_\_ NO \_\_\_\_

**Submit this form with your proposal.**

The undersigned certifies under penalties of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity or group of individuals. As required by M.G.L. c. 62C, Section 49A, the undersigned also certifies under the penalties of perjury that the offeror has complied with all laws of the Commonwealth relating to taxes.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name of person signing proposal

\_\_\_\_\_  
Title of officer signing for firm, if applicable

\_\_\_\_\_  
Name of business, if applicable

\_\_\_\_\_  
Address

\_\_\_\_\_

\_\_\_\_\_  
Signature of all firm partners, if applicable

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Submit this form with your proposal.**

### INSTRUCTIONS for PRICE SUMMARY FORM

The attached price summary form must be submitted with the offeror's proposal. Failure to adhere to this instruction will result in automatic disqualification of your proposal. The price summary form must provide (on the attached worksheet):

- a. Your cash offer
- b. A gross square foot breakdown of the anticipated use of the Development Site (consisting of the Property along with adjacent properties on which construction will occur), by the categories listed below.
  - Multifamily dwellings
  - Retail
  - Other
- c. A plan of adjacent parcels owned or otherwise controlled by the bidder, with ownership certificates, deeds, or other documents evidencing your ability to use the disposed Property, and that will be used in conjunction with the disposed Property, to accommodate the anticipated development.
- d. Schematic plans, elevations and other drawings describing the development that is proposed on the Property, along with adjacent properties.
- e. A schedule indicating when the anticipated development will be completed.

**PRICE SUMMMARY FORM**

(A) *Cash offer* \$ \_\_\_\_\_

*in words* ( \_\_\_\_\_ )

B. *Anticipated use of Property*

Indicate the percentage of Development Site (consisting of the Property along with adjacent properties on which construction will occur), by Gross Floor Area, to be used in the following ways:

Multifamily dwellings \_\_\_\_\_ %

Retail \_\_\_\_\_ %

Other (specify): \_\_\_\_\_ %

Signature of Offeror: \_\_\_\_\_

**Submit this form with your proposal.**



# Kendall Square Construction Update !

September 2013

---

## Current and Future Construction Projects

### A. Binney St – First St to Third St

- Utility construction is underway. Crews are working on Binney between Land Blvd and First St.
- First phase will be predominantly located south of the median, affecting eastbound traffic.
- New stormwater line, sidewalk and roadway reconstruction, cycle tracks, landscaping and street lighting.

### B. Broadway – Ames St to Third St

- Crews are working on the crosswalk near the Marriott, and brick sidewalk edging near Ames St. Road reconstruction will begin end of September, paving early October.
- Project includes sidewalk and roadway reconstruction, improvements to the Volpe crosswalk, bike lanes and taxi stand, landscaping and street lighting.
- Scheduled to be completed: October 2013.

### C. Land Boulevard – at Binney St

- Major utility construction is complete. Surface improvements have begun and will continue into October. Paving expected to take place in late October.
- Project includes new stormwater outfall and improvements to existing stormwater system, new street and sidewalks.
- Scheduled to be completed: November 2013

### D. Longfellow Bridge – MassDOT Project

- Cambridge-bound detour in effect. Traffic monitoring ongoing.
- See updated project website for information:  
<http://www.massdot.state.ma.us/charlesriverbridges/LongfellowBridge.aspx>

### E. Main Street – Ames St to Third St

- Construction scheduled to begin: Spring 2014
- Project includes sidewalk and roadway reconstruction, new connection from Third St to Main St, enhanced tree plantings and street lighting.

### F. Veolia Steam Line – Land Blvd, Charles River Dam Rd (*not included on map*)

- Construction ongoing. Night work at Land Blvd and Charles River Dam Rd will continue into October.
- Includes new steam line from Kendall Square into Boston
- Scheduled to be completed: October 2013 (including Nashua St work)

Please contact Kelly Dunn, DPW Community Relations Manager, if you would like to receive updates related to construction projects in Kendall Square: [kdunn@cambridgema.gov](mailto:kdunn@cambridgema.gov)  
[www.cambridgema.gov/theworks](http://www.cambridgema.gov/theworks)

# Kendall Square Construction Projects !









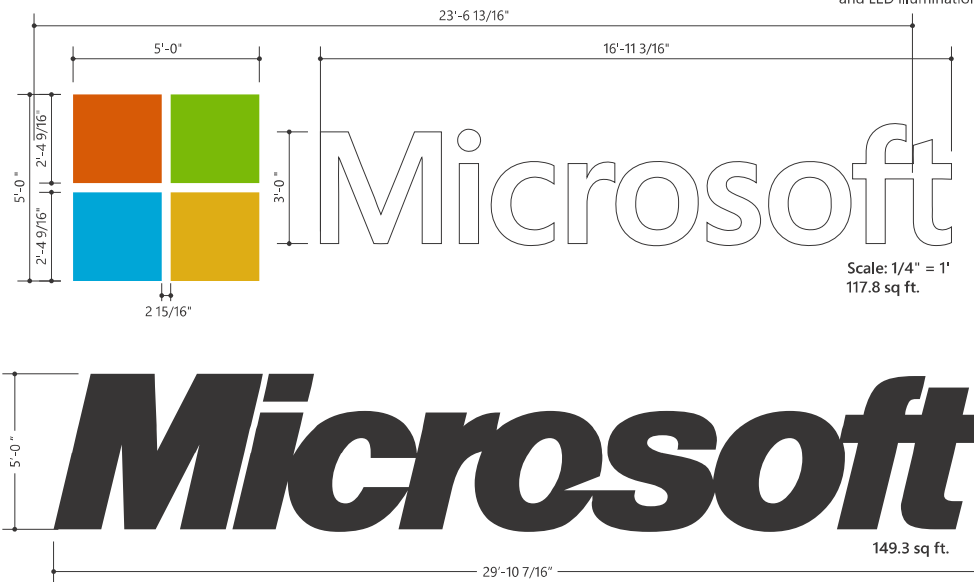
### E1a Illuminated Letterset for Building Facade

### - Signage Rebrand Strategy

Remove existing illuminated letterset from steel support structure. Install new illuminated letterset with aluminum returns and backs. Faces to be 3/16" translucent white acrylic with translucent films applied first surface to logo elements. Returns painted to match fascia color. Illumination to be provided by white LED units. Trim caps to match face colors.

### - Colors

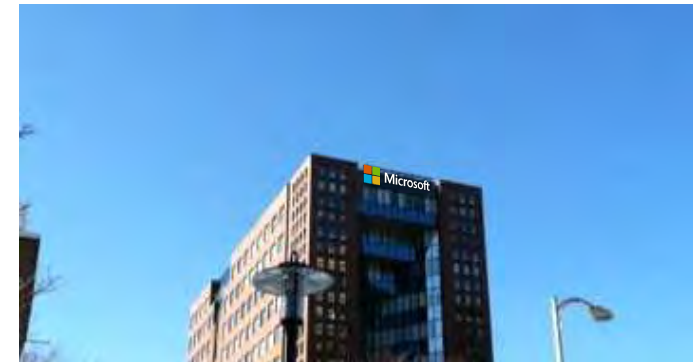
 VN-1 (Translucent Vinyl) Orange Arlon 2500-2119	 VN-2 (Translucent Vinyl) Green Arlon 3998 (Custom)	 Translucent White Acrylic Polycast #2447
 VN-4 (Translucent Vinyl) Blue Arlon 4143 (Custom)	 VN-3 (Translucent Vinyl) Yellow Arlon 3950 (Custom)	 Brushed aluminum returns



Existing Signage:  
60" H ("M") x 30' +/- W aluminum channel letters with white plex faces  
and LED illumination



Location: High-Rise

[Closer View](#)

Location: Cambridge, MA	Address: One Cambridge Center	Building: 1CC	Date Created: 6.14.13	
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Signage Rebrand Strategy

Remove existing faces from double-faced blade sign. Install (2) new routed aluminum faces with translucent white acrylic copy pushed through. Symbol squares to have translucent films applied first surface.

Sign Face

Mica Grey 4-MZG-50 LRV 7.95/SRI14 (to match existing)  
Product from Alpolic & Alpolic

1/4" thick aluminum colored to match existing face specifications.

Sign Copy

Translucent White Acrylic  
Polycast #2447

1" thick white acrylic with sandblasted edges.

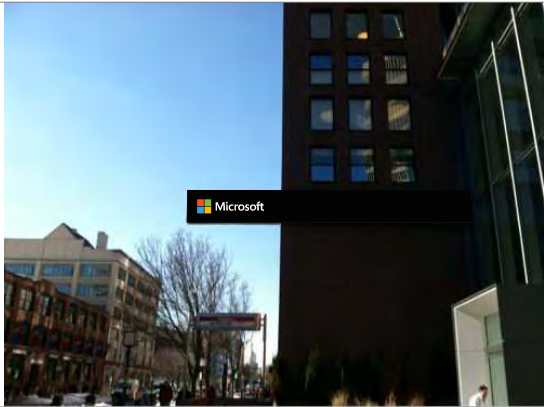
Symbol Colors

- VN-1 (Translucent Vinyl)  
Orange Arlon 2500-2119
- VN-2 (Translucent Vinyl)  
Green Arlon 3998 (Custom)
- VN-4 (Translucent Vinyl)  
Blue Arlon 4143 (Custom)
- VN-3 (Translucent Vinyl)  
Yellow Arlon 3950 (Custom)

before



after

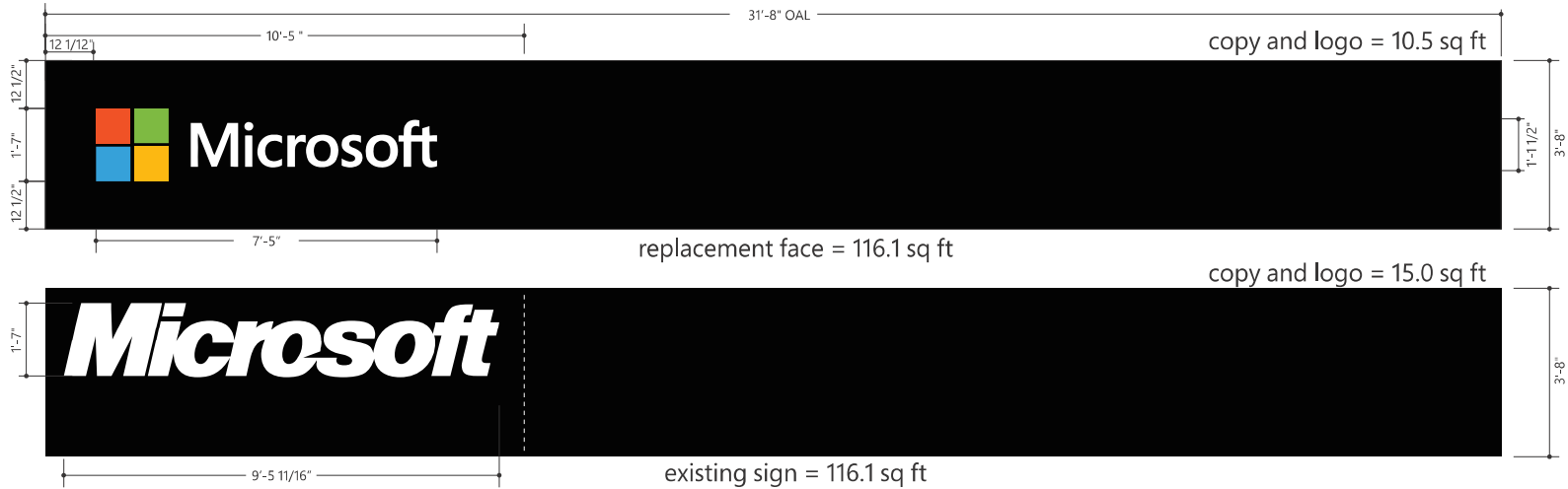


Existing Signage: 44" H x 380" W double-faced illuminated blade sign with routed aluminum faces and white acrylic backing behind copy area

Location: Exterior building corner



Note: Material to be used will match existing color of blade sign.



Location: Cambridge, MA	Address: One Cambridge Center	Building: 1CC	Date Created: 6.14.13	Scale: 3/8" = 1' prioritysign
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E2b Replacement Faces for Blade Sign - (Qty 2)

Signage Rebrand Strategy

Remove existing faces from double-faced blade sign. Install (2) new routed aluminum faces with translucent white pushed through acrylic copy .

Sign Face

Mica Grey 4-MZG-50 LRV 7.95/SRI14 (to match existing)  
Product from Alpolic & Alpolic

1/4" thick aluminum colored to match existing face specifications.

Sign Copy

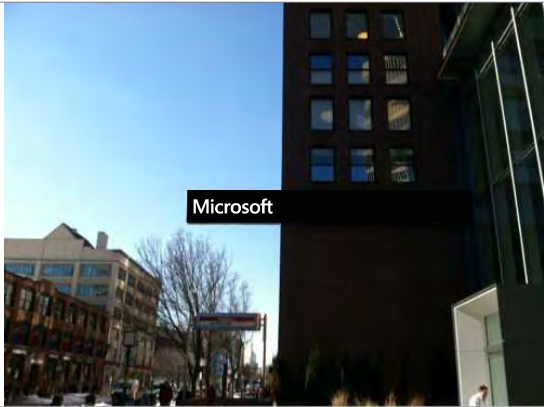
Translucent White Acrylic  
Polycast #2447

1" thick white acrylic with sandblasted edges.

before



after

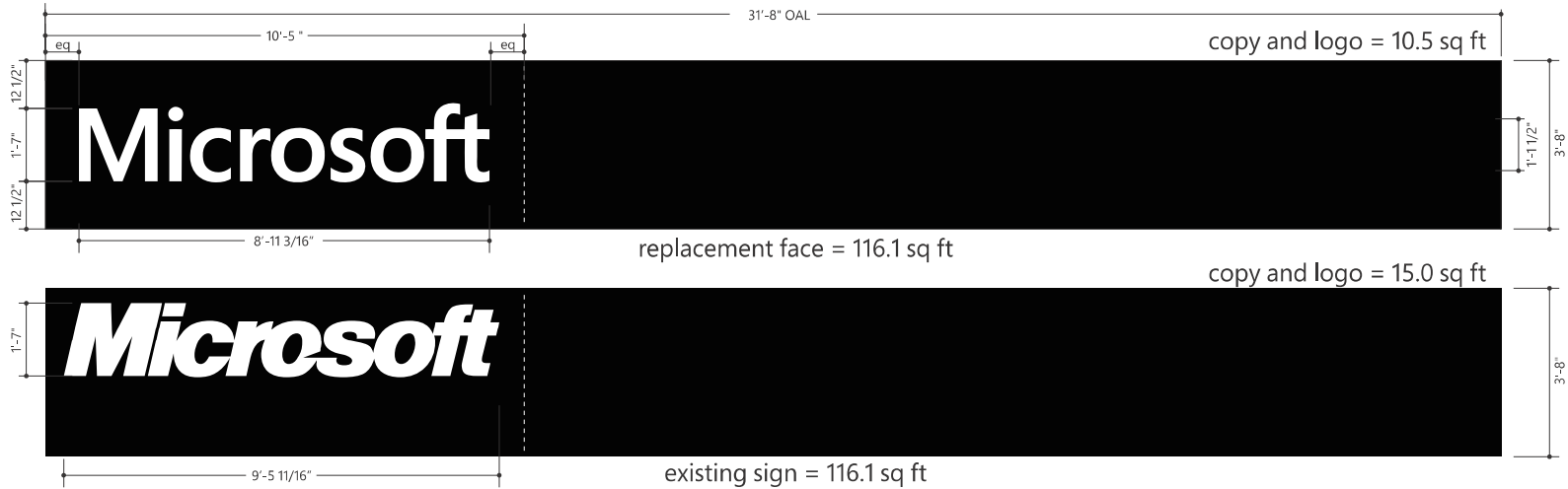


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Scale: 3/8" = 1'

Location: Cambridge, MA	Address: One Cambridge Center	Building: 1CC	Date Created: 6.14.13	prioritysign
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