

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

i. Agenda

1. Draft minutes from the regular meeting of November 20, 2013
-

3. Monthly Report to the Board of the Executive Redevelopment Officer
4. Draft 2014 Board Meeting Calendar
5. Report of Trial Balance as of 11/30/13, CD Schedule and Cash Flow 2013
6. Draft 2014 Budget Worksheet
7. Correspondence from Kendall Square Association regarding Invoices
8. Draft Amended and Restated CRA Personnel Policy
9. Draft Office Space Lease Extension
10. Draft Kendall Square Urban Renewal Plan Amendment
11. Memorandum regarding Alternative Uses for Temporary Uses on Parcel 6
12. Strategic Planning Committee Meeting Notes

(Document numbering altered to reflect agenda item numbers)

Cambridge Redevelopment Authority

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



NOTICE OF MEETING

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

Wednesday December 18, 2013 at 5:30 pm

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

AGENDA

December 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 Cambridge Redevelopment Authority (CRA) on November 20, 2013 *

Communications

2. Correspondence

Reports, Motions and Discussion Items:

3. Report: Monthly Report to the Board of the Executive Redevelopment Officer (Mr. Evans) *
4. Motion: To approve the CRA Board Meeting Calendar for 2014 *
5. Report: On trial balance as of 11/30/13; CD Schedule/All Cash; & Cash Flow 2013 (Mr. Evans) *
6. Discussion: Draft 2014 CRA Budget *
7. Motion: To forgive the Kendall Square Association for organizational start-up costs and promotional materials totally \$8,849 incurred by the CRA in 2012. (Mr. Evans)

8. Motion: To approve the Revised CRA Personnel Policy (Mr. Evans) *
9. Motion: To authorize the Executive Director and the Chair to enter into a short-term lease extension of up to seven months with Boston Properties for office space at One Cambridge Center (Mr. Evans)
10. Update: Ames Street Housing Project (Mr. Evans and Boston Properties)
 - a. Kendall Square Urban Renewal Plan Amendment *
 - b. Project Design and Development Timeline
11. Discussion: Temporary Use Alternatives for Third and Binney (Mr. Evans) *
12. Discussion: Strategic planning process (Ms. Madden) *

Adjournment

(*) Supporting material can be found at:

- www.cambridgeredevelopment.org
- www.cambridgema.gov/cdd/zoninganddevelopment/cra

Next Meeting:

- o January 15, 2014 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, November 20, 2013; 5:30pm
MIT Stratton Student Center - Twelve Chimneys Room
84 Massachusetts Avenue

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 Strategic Planner Kathryn Madden, Chris Colley, CRA intern; Assistant City Manager for Community Development Brian P. Murphy, Michael Owu, Director, Real Estate MIT Investment Management (representing the Kendall Square Association); Kevin Sheehan (Boston Properties); Dena Quinn (Microsoft)

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

Call to Order: Kathleen Born, called the meeting to order (5:43).

Public Comment

Public comment (2 sign up on list):

Stephen Kaiser

Mr. Kaiser noted that he was an MIT undergraduate when the Stratton Student Center was built, and that there have been lessons learned over time with respect to the building style as it relates to mechanical systems and acoustics. He also noted issues with printing from the online board package, and he will work with Mr. Evans to resolve. He does not see alternatives offered in CRA's strategic plan and doesn't have the sense that strategy is emphasized sufficiently. He cautioned the board with respect to its involvement with Central Square, and noted confusion around C2 advisory committee process and naming of committees working on C2 issues. He expressed ongoing concerns with the City's approach to planning and zoning, noting that Twining Properties has requested additional height in its current development proposal.

With respect to CRA strategic planning, Mr. Kaiser would like to see clear objectives, which would also be part of any future public meeting. Regarding past CRA personnel matters, Mr. Kaiser recommends addressing with clarifications to the bylaws regarding residency requirements. With respect to Ames Street housing project, he is in favor of adding housing to Kendall Square but has concerns about Boston Properties as proponent and a perceived secondary role for CRA; he would rather have seen zoning proposal come from CRA and not have Boston Properties driving the process. Regarding signs, Mr. Kaiser raised concerns about the order of discussion items on agenda because of questions related to the approval of original signage. He also expressed optimism about the board's commitment to address issues raised in the auditor's report.

Heather Hoffman

Ms. Hoffman expressed skepticism regarding the Boston Properties conversations with CRA board regarding Ames Street housing project as the project is the result of choices (location, orientation and street infrastructure) made by Boston Properties. She expressed thanks and support for the CRA board to leverage its role to achieve larger priorities for Kendall Square. Regarding the zoning proposal under consideration, she is concerned about the Boston Properties request to eliminate the cap on FAR for residential construction and hopes CRA will suggest that FAR be in accordance with the actual need. She noted City Council discussion pertaining to fast food permits and she would prefer to focus on attracting food businesses that contribute to the area, without worrying so much about what category they fit into. Ms. Hoffman urged CRA to look closely at the matter of open space requirements and plan for better open space by considering Ames Street open space as part of larger area. She noted the ability of Boston Properties to do a great job when required. She urged CRA to engage actively and forcefully in this project. She urged the board not to approve illuminated signs.

Public comment closed.

Acceptance of minutes:

Motion: To approve the minutes of most recent regularly scheduled meeting of the Authority on October 16, 2013

Vote: Approved. All in favor.

The Chair directed attention to the minutes of the most recent executive session (October 16) and the Letter of Intent with Boston Properties resulting from that discussion. Mr. Evans noted the addition of a provision regarding open space covenants relating to the roof garden.

Ms. Born noted the win/win nature of the situation and the CRA board choice not to diminish the amount of compensation for development by Boston Properties but instead to put the payment on a schedule to ease their project flow. In return, CRA was able to solidify several issues relating to larger priorities: obtaining a longer easement on the roof garden and a commitment regarding circulation around and within Parcel 4 to facilitate access between the East Cambridge neighborhood and the MBTA station. With other matters still under discussion with Boston Properties, Ms. Born anticipated that a more formal letter of agreement would be in place when the Ames Street project is underway.

Mr. Evans noted the intention to bring an amendment before the board for the Parcels 3 and 4 Land Disposition Agreement.

Ms. Born expressed the importance of making the letter of intent a public document as quickly as possible. The executive session was important to achieve the right outcome for CRA and she was pleased to hear that letter has been well received by members of the community.

Motion: To accept and ratify the Letter of Intent and accompanying statement.

Vote: Approved. All in favor.

Motion: To approve minutes of the October 16 Executive Session.

Vote: *Approved. All in favor.*

Communications

Mr. Evans distributed copies of email from Tom Stohlman regarding zoning.

Motion: To accept this late communication from Tom Stohlman and place on file.

Vote: *Approved. All in favor.*

Report of the Executive Redevelopment Officer

Mr. Evans reported on the procurement process for financial advisors, looking forward to working with the consultant to respond to the 2010-2012 audits and management letters. He noted that CRA's new web site is up and running, and he will post notices and information on both CRA and CDD sites for the remainder of the calendar year and then on the CRA site only in 2014, with cross references incorporated between the two sites.

He has been working on the matter of CRA's office lease. Their term at One Cambridge Center ends at the end of March 2014. He has been examining the circumstances around the original lease in order to determine the best process for a future lease. Exact office needs are not yet nailed down, so he is exploring the possibility of an interim extension. The preference would be to solidify office needs before going thru a procurement process for office space. He noted related office space needs emerging for the Kendall Square Association (KSA) and the anticipated EcoDistrict staff; resolving office space issues in 6 months would be preferable.

Attorney Mullan noted the importance of being guided by the auditors on this subject. They did are a good resource for CRA; he doesn't think the lease fits within the 30b exception. CRA is now conducting regular business and also looking into the background of how the office was established at One Cambridge Center. It is likely that they will go to an open bid process for office space, so it might be advantageous to negotiate a short term extension rather than rush through a process for something that might not meet CRA's needs.

Mr. Evans reported that the space sharing relationship with the KSA has been positive and good for collaboration. He is asking the board for an extension of the relationship through the term of CRA's current lease. It would be helpful for them not to have to move--they are going through strategic planning with their board and want to figure out their long term needs as well.

Ms. Born noted the presence of Michael Owu who has attended to represent KSA.

Attorney Mullan urged the board to consider the CRA/KSA relationship in thinking about the office space matter. Mr. Evans confirmed that to the extent CRA continues in the current lease, KSA is interested in sharing the space.

Mr. Evans reported on progress with policies and procedures, noting that the personnel policy is farthest along. He is trying to bring the benefit package into alignment with that of the City, but since CRA is not part of the City dental program, he is trying to find a comparable benefit program.

While waiting to bring financial consultant on board, they have started a procurement manual to bring CRA into conformance with 30b and are involved in conversation about what additional policies should be in place (such as threshold amounts for board consideration). They are also looking at a basic framework for investment policy and expect to bring in outside assistance on that matter.

Mr. Evans noted that he and Larry Bluestone have also been looking at refining signage guidelines and establishing a clear protocol; Mr. Evans has met with Design Committee and hope to have something before the board at next meeting.

Referring to the board calendar, Mr. Evans expects to have policies for approval next month.

Regarding planning, development and infrastructure, Mr. Evans reported that the Broad at 75 Ames is close to completion; the Design Committee will tour and look toward sequence of approvals similar to Google connector process. They will look to have a temporary occupancy permit so they can do equipment fit out before full completion.

Mr. Evans reported on participation with CDD staff and others at the EcoDistrict Summit in Boston. They are trying to figure out the particulars of a Kendall Square EcoDistrict that would result from a stakeholder driven planning process. Kendall Square stakeholders have started to assemble and consider what kinds of projects come out of the EcoDistrict approach. The essential takeaway from the summit is that the EcoDistrict framework is action oriented (not just planning) and focuses on implementation--in line with CRA's philosophy regarding its role in Cambridge.

CRA has been approached by Mayor Davis about joining the Community Compact for a Sustainable Future, originally established by the City, Harvard and MIT, and later joined by other stakeholders. To the extent that Compact membership fits CRA's mission, Mr. Evans has started on initial membership application materials for consideration by the Compact board.

Ms. Born inquired as to what would be binding on CRA as a compact member. Mr. Evans responded that the group is still discussing details around member commitments, but many of CRA's expressed priorities are consistent with the intent of the Compact.

Mr. Owu commented that the Compact provides an opportunity to gather stakeholders from across city, not just landowners, but also large tenants and others, to get together and share practices collectively with the goal of sustainability. He would not anticipate change in the way CRA operates.

In response to the Chair's question about whether the compact is entirely a local effort or under a larger umbrella, Mr. Murphy confirmed that it is local. He noted that this is an opportunity to share best practices among significant entities in city, and consider collective sustainability measures such as district energy.

Mr. Crawford commented that the City has been responsive to conversations held during the K2C2 process, regarding Kendall as a center of innovation around certain technologies and ideas, and this is opportunity to exhibit leadership and be more action oriented enterprise. Mr. Evans will proceed with the application and follow the board's guidance on this matter.

Mr. Evans reported progress on determining best uses for the Third and Binney parcel and expects to bring alternatives before board next month. Staff is looking into Point Park more closely and though it is part of a larger planning effort, there are repair elements that can't wait till end of process and may require short term investment. Mr. Evans also reported work on zoning issues relative to K2 proposal; CDD plans to publish the final K2 report near end of calendar year.

Mr. Zevin raised the question of fixing the steam function in the Point Park public art. Discussion of costs, concerns, and options for addressing.

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

Vote: *Approved. All in favor.*

The chair addressed the matter of lease extension, confirming with Mr. Evans that it involves an expenditure below the threshold for property transactions.

Motion: *To authorize the extension of the Office Space License Agreement with the Kendall Square Association through March 2014.*

Vote: *Approved. All in favor.*

Strategic Planning Discussion

Ms. Madden noted that evolving word-smithing around mission and vision incorporates feedback received to date. Ms. Born commented that she has been pleased with collaborative effort and work products to date. Ms. Madden then presented an overview of precedents and best practices in other areas that might inform CRA's strategic planning choices.

Signage Discussion

Resuming board business, the Chair requested that the board move to consider Agenda items 9 (replacement blade sign) and 10 (Design Review Committee report on Google sign proposal), noting that additional meetings were likely required regarding the blade sign before the matter can be brought to resolution.

Mr. Evans updated the board on new developments/discussion relating to this matter.

Kevin Sheehan, representing Boston Properties, addressed the board, reminding of the proposal to replace logo on existing blade sign consistent with the sign on top of the building. They have organized a meeting with the MBTA to strengthen wayfinding at this location and are committed to work in this direction, but would like confirmation from the board that they are going in right direction. They are asking for approval of the sign proposal.

Representing Microsoft, Dena Quinn, confirmed their ongoing conversations about the sign and need for CRA to show that they are going down the right path. Microsoft has considered comments from community process and has made a commitment to Kendall Square, supporting revenue generation and other local businesses; their intention is to uplift the gateway to Kendall. She reminded the board of Microsoft's community engagement practices; they have opened their facilities at no charge to tech companies of all types and they bring nonprofits in for

seminars/events. Their commitment is long term and they would like to have the sign approved by CRA. The blade sign is a way for their customers to find front entrance and is part of their communications package. People do use that entrance. She hopes the board will take this into consideration on the sign matter and Microsoft will continue to work toward resolving items discussed if their direction is affirmed.

Ms. Drury expressed appreciation for Microsoft presence and contribution in Cambridge, noting difficulty in connecting with the sign. She is not convinced the sign is the best wayfinding tool and hopeful that through Boston Properties efforts to improve wayfinding, entrances will be more easily identified. She questions the value of a sign not near the entrance.

Discussion continued regarding details and placement of the sign, with suggestions for possible revision of the original proposal in a way that would not comprise Microsoft's identity, branding, marketing and wayfinding goals. Ms. Born commented that Design Committee review meetings typically entail a give-and-take process with new solutions offered throughout. This approach has yielded better results. She feels they have not exhausted possibilities for the Microsoft sign and would like a positive outcome. She reminded the group of public comment and issues around the approval of the original Microsoft signage, which have informed the Board's consideration of the current proposal.

Additional Board discussion about CRA commitment to good design, quality of the public realm, and the desire that corporate branding not overwhelm public spaces and amenities. As gateway to Kendall Square, this location is worthy of extra care in design review. Mr. Evans noted that CRA has not adopted the City's guidelines for signs in order to allow for creativity. They are still refining their process for sign review but the spirit of what they are looking for is to be less constricted than other parts of the city without unleashing major problems.

Noting that the proposed sign would not be allowed under Cambridge Ordinance without City Council approval, the Chair recommended continued work toward resolution thru Design Review Committee process. She recommended that the Microsoft design team look at the larger context for the location including future new uses, circulation changes and wayfinding tools. Board members confirmed interest in creative, engaging revision of the proposal.

Motion: *To place the matter on the table and refer to the Design Review Committee*

Vote: *Approved. All in favor.*

Report: Design Review Committee review of Google Signage Proposal

Ms. Born reported on the Design Review Committee meeting for Google sign review, commenting that the group was pleased with the innovative and bold design presented. In response to the question of Design Committee practice of reviewing material prior to public release, Attorney Mullan noted that it is customary for proprietary information to receive preliminary review; when it is formally considered, it becomes accessible to the public.

Ames Street Housing Project Update

Mr. Evans reported on status of Boston Properties proposal with respect to City process. He noted items discussed by Councilors present at Ordinance Committee meeting and their desire for CRA guidance regarding fast food. Board discussion of definition of fast food and where to draw lines for restriction in MXD, reaching consensus around a CRA suggestion to cap at 15 with no division into subdistricts (based on understanding that any changes would require a new process even if same ownership entity--new special permit from BZA and not just change of management through the licensing process).

Ms. Drury directed attention to the unlimited FAR provision in the rezoning petition before the City.

Attorney Mullan noted that this situation is unique in that Boston Properties is constrained as to how much development they can put on the site.

Discussion regarding alternative approaches to zoning and concerns about setting precedent with this unique situation, and outstanding open space issues.

Board members agreed to support the project in a letter, which would also address the fast food issue. Attorney Mullan noted the importance of confirming that additional development would be regulated so that there would be no public impression that removal of FAR cap would remove ability of public authorities to regulate the building. Discussion of timeline for letter and public process.

Motion: *To authorize the Executive Redevelopment Officer to execute a Letter of Support to City Council regarding the Boston Properties Zoning Petition and include recommendations regarding fast food establishments in the MXD.*

Vote: *Approved. All in favor.*

Personnel Policy Discussion

Ms. Drury reported on status of drafting new personnel policy. The team's work to date has been reviewed by attorneys. It includes new components, has been reformatted and streamlined, and she looks forward to additional suggestions from board members. Ms. Born thanked the team for outstanding work.

Motion: *To table approval of personnel policy pending final revisions.*

Vote: *Approved. All in favor.*

Discussion of Budget Organization and Financial Reporting

Recognizing time constraints, board members agreed that this matter merits more focused attention. Mr. Evans confirmed that numbers have been updated and presented to the Finance Committee. Members noted new format facilitates focus on the most important information, provides better tracking of expenses and is easy to understand for public purposes, consistent with audit recommendations regarding transparency. Mr. Evans noted that they still want to have format reviewed by financial advisor for 2014 budget presentation to process books in new format.

Motion: *To place on file.*

Vote: *Approved. All in favor.*

Discussion of Financial Services Consulting Contract

Mr. Evans provided background context provided by the audit management letter, mandating policies and procedures that reflect best government accounting and financial practices and provide public transparency. Discussions with Finance Committee have determined that CRA would be best served by having a consultant assist with bookkeeping set up and policy revision. The understanding is that consultant services would be more intense initially, and would transition to more of a monitoring role to keep infrastructure in place. They have reviewed 3 proposals; interviewed 2 for relevant experience, and checked references for the final candidate, and now recommend his hiring. He is a good fit and has capacity to work to CRA's needs. Mr. Evans anticipates approximately \$15,000 worth of work initially but has proposed a budget slightly higher in order to work longer as needs require. Discussion of logistics to complete the contract process, as well as future plans for addressing CRA's administrative workload.

Motion: *To authorize the Executive Redevelopment Officer to enter into a Financial Services Consulting Contract for an amount not to exceed \$20,000 with Eric A. Kinsherf, C.P.A.*

Vote: *Approved. All in favor.*

Motion: *To adjourn and convene in executive session for purpose of litigation strategy discussion regarding items from auditor report. The Board will not reconvene in public session.*

Vote (roll call): *Approved. All in favor. (8:35)*

Cambridge Redevelopment Authority



Executive Redevelopment Officer Report to the Board
December 18, 2013

Contracting, Personnel, and General Administration

There has been tremendous activity working on our various historical projects. Sarah Boyer of the Cambridge Historical Commission will be conducting our oral history interview with Bob Rowland this week, and will plan a follow up interview with Thad Tercyak in some manner. Alyssa Pacey, Archivist for the Cambridge Public Library has agreed to take in our collection of historic photographs and documents in phases by project area. We have hired a temporary part-time administrative assistance for two months, Cassandra Grey, who also works for the Kendall Square Association who has been tackling the organization our active and off site files. We continue to add to the website; www.cambridgeredevelopment.org including pages on Cambridge Center, the Kendall Square EcoDistrict and Ames Street Projects. We will be sifting through our photographic and document records and putting more content up on the site as items are being archived.

We have entered into a contract with Eric Kinshurf and he has begun work on our financial procedures, including restructuring our draft 2014 budget proposal into a cloud-based Quickbooks file. The format and initial content of the 2014 will be up for discussion at our meeting. We have begun drafting a scope for a Development Services Consultant who could provide real estate advisory and development feasibility services to the CRA in a house doctor contract. I am proposing a contract for up to \$60,000 and would initiate a full RFQ process.

Boston Properties has agreed to extend our current lease at One Cambridge Center until the end of 2014. Unfortunately per Chapter 30B we can only enter into a new lease agreement for an amount up to \$25,000 without a full public solicitation. The length of our extension somewhat depends on the plans of the Kendall Square Association, who may move to a new location in March of 2014.

The Executive Committee members, Katherine Madden, and myself met with the City Manager Rich Rossi and other city staff on the CRA Strategic Plan last week. We are preparing for strategic planning meetings with City Councilors and Board members in January. We have begun outlining and writing the Strategic Plan text building off all the discussions and research thus far.

Policies and Procedures

The revised CRA Personnel Policy is on our agenda for approval. The draft Procurement Procedures Manual and Investment Policy are under review by Eric Kinshurf who has suggested that we also develop a separate real estate investment policy distinct from the procurement and cash investment policies.

The Design Review Committee continues to work on a Signage Design Review Protocol with accompanying design guidelines for the MXD District. While many of the procedural concepts are coming together, there are some specific language and guideline details to work through before bringing it to the full Board for consideration.

Board Meeting Forward Calendar

January	February (Annual Meeting)
2014 Budget Approval	K2 Report & MXD Zoning
Signage Review Procedure	Parcel 3 & 4 Land Disposition Agreement
KSURP Amendment	Draft Strategic Plan
75 Ames St / Broad Completion process	Procurement Procedure Manual
Google Signage Review	Investment Policy
Community Fund Program	Election of Officers

Planning, Development, and Infrastructure Projects

The Ames Street Residential project has moved forward significantly over the past month. The Cambridge City Council approved both the disposition of the right-of-way and the revisions to the Zoning Ordinance. We will review the Kendall Square Urban Renewal Plan (KSURP) for confirming land use amendments to be brought before the Board in January.

Chris Colley and I participated in a inter-departmental permitting and planning session for Parcel Six, Third and Binney, through which we learned about significant regulatory hurdles for our concepts for either a food truck cluster or small surface parking lot. We will present to the Board a matrix of other options with which to consider moving forward.

I had an extensive follow up meeting from discussions this summer regarding approaches toward zoning and KSURP amendments related to the development program and policies that emerged from the K2 planning process. Much of the discussion focused on the challenges and benefits of amending the MXD base zoning verses overlaying a Planned Unit Development (PUD) district over the KSURP area.

The Kendall Square EcoDistrict stakeholders learned this month that the Barr Foundation had provided Kendall Square with a two-year grant totally \$250,000 to provide funding for a part-time program manager and district energy feasibility assessment. The expanding stakeholder group met last week to discuss step to solicit consulting services for these programmatic functions for the EcoDistrict in early 2014. The CRA was invited to join the Compact for Sustainable Future, and I participated in the December Steering Committee meeting which included a recognition of Mayor Davis' leadership toward launching this initiative. The organization structure of the Compact is under rapid development through the contributions of Harvard, MIT, the Cambridge Innovation Center (CIC), Draper Labs and the City among others.

I have met with city staff on the format and content of the 2013 and 2014 traffic and transportation analysis reports as well as the scope for the larger longitudinal study of Kendall Square growth and traffic. There is interest in modifying elements of the report's presentation and layering additional data into the longitudinal report that may result in some expansion of the consultant's scope and budget. Additionally we have continued conducting productive project design sessions regarding the Grand Junction trail, which may also include some roadway modification to Galileo Galilei Way.

Cambridge Redevelopment Authority

One Cambridge Center/Fourth Floor
Cambridge, Massachusetts 02142
617 492-6801
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2014 Proposed Regular Board Meeting Calendar

January 15, 2014	5:30PM	Regular Meeting
February 19, 2014	5:30PM	Annual Meeting
March 19, 2014	5:30PM	Regular Meeting
April 16, 2014	5:30PM	Regular Meeting
May 21, 2014	5:30PM	Regular Meeting
June 18, 2014	5:30PM	Regular Meeting
July 16, 2014	5:30PM	Regular Meeting
August 20, 2014	5:30PM	Regular Meeting
September 17, 2014	5:30PM	Regular Meeting
October 15, 2014	5:30PM	Regular Meeting
November, 19, 2014	5:30PM	Regular Meeting
December 17, 2014	5:30PM	Regular Meeting

Unless otherwise noticed, all meetings will be held at the First Floor Community Room of the Cambridge Police Department, 125 Sixth Street, Cambridge, MA 02142

Upon written request by at least two Board members, the Board Chair may call special meetings of the Board with requisite public notice.

11:23 AM

12/12/13

Accrual Basis

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

	Nov 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	250,577.44	
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	254,051.34	
Cambridge Savings 1% 2/15	2,040,203.93	
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.	1,888,274.22	
Cambridge Savings	0.00	
Cambridge Trust	460,823.87	
Checking-Citizens Bank	92,134.26	
Money Market-Cambridge Savings	11,076.26	
Petty Cash	100.19	
Advance to KSA	2,500.00	
Accounts Receivable		4,161.16
Other receivables	0.00	
Prepaid expenses	25,848.54	
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	1,821.90	
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		56.79
Payroll Liabilities:Vision WH	47.92	
Payroll Liabilities:Def Comp WH	0.00	
Payroll Liabilities:Dental WH	300.35	
Payroll Liabilities:Federal WH		56.00
Payroll Liabilities:Medical 1	146.32	
Payroll Liabilities:Medical 2	145.47	
Payroll Liabilities:Medicare		10.86
Payroll Liabilities:Misc WH	0.00	
Payroll Liabilities:Retire WH		4,663.19
Payroll Liabilities:State WH		730.71
Prepaid rental income	0.00	

11:23 AM
12/12/13
Accrual Basis

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

	Nov 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		1,845.91
Reimbursed Expenses		56.00
Rental Income		10,508.00
Conference Costs	845.82	
Computer Expense	1,293.00	
Payroll Expenses	42,223.25	
Payroll Expenses:Salaries	66,230.78	
Payroll Expenses:Payroll taxes	750.89	
Payroll Expenses:Payroll taxes:Medicare	1,525.95	
Payroll Expenses:Benefits:Insurance-Medical	91,358.65	
Bank Service Charges	1,475.30	
Dues and Subscriptions	4,975.00	
Equipment Rental	7,811.77	
Insurance:Liability Insurance	6,662.75	
Miscellaneous	498.16	
Office Expenses	10,517.69	
Printing and Reproduction	773.92	
Professional Fees:Accounting	37,800.00	
Professional Fees:Consulting	22,503.02	
Professional Fees:Legal Fees	321,081.52	
Professional Fees:Survey & Planning	24,351.04	
Property Manage.	26,077.50	
Rent	54,196.36	
Telephone	7,984.59	
Travel & Ent:Meals	0.00	
Utilities:Gas and Electric	4,026.74	
Interest Income		38,559.45
Other Expenses	1,100.16	
TOTAL	12,195,235.69	12,195,235.69

**Cambridge Redevelopment Authority
CASH FLOW
2013**

11/30/13		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	11,254,429.07	11,214,288.71	\$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	9.91	0.00	0.00	65.91
Rental Income		0.00	0.00	0.00	0.00	0.00	4,000.00	0.00	500.00	3,172.00	1,345.00	3,336.00	1,000.00	13,353.00
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 (a)	6,250.00 (a)	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	7,604.91	9,586.00	7,250.00	2,417,745.11
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	11,310,416.02	11,264,015.07	11,221,538.71	11,955,803.48
Expense														
Conference Costs		0.00	0.00	775.82	0.00	0.00	0.00	0.00	0.00	0.00	0.00	70.00	0.00	845.82
Total Computer Expense		0.00	0.00	8.48	0.00	0.00	0	0.00	0.00	0.00	1,221.88	0.00	625.00	1,855.36
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	13,692.31	9,461.54	12,500.00	78,730.78
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	310.99	238.41	0.00	1,525.95
Payroll taxes - Other		0.00	0.00	300.86	294.47	589.43	31.55	0.00	0.00	0.00	124.01	0.00	166.72	1,507.04
Total Payroll taxes		0.00	0.00	300.86	294.47	726.62	235.80	222.38	219.96	192.77	435.00	238.41	166.72	3,032.99
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	0.00	0.00	6,666.72	98,025.37
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	0.00	0.00	6,666.72	98,025.37
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	8,267.89	7,395.91	0.00	41,633.82
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	22,995.20	17,095.66	19,333.44	221,422.96
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	2,500.00	0.00	0.00	4,975.00
Equipment Rental		1,623.43	576.95	811.48	676.95	576.95	476.95	967.53	0.00	1,050.53	0.00	1,051.00	0.00	7,811.77
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	0.00	0.00	1,122.40	7,785.15
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	0.00	0.00	1,122.40	7,785.15
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	36.83	0.00	0.00	256.26
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	2,076.63	1,271.02	925.10	11,442.79
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	0.00	76.63	47.96	821.88
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
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	1,486.58	0.00	22,503.02
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	21,173.67	20,816.14	41,446.46	362,527.98
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	0.00	0.00	18,757.45	43,108.49
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	21,173.67	22,302.72	75,203.91	480,939.49
Property Manage.		1,182.00	1,511.00	920.00	262.00	131.00	0.00	262.00	14,731.50	3,559.00	1,076.00	2,443.00	5,983.50	32,061.00
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	4,516.33	4,516.33	4,178.84	58,375.20
Other Expenses		-29.02	215.00	0.00	368.93	0.00	0.00	168.00	0.00	178.00	96.00	84.00	0.00	1,080.91
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	375.19	375.26	770.90	8,755.49

**Cambridge Redevelopment Authority
CASH FLOW
2013**

11/30/13

	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
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	519.22	440.54	478.38	4,505.12
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	519.22	440.54	478.38	4,505.12
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	55,986.95	49,726.36	109,252.77	843,517.54
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	11,254,429.07	11,214,288.71	11,112,285.94	11,112,285.94

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

	Forecast 11 2013	2013	
	TOTAL	BUDGET	VARIANCE
PREPARED 12/12/13	11/30/13	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	65.91	0.00	(65.91)
Rental Income	13,353.00	6,000.00	(7,353.00)
Interest Income	75,000.00	75,000.00	0.00
Total Income	2,417,745.11	81,000.00	(2,336,745.11)
Expense			
Conference Costs	845.82	0.00	(845.82)
Total Computer Expense	1,855.36	2,500.00	644.64
Payroll Expenses			
Salaries	78,730.78	112,500.00	33,769.22
Payroll taxes			
Unemployment	0.00	0.00	0.00
Medicare	1,525.95	0.00	(1,525.95)
Payroll taxes - Other	1,507.04	1,500.00	(7.04)
Total Payroll taxes	3,032.99	1,500.00	(1,532.99)
Benefits			
T Pass Subsidy	0.00	0.00	0.00
Retirement	0.00	0.00	0.00
Insurance-Medical	98,025.37	0.00	(98,025.37)
Insurance-Dental	0.00	0.00	0.00
Disability Insurance	0.00	0.00	0.00
Total Benefits	98,025.37	60,000.00	(38,025.37)
Payroll Expenses - Other	41,633.82	0.00	(41,633.82)
Total Payroll Expenses	221,422.96	174,000.00	(47,422.96)
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	4,975.00	200.00	(4,775.00)
Equipment Rental	7,811.77	4,000.00	(3,811.77)
Insurance			
Liability Insurance	7,785.15	14,000.00	6,214.85
Insurance - Other	0.00	0.00	0.00
Total Insurance	7,785.15	14,000.00	6,214.85
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	256.26	0.00	(256.26)
Office Supplies	250.00	1,000.00	750.00
Office Expenses	11,442.79	7,750.00	(3,692.79)
Postage and Delivery	333.34	1,000.00	666.66
Printing and Reproduction	821.88	500.00	(321.88)
Professional Fees			

CAMBRIDGE REDEVELOPMENT AUTHORITY

	Forecast 11 2013	2013	
	<u>TOTAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>
PREPARED 12/12/13	11/30/13	1/1/13	
Accounting	52,800.00	15,000.00	(37,800.00)
Consulting	22,503.02	0.00	(22,503.02)
Legal Fees	362,527.98	500,000.00	137,472.02
Survey & Planning	43,108.49	220,000.00	176,891.51
Total Professional Fees	480,939.49	735,000.00	254,060.51
Property Manage.	32,061.00	67,000.00	34,939.00
Rent	58,375.20	55,000.00	(3,375.20)
Other Expenses	1,080.91	0.00	(1,080.91)
Marketing	0.00	0.00	0.00
Telephone	8,755.49	10,000.00	1,244.51
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	4,505.12	5,600.00	1,094.88
Water	0.00	0.00	0.00
Utilities - Other	0.00	0.00	0.00
Total Utilities	4,505.12	5,600.00	1,094.88
Total Expense	843,517.54	1,077,800.00	234,282.46

Cambridge Redevelopment Authority
CD Schedule/All Cash
11/30/13

		No Maturity	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Feb-14	Mar-14	Oct-14	Feb-15
Brookline Bank 15MO .95 9/13	\$261,879.06					\$261,879.06					
Cambridge Savings Bk 1% 12/13	\$158,651.06						\$158,651.06				
Cambridge Savings 1% 2/15	\$2,040,203.93	\$2,040,203.93									
Cambridge Trust CD Var. 10/14	\$252,574.79									\$252,574.79	
Eastern Bank CD .2% 3/13	\$250,577.44			\$250,577.44							
East Boston SB Mon Mark 1.2%	\$2,014,094.90	\$2,014,094.90									
East Cambridge SB Adv Sav .4%	\$554,727.06	\$554,727.06									
East Camb CD 3679008 .75% 6/13	\$1,903,147.91				\$1,903,147.91						
East Camb CD 3678471 1% 3/14	\$804,660.25								\$804,660.25		
Leader bank CD 1% M 02/14	\$254,051.34							\$254,051.34			
Winter Hill Bank CD 1.1% 6/13	\$206,365.00				\$206,365.00						
	\$8,700,932.74	\$4,609,025.89	\$0.00	\$250,577.44	\$2,109,512.91	\$261,879.06	\$158,651.06	\$254,051.34	\$804,660.25	\$252,574.79	\$0.00

Additional Funds	
Citizens Operating Acct	\$92,134.26
Boston Private	\$1,888,274.22
Cambridge Savings Money Market	\$11,067.26
Cambridge Trust	\$460,823.87
Brookline Bank	\$10.00
Petty cash	\$100.19

SUMMARY			
	2013	2014	
	Budget	Budget	Notes
Operating Revenue:			
Proceeds from sale of development rights	\$0	\$405,000	Ames St Retail estimate
Rental income	\$6,000	\$7,900	Parcel 6 and 1CC office
Equity Participation Income	\$0		
Project Income (land and building sales)	\$0		
Reimbursed Expenses	\$0	\$17,000	refund from state for unemployment
Grants	\$0	\$500,000	MIT Grand Junction funds
Total Operating Revenue	\$6,000	\$929,900	
Non-Operating Revenue			
Interest Income	\$75,000	\$60,000	CD interest rates declined
Dividend Income	\$0	\$0	
Asset Write-Downs	\$0	\$0	
Total Non Operating Revenue	\$75,000	\$60,000	
TOTAL ALL SOURCES OF REVENUE	\$81,000	\$989,900	
Cash Reserves	\$9,357,656	\$11,153,343	
Operating Expenses:			
Personnel	\$174,000	\$397,880	Exec + Planner+ Office Manager + Interns
Office/Administrative	\$616,350	\$216,780	
Community Outreach/Professional Dev.	\$450	\$4,600	
Property Management	\$67,000	\$47,500	
Total Operating Expenses	\$857,800	\$666,760	
Project/Program Expenses			
Unassigned Professional Services	\$220,000	\$265,000	
Ames Street		TBD	Project specific expenses set in Strategic Plan
MXD Zoning & Design Review		TBD	
MXD Zoning		TBD	
Volpe		TBD	
Point Park		TBD	
Grand Junction		TBD	
Redevelopment Investments			
Real Estate Acquisitions		TBD	
Community Loan Fund Program		\$300,000	
Capital Costs		TBD	
Sub-Total			
Total Project/Program Expenses	\$220,000	\$565,000	
TOTAL ALL EXPENSES	\$1,077,800	\$1,231,760	
ALL REVENUES LESS ALL EXPENSES	(\$996,800)	(\$241,860)	
Year End Cash Reserve	\$8,360,856	\$10,911,483	growth reflects non-budgeted GFA income in 2013

DRAFT 2014 BUDGET - Cambridge Redevelopment Authority Budget

12/15/13

PERSONNEL			
	2013	2014	
	Budget	Budget	Comments
Salaries	\$112,500	\$222,500	Exec+Planner+ Office Manager + Interns
Payroll Taxes			
Unemployment	\$0		
Medicare	\$0	\$2,000	
Payroll Taxes - Other	\$1,500	\$2,000	
Total Payroll Taxes	\$1,500		
Personnel and Fringe Benefits			
T Subsidy	\$0	\$1,680	currently \$70 monthly pass
Pension Contribution	\$0	\$27,500	9% and 2% contributions are separate check
Insurance - Medical (Employee)	\$0	\$28,800	
Insurance - Medical (Retiree)	\$0	\$89,000	
Insurance - Dental	\$0	\$2,400	
Workers Comp & Disability Insurance	\$0	\$2,000	
Total Employee Benefits	\$60,000	\$151,380	
Retiree Benefits			
Pension System Assessment	\$0	\$24,000	
Payroll Expenses - Other	\$0	\$0	
Total Personnel	\$174,000	\$397,880	
Personnel Costs by Project	<i>not available</i>	<i>to be assigned</i>	
Administration			
Ames Street			
KS Design Review			
Volpe			
MXD Zoning			
Point Park			
Grand Junction			
Community Loan Fund			
Total Personnel	\$174,000	\$397,880	

DRAFT 2014 BUDGET - Cambridge Redevelopment Authority Budget

12/15/13

OFFICE AND ADMINISTRATIVE			
	2013	2014	
	Budget	Budget	Comments
Office Space			
Office Rent	\$55,000	\$54,000	
Parking		\$500	Parking passes currently added to rent
Furniture		\$400	
Repairs and Maintenance			
Archives (Iron Mountain)		\$6,000	currently in Office Expenses
Other Rental Space			taxes, parking, service
Office Equipment			
Equipment Purchase (computers, etc.)	\$2,500	\$2,000	\$2,400 computer and software purchases on debit
Equipment Lease	\$4,000	\$6,400	
Printing and Supplies			
Postage and Delivery	\$1,000		
Printing and Reproduction	\$500	\$400	
Software		\$2,000	\$1,100 Adobe suite reimbursement
Office Supplies	\$1,000	\$400	
Board Meeting Expenses-misc	\$0	\$600	miscellaneous earlier fromat
Office Expenses	\$7,750	\$500	details to be reallocated (i.e. \$450 Iron Mountain)
Utilities			
Gas and Electric	\$5,600	\$4,500	
Water	\$0		
Utilities - Other	\$0		
Telecommunications			
Telephone	\$10,000	\$1,680	
Internet		\$960	\$80 month to be split out from phone bill
Mobile		\$1,440	\$110 month to be split from land line
Website Hosting		\$100	\$75 year on debit card
Insurance			
Commercial Liability	\$14,000	\$5,400	
Special Risk	\$0	\$1,500	
Art and Equipment		\$4,800	
Administrative Professional Services			
Financial Service Charges		\$200	
Payroll Services		\$2,000	Online software
Accounting	\$15,000	\$20,000	Includes Audit and Financial Services
Marketing			
Legal	\$500,000	\$100,000	
Temp and Contract Labor			
Web Design		\$1,000	Continued Posting
Total Administrative			
	\$616,350	\$216,780	

COMMUNITY OUTREACH & PROFESSIONAL DEVELOPMENT			
	2013	2014	
	Budget	Budget	Comments
Community Outreach			
Public Workshops		\$1,000	
Materials		\$100	
Other			
Marketing & Professional Development			
Recruiting - Admin			
Staff Development			
Dues and Membership	\$200	\$2,000	\$2,500 EcoDistrict in Conferences
Subscriptions		\$100	Included with dues in 2013 QB
Advertising	\$0	\$400	Other exp/marketing in 2013 QB
Conferences and Training	\$0	\$1,000	
Travel	\$0	\$0	
Meals	\$250	\$0	
Total Community Outreach/Marketing	\$450	\$4,600	
PROPERTY MANAGEMENT			
	2013	2014	
	Budget	Budget	Comments
Landscaping	\$67,000	\$30,000	Landscaping at \$24k in 2013QB
Snow Removal		\$5,000	Snow removal at \$10k in 2013QB
Utilities	\$5,600	\$5,000	Utilities at \$4502 in 2013QB
Contract Work		\$7,000	Tot lot and and Parcel 6 improvements
Repairs		\$500	
Total Property Management	\$67,000	\$47,500	

DRAFT 2014 BUDGET - Cambridge Redevelopment Authority Budget

12/15/13

PROJECTS			
	2013	2014	
	Budget	Budget	Comments
Unassigned Professional Services			
Legal		\$150,000	
Planning	\$220,000	\$40,000	Survey & Planning in 2013 QB / Traffic study
Design - Architects	\$0	\$15,000	Consulting in 2013 QB
Design - Landscape Architects			
Engineers and Survey		\$20,000	Grand Junction GG Way Conceptual Design
Real Estate and Finance		\$40,000	
Construction Management			
Sub-Total Project Costs, Unassigned	\$220,000	\$265,000	
Personnel Costs by Project	<i>not available</i>	<i>to be assigned</i>	Same catagories as under personnel
Ames Street			
KS Design Review			
Volpe			
MXD Zoning			
Point Park			
Grand Junction			
Community Loan Fund			
Sub-Total			
Professional Services by Project			
Ames Street		TBD	
K2 Design Review		TBD	
Volpe		TBD	
MXD Zoning		TBD	
Point Park		TBD	
Grand Junction		TBD	
Sub-Total			
Redevelopment Investments			
Real Estate Acquisitions		TBD	
Community Loan Fund		\$300,000	
Capital Costs		TBD	
Sub-Total		\$300,000	
Total (not carried forward)		\$565,000	

Alexandra Lee <lee@kendallsq.org>

October 16, 2013 2:47 PM

To: Tom Evans

Re: KSA pins

Hello Tom,

Thanks for raising this issue with me about this past CRA/KSA issue. I brought the issue to our KSA Board President and the full executive committee and they requested that I share their response with you. The KSA is deeply appreciative of the CRA and all the support it has offered in helping KSA thrive.

As you may know, Joe T. in his capacity as KSA Board member and KSA Treasurer exercised his judgement to make certain purchases out of CRA funds and assume responsibility for covering those costs. Had the KSA executive committee been asked about spending over \$6,000 on pins, they would not have approved the expense nor does KSA have the funds to pay this expense now.

Like many of the other KSA members, CRA supported the start up costs of the organization and none of these funds (in-kind or cash) have been reimbursed to KSA members. Office space, supplies and materials, volunteer hours have all been contributed to help KSA succeed in building the community here in Kendall Square.

The KSA executive committee considers these expenses made by CRA as contributions and is not in a position to pay for these expenses as there are not funds available to do so.

I hope that the CRA Board understands this position and is able to find a way to forgive the liabilities.

Thanks for your partnership with the KSA, we value the relationship.

Warm regards,
Alexandra

On Wed, Oct 16, 2013 at 2:00 PM, Tom Evans <tevans@cambridgeredevelopment.org> wrote:

Alexandra,

Please see the message and attachment below. Per our discussions, our auditor has highlighted that the CRA is carrying costs on behalf of the Kendall Square Association, totally \$8,849. This includes \$2,500 for start up costs, and \$6,349 for the Kendall Square pins. We should continue our conversation about how best to resolve this outstanding financial issue.

Tom

----- Forwarded message -----

From: **Gookin, Kevin** <kgookin@cambridgema.gov>

Date: Wed, Oct 16, 2013 at 10:04 AM

Subject: KSA pins

To: Tom Evans <tevans@cambridgeredevelopment.org>

Tom,

Per attached, Kendall Press was paid \$6,349.00 on 1/25/12. I think this was with Citizens Bank check #13626 which should be on file in Maura's Office. There's nothing on Accounts Receivable for this so it looks like CRA just ordered the pins and paid for them. I guess I would suggest sending a copy of the invoice to KSA. Assuming that the written response is inability to pay, you could present it to the Board with the Auditor's note and ask for a vote to forgive. I don't think that there would be anything to do in QuickBooks for this.

Kevin

Kevin G. Gookin

Chief Fiscal Officer

Cambridge Community Development Department

344 Broadway, Cambridge, MA 02139

Voice [617 349-4659](tel:6173494659) fax [617 349-4669](tel:6173494669)

TTY: [617 349-4621](tel:617-349-4621)

E-mail: kgookin@cambridgema.gov

Web: www.cambridgema.gov/CDD

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Tom Evans
Executive Redevelopment Officer
Cambridge Redevelopment Authority
One Cambridge Center
4th Floor
Cambridge, MA 02142
(t) [617.492.6801](tel:617-492-6801)
tevans@cambridgeredevelopment.org

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Alexandra Lee
Deputy Director
Kendall Square Association
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617-902-0565

CAMBRIDGE REDEVELOPMENT AUTHORITY

PERSONNEL POLICY

Amended and Restated: 11-20-13



INTRODUCTION

This document establishes current policies and practices regarding employee benefits and rules affecting employment with the Cambridge Redevelopment Authority (“Authority”). This document is also designed to familiarize employees of the Authority with current policies and practices. This document contains general statements of the Authority’s policies and practices that concern employees but cannot address every potential employment matter. Because such policies and benefits are by their nature in need of regular updating, the Authority reserves the right to review its policies and to change, modify, suspend, revoke or terminate any or all of the policies and benefits discussed herein at its sole discretion at any time, with or without prior notice.

Certain benefits described in these policies will be described more fully in other formal benefit plan documents, and those documents are controlling if there are any inconsistencies with the descriptions herein. New or revised information will be communicated to employees in the form of supplements or policy addenda.

Nothing in this document is intended to create an express or implied contract between the Authority and any of its employees, or to set forth terms and conditions of employment. Employment at the Authority is “at-will”, which means either the Authority or any employee may terminate the employment relationship at any time and for any reason, or for no reason at all, with or without prior notice.

The Authority has always sought to develop a spirit of teamwork; individuals working together toward implementation of our mission. To maintain an atmosphere where these goals can be accomplished, the Authority provides a workplace that is comfortable and progressive. The Authority’s strategic plan has established a set of operating principles that all employees should make central to their work. Most importantly, the Authority has a workplace where communications are open and problems can be discussed and resolved in a mutually respectful atmosphere taking into account individual circumstances and the individual employee, while maintaining respect for managerial authority and Authority rules.

I. BASIC PRINCIPLES

(A) Non —discrimination

There shall be no discrimination against employees or applicants for employment on account of race, creed, color, national origin or ancestry, age, sex, sexual orientation, gender, gender preference or identity, disability, genetic information, marital status, veteran status or any political or union affiliation.

(B) Anti-Harassment Policy

It is the goal of the Authority to promote a workplace that is professional and that treats all of those who work here with dignity and respect. Unlawful harassment and discrimination on the basis of race, color, religion, sex, sexual orientation, age, national origin, disability or any other category protected by law is unlawful

and will not be tolerated. Further, any retaliation against an individual who has complained about discrimination or unlawful harassment, or retaliation against individuals for cooperating with an investigation of a discrimination or harassment complaint is unlawful and will not be tolerated.

Because the Authority takes allegations of discrimination and unlawful harassment seriously, we will respond promptly to complaints of discrimination or harassment. If the Authority's investigation reveals that unlawful discrimination or harassment did occur, prompt action will be taken to eliminate the discrimination or harassment and impose such corrective action as is necessary, including appropriate disciplinary action.

(C) Sexual Harassment Policy

The Authority is committed to providing all employees a work environment free from all forms of unlawful discrimination, including sexual harassment. Sexual harassment refers to behavior of a sexual nature, such as sexual advances, jokes or offensive pictures, offensive physical contact, requests for sexual favors and/or other verbal or physical conduct, which is not welcome and in which:

- 1) Acceptance of or submission to such conduct is made either explicitly or implicitly a term or condition of an employee's employment.
- 2) The employee's response to such conduct is used as a basis for employment decisions affecting that employee.
- 3) Such conduct interferes with an employee's work performance.
- 4) The conduct creates an intimidating, hostile or offensive working environment.

Sexual harassment in any form or for any reason is forbidden. This includes harassment among employees, by a manager of an employee or between employees and guests, visitors, clients, customers or others. While it is not possible to list all circumstances that may constitute sexual harassment, the following are some examples of conduct which, if unwelcome, may constitute sexual harassment, depending upon the totality of the circumstances including the severity of the conduct and its pervasiveness:

- a) Unwelcomed sexual advances, whether they involve physical touching or not;
- b) Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life; comment on an individual's body; comment about an individual's sexual activities;
- c) Displaying sexually suggestive objects, pictures, cartoons;
- d) Transmitting sexually suggestive materials.

Further, retaliation against an individual who has complained about sexual harassment or retaliation against individuals for cooperating with an investigation

of a sexual harassment complaint is unlawful and will not be tolerated.

(D) Reporting Harassment

The Authority urges all employees to promptly bring any concerns or complaints of harassment to its attention so that it can resolve the issue. If an employee believes that he or she has been subjected to harassment of any kind, the employee has the right to file a complaint with the Authority. In addition, any employee who witnesses or learns about the sexual harassment of another individual should inform his or her manager immediately. If the employee does not wish to discuss the issue with his/her manager, or if the manager does not address the problem, the employee should inform another manager.

The Authority will promptly investigate complaints of sexual harassment. Such investigation may include discussions with all involved parties, questioning of witnesses and other appropriate actions. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances.

If the Authority determines that sexual harassment has occurred, it will take action to end the harassment and ensure that it is not repeated, including without limitation, warnings, transfers, suspension, probation and termination of employment.

Employees also have the right to file a formal complaint of harassment or discrimination with state and federal agencies. The state agency responsible for enforcing the laws prohibiting harassment is the Massachusetts Commission Against Discrimination (MCAD), located at 1 Ashburton Place, Boston, Massachusetts, 02108, 617-994-6000.

The agency responsible for enforcing federal laws prohibiting harassment is the Equal Employment Opportunity Commission (EEOC), located at John F. Kennedy Federal Building, 475 Government Center, Boston, Massachusetts, 02203.

(E) Violence Policy

Consistent with its commitment to promoting the health and safety of our employees, the Authority has zero tolerance for employee behavior that endangers or threatens to endanger other employees or any person in the workplace or participating in an Authority function. The following are examples of workplace violence that are prohibited. Any employee who engages in any of the following actions or any other action that constitutes violent, threatening or intimidating behavior toward any person on Authority premises, during working hours or at an Authority sponsored event will be subject to disciplinary action, up to and including discharge:

- 1) Assault;
- 2) Battery;

- 3) Fighting (including horseplay that endangers self or others);
- 4) Menacing/threatening (whether by physical gestures or spoken words, and including loss of verbal control);
- 5) Having or using weapons (including reporting to work with, carrying during work hours or having on the Authority's premises or at an Authority sponsored event any weapon);
- 6) Injuring persons or property on the Authority's premises or at an Authority sponsored event; or
- 7) Violating safety rules or practices.

As a further expression of its commitment to the safety of its employees, the Authority instructs employees who are aware of or experiencing any situation in which there is danger of violence on Authority premises, during working hours or at an Authority sponsored event immediately to inform any manager.

- (F) **Ethics and Conflict of Interest**
As a public agency, Authority employees must take extraordinary care to ensure that they do not take official actions that are, or give the appearance of, being influenced by personal gain or benefit. All employees shall participate in all required training regarding the State Ethics Laws for municipal employees.
- (G) **Organization Plan**
All positions shall be established in accordance with an organizational/strategic plan and job description clearly setting forth employee duties and responsibilities.

II. COMPENSATION AND BENEFITS

(A) Compensation

Appropriate compensation for Authority employees shall be determined by the Cambridge Redevelopment Authority Board (the "Board").

(B) Benefits Health Insurance

All permanent employees may take advantage of health insurance coverage through the state Group Insurance Commission (GIC). Employees will be required to contribute twenty (20) percent of their health insurance premiums. Once a health carrier is selected by an employee, that coverage continues until the next open enrollment period, or until a major life change (marriage, birth of child, etc.) as defined by GIC. Employees should consult the GIC website (<http://www.mass.gov/anf/employee-insurance-and-retirement-benefits/oversight-agencies/gic/>) for more information about coverage.

(C) Dental Benefits

Dental benefits are provided by the Authority through an insurance provider for routine dental care. Subsidies may be available for more extensive services. Employees should consult plan documents for specific details about scope of coverage.

(D) Disability Insurance

All employees may qualify for long-term disability insurance available through the GIC, the premiums for which shall be paid by the Authority. Employees should consult the GIC website (<http://www.mass.gov/anf/employee-insurance-and-retirement-benefits/oversight-agencies/gic/>) for more information about disability insurance.

II. PERSONNEL PROCEDURES AND EXPECTATIONS

(A) Employment At Will

Nothing in these policies should be taken to establish or imply a contract of employment or a guarantee of continued employment. The Authority values all employees and hope you have a rewarding career here. However, all employment with the Authority is “at-will”, which means either the Authority or you may terminate the employment relationship at any time and for any reason, or for no reason at all, with or without prior notice. In order to maintain the smooth operation of the Authority, it is requested that employees provide at least two (2) weeks notice before separating from their position.

(B) Attendance and Punctuality

The success and smooth operation of the Authority employees being at work on time each day they are scheduled to work. Absenteeism or tardiness places an extra burden on co-workers and causes a general workplace interruption. Accordingly, employees are expected to report to work on time and when scheduled. Failure to report to work on time and when scheduled may result in disciplinary action, up to and including termination.

In all matters regarding absenteeism or tardiness, an employee must personally speak with their supervisor to report a situation before one is expected for work. Failure to properly notify the manager will result in an unexcused absence, and may also result in disciplinary action, up to and including termination. Management may, at any time, require a written verification from a licensed physician for any reported illness or missed work.

If an employee is absent for three (3) consecutive scheduled shifts without proper

notification, you may be considered to have voluntarily terminated your employment.

(C) Role of Supervisors Relative to Employee Performance

The Authority encourages employees to increase their skill set and improve their work performance through their supervisors. Supervisors are expected to help their employees perform their jobs by providing clear direction and meaningful feedback on their performance. This includes setting work goals, coaching and continuous feedback, and providing opportunities to develop skills and receive training. An annual review of the performance of each employee's performance shall be conducted by his or her supervisor and/or the Executive Director.

(D) Discipline

Employment with the Authority is at-will, and the Authority reserves the right to terminate an employee's employment at any time. Additionally there are certain types of conduct that are considered unacceptable in the workplace. While it is impossible to list all forms of such behavior, the following are some examples of behavior that may result in disciplinary action, up to and including termination:

- Poor work performance or negatively interfering with the work performance of other employees;
- Insubordination;
- Dishonesty;
- Providing false or misleading information regarding employment records;
- Harassment of fellow employees, Authority vendors or customers or the exhibition of lewd or indecent behavior;
- Exhibiting horseplay, practical jokes, running or throwing things;
- Falsification of Authority records, books, or any employment related document;
- Theft;
- Gambling at work;
- Sleeping on the job;
- Engagement in acts of violence or threats of violence, including fighting;
- Possession of firearms or weapons on Authority property;
- Stealing, attempting to steal, concealing, defacing, misusing, or destroying Authority property or the property of any other person/Authority;
- Violation of the law;
- Reporting to work under the influence of alcohol or drugs not taken under the direction of a licensed physician, or the use, sale or possession of drugs or alcohol on Authority premises;
- Unexplained absences or tardiness;

- Acceptance of personal remuneration from customers, public or private agencies, or others with respect to matters involving the Authority;
- Breaches of confidentiality;
- Failing to observe the Fair Debt Collection Practices Act; or
- Any violation of any Authority policy.

(E) Personnel Files

A record shall be maintained for every employee. The Authority abides by the law with respect to disclosure of personnel files. Employees who wish to review or copy their personnel file need to submit a written request to their manager. Upon such request, employees may review/copy their employee file within five (5) business days during normal business hours in the presence of an individual who is appointed to maintain those files. In addition, an employee who submits a written request to obtain a copy of their personnel file will receive it within five (5) business days.

(F) Drug and Alcohol Use in the Workplace

The use of illegal drugs or being “under the influence” of alcohol is not permitted on the Authority's premises. While at work or while conducting Authority business, an employee may not engage in the unlawful distribution, possession, or use of illegal drugs. Violations of these standards will lead to immediate disciplinary action, up to and including termination. The legal use of prescribed drugs is permitted on one's job if it does not impair an employee's ability to perform the essential functions of the job effectively and in a safe manner that does not endanger others.

III. WORKING HOURS

- (A) The regular workweek shall consist of 37.5 hours Monday through Friday.
- (B) Working hours for employees, except for personnel assigned to special programs and/or activities, shall be 9:00 A.M. to 5:30 P.M. with one (1) hour off for lunch. Working hours for hourly employees assigned to special programs shall be in accordance with the terms and conditions contained in contract(s) for such programs and/or approved by the Executive Director.
- (C) Individual working hours may be adjusted at the discretion of the Executive Director.

IV. OVERTIME AND COMPENSATORY TIME

- (A) Work in excess of the regular workweek may be required in the interest of

efficient operation of Authority activity. All employees are expected to cooperate when the need for such work arises. Compensation for such work may be made, as provided below, if the work was necessary and authorized prior to performance of the work by the Executive Director.

- (B) Non-exempt employees are compensated for such overtime at a rate of one and one-half (1 ½) times the normal rate of pay.
- (C) Exempt employees are not entitled to receive overtime. However, the Authority currently allows exempt employees to receive compensatory time for hours worked beyond 37.5 hours in a given workweek. Compensatory time may be used for time off during the regular workweek, on an hour-for-hour basis. Scheduling the use of any compensatory time is subject to approval by the Authority. The Authority retains the discretion to revoke its compensatory time policy at any time.
- (D) Compensatory time may not be earned in units less than one half (1/2) hour. No payment shall be made, nor any credit carried forward to any other payroll period, for accumulated overtime work of less than one half (1/2) hour in any week.
- (E) An employee may not carry a balance of more than seventy-five (75) hours of compensatory time at anytime, except under unusual circumstances approved by the Executive Director.
- (F) No compensatory time may be earned for work done at home, except under unusual circumstances approved by the Executive Director..
- (G) Due to voluntary or involuntary separation, an employee shall be granted payment of up to two workweeks (75 hours) for previously approved and accumulated compensatory leave approved at the employee's current salary rate.

V. LEAVE REGULATIONS

(A) Holidays

The following holidays with pay shall be observed.

New Year's Day
Martin Luther King Day
President's Day
Patriots' Day
Memorial Day
Independence Day
Labor Day

Columbus Day
Veteran's Day
Thanksgiving Day
Day After Thanksgiving
Christmas
Christmas Eve (or other holiday of choice)

At the discretion of the Authority, any other day being observed by the municipality or the state may be included as a holiday with pay.

Employees are entitled to one floating holiday to be taken as a full workday during each calendar year. A floating holiday may not be carried over or converted into cash, nor shall it count toward the accrual of benefits.

(B) Vacation Leave

- (1) Each permanent and/or temporary employee who has been regularly employed by the Authority for at least three months shall be credited with vacation leave as follows:
 - a) Employees with less than ten (10) years of service are provided with three (3) weeks of vacation per year, to accrue at a rate of 1.25 days a month.
 - b) Employees with between ten (10) and twenty (20) years of service are provided with four (4) weeks per year, to accrue at a rate of 1.6 days a month.
 - c) Employees with over twenty (20) years of service, are to be provided with five (5) weeks of vacation per year, to accrue at a rate of two (2) days per month plus an additional day on the first month of the anniversary year of service.
 - d) Vacation leave for part-time employees shall be pro-rated based on the foregoing amounts.
- (2) Vacations are subject to approval of the Authority, and will be granted by the Executive Director at such time as in the opinion of the Executive Director will cause the least interference with the performance of the regular work of the Authority. An Employee should request vacation time at the earliest time possible ahead of the requested time period for vacation.
- (3) A day's vacation is a regularly scheduled day off. If a paid holiday occurs during the vacation period, it is not counted as a day of vacation.
- (4) Because vacations are intended for rest, relaxation, and the opportunity to regenerate, they are meant to be taken during the year they are credited. Therefore no more than one (1) week of vacation time may be carried over to the subsequent and accumulated calendar years, with approval of the Executive Director. Vacation time that is not used or approved for carryover will be forfeited.
- (5) Upon separation, death, or retirement of an employee, up to five (5)

weeks of accumulated but unused vacation leave shall be paid out to the employee at the employee's regular salary.

(C) Sick Leave

- (1) Permanent employees, and in the case of temporary employees, persons who have been employed by the Authority continuously for at least three months, shall be entitled to sick leave with full pay in accordance with the provisions of these rules and regulations.
- (2) A leave of absence granted under these rules and regulations shall be known as Sick Leave and shall be granted for the following reasons only:
 - a) Personal illness or physical incapacity to such an extent as to be unable to perform the duties of his or her position.
 - b) Attendance upon members of the family within the household of the employee, whose illness requires the care of such employee, provided that not more than seven working days with pay shall be granted to such employee for this purpose in any one calendar year, not to exceed earned sick leave available and to be deducted from sick leave available.
 - c) Enforced quarantine when established and declared by the Department of Health or other competent authority for the period of such quarantine only, and not to exceed earned sick time available.
- (3) Full time employees shall receive seven and one half (7.5) days of sick leave upon completion of six months of employment. After that point, employees earn one and one quarter (1.25) days of sick leave per month until January 1st on the next year. Thereafter, employees are credited with fifteen (15) days of paid sick leave for the calendar year
- (4) When not used by an employee, sick days may be accumulated for up to a total of ninety (90) days, regardless of length of service. Employees are encouraged to accumulated sick leave in the event of major or catastrophic illness.
- (5) Sick leave will not be allowed unless notification is given of the illness by the employee, his family, of his family physician, either before or within a reasonable period after the scheduled work time if notice prior to the leave was not possible. Otherwise paid sick leave shall not begin until after notification has been received.

- (6) If the absence is more than five (5) days, or if there are repeated absences of shorter duration, or if absences reflect a suspicious pattern, a statement from the employee's physician will be required stating the nature and extent of the employee's illness.
- (7) With the special permission of the Authority sick leave may be advanced to an employee, but not in excess of five (5) days.
- (8) The Authority shall keep accurate records of all sick leave taken and accumulated by employees.
- (9) A part-time employee with permanent status will be allowed such proportion of sick leave credit as the actual part-time service bears to full time service.
- (10) Employees granted leave of absence without pay shall not accrue leave during said leave of absence, but upon resumption of active employment may have available the sick leave accrued before the time of such leave of absence.
- (11) An employee who violates any of the rules and regulations promulgated hereunder or willfully makes false report regarding sickness, shall be subject to disciplinary action, up to and including termination.
- (12) Employees receiving compensation under the provision of the Worker's Compensation Law, may draw on accumulated sick leave while it lasts to make up the difference in the regular weekly pay of an employee while receiving Worker's Compensation.
- (13) Death or separation from service shall terminate any and all rights under these rules and regulations for any unused sick leave, except as provided for below.
- (14) Upon involuntary or voluntary separation, due to retirement, death or layoff/elimination of position, an employee shall be granted payment of up to ninety (90) days of sick leave accrued and not utilized in the current calendar year at 50% of the employee's current salary rate.

(E) Maternity / Paternity Leave

- (1) An employee who has been employed by the Authority for at least 12 months is entitled to four (4) weeks of paid maternity / paternity leave for the birth and/or care of a child, or the adoption of a child. Employees may also use up to the full balance of paid sick leave and vacation for additional paid family leave.
- (2) In compliance with Massachusetts law, we will grant eligible female employees an 8-week unpaid absence for the purpose of giving birth or

adopting a child under the age of 18, or under the age of 23 if disabled. All insured benefits will remain in effect during the maternity leave, but the employee will need to continue to pay any co-share of insurance premiums. An employee may choose to use any accrued vacation, sick or personal time during the leave.

- (3) An employee should inform her manager of expected dates of absence as soon as possible, and give at least two weeks' notice of her expected departure date and her intention to return. At the conclusion of the leave, an employee should coordinate her date of return with her manager. If during this leave an employee decides not to return, she must submit a letter of resignation.

(D) Bereavement Leave

- (1) Employees who suffer the death of a close relative or household member may be granted a leave of absence with pay for a limited number of days as described below.
- (2) Up to five (5) days of bereavement leave will be granted in the case of death of a mother, father, spouse, child, brother, sister, or domestic partner.
- (3) Leave with pay for up to one (1) day will be granted in the case of death of other members of the employee's family not specifically identified herein.

(E) Leave of Absence

- (1) A leave of Absence (i.e. sabbatical) is an official authorization to be absent from work without pay for a specified period of time. The Authority may grant a permanent employee a leave of absence without pay, not to exceed three months. This time off is not counted towards service and salary increments, sick leave, or vacation benefits.
- (2) The Authority recognizes the importance of personal and family responsibilities of its workforce and provides time away from work to eligible employees in accordance with the law.

(F) Absent Without Authorization:

- (1) If an employee is absent without proper authorization, he/she will be subject to discipline, up to and including termination.

(G) The Authority will grant leaves of absence for military duty as required by law. An

employee may choose to use any accrued vacation time but is not required to use vacation time.

(H) Court Leave

- 1) All employees summoned for jury duty, shall immediately inform the Executive Director. In the event that an employee is dismissed early from paid jury duty, and there are at least four hours remaining in the work day, the employee is expected to return to work.
- 2) The Authority will reimburse employees for the difference between jury pay and an employees regular pay for each day of jury duty that requires an absence from work, provided that jury duty documentation is submitted to the Executive Director.
- 3) Payment by the court to the employees for travel expenses at the prevailing rate may be retained by the employee.

(I) Personal Leave

All employees are eligible for two (2) Personal Days a year after six-months employment; said personal days may be used in increments of two (2) hours to cover personal business. Personal leave is subject to the prior approval of the Executive Director.

VI. WHISTLEBLOWER POLICY

(A) Reporting Responsibility

Each director, Board member, and employee of the Authority has an obligation to report questionable or improper accounting or auditing matters. All concerns shall be forwarded to the Executive Director or the Treasurer in accordance with the procedures set forth herein. The Finance Committee shall be responsible for investigating, and making appropriate recommendations to the Board, with respect to all reported concerns.

(B) Non-Retaliation

This Whistleblower Policy is intended to encourage and enable directors, volunteers, and employees to raise Concerns within the Organization for investigation and appropriate action. Retaliation in any form, including discipline, is prohibited where a director, volunteer, or employee reports a Concern in good faith to the Authority. Anyone who retaliates against an individual who has reported a Concern in good faith is subject to discipline up to and including termination.

(C) Procedures

Employees should first discuss their concern with their immediate supervisor. If, after speaking with his or her supervisor, the individual continues to have reasonable grounds to believe the concern is valid, or if the individual is uncomfortable speaking with his or her supervisor, or the supervisor is a subject of the concern, the individual should report his or her concern directly to the Treasurer.

The Finance Committee shall address all reported Concerns. The Treasurer shall immediately notify the Chair, the Executive Director, and other Board members of any such report. The Treasurer will notify the sender and acknowledge receipt of the concern within five business days, if possible. If the Executive Director or Treasurer, for any reason, does not promptly forward the concern to the Board, the reporting individual should directly report the Concern to the Chair of the Board.

Concerns may be also be submitted anonymously. Such anonymous concerns should be in writing and sent directly to the Treasurer. It will not be possible to acknowledge receipt of anonymously submitted Concerns.

All reports will be promptly investigated by the Finance Committee, and appropriate corrective action will be recommended to the Board, if warranted by the investigation. In addition, action taken must include a conclusion and/or follow-up with the complainant for complete closure of the concern.

(D) Acting in Good Faith

Anyone reporting a Concern must act in good faith and have reasonable grounds for believing the information disclosed indicates an improper accounting or auditing practice, or a violation of the Codes(what are the Codes?). The act of making allegations that prove to be unsubstantiated, and that prove to have been made maliciously, recklessly, or with the foreknowledge that the allegations are false, will be viewed as a serious disciplinary offense and may result in discipline, up to and including termination.

(E) Confidentiality

Reports of Concerns, and investigations pertaining thereto, shall be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation. Disclosure of reports of Concerns to individuals not involved in the investigation will be viewed as a serious disciplinary offense and may result in discipline, up to and including termination

VII. E-Mail, Voicemail, Computer Systems, and Office Equipment

The Authority provides its employees with access to Authority computers, network, Internet access, internal and external electronic mail, voicemail and office

equipment to facilitate the conduct of Authority business.

- (A) **Authority Property:** All computers and data, information and software created, transmitted, downloaded, or stored on the Authority's computer system are the property of the Authority. All electronic mail messages composed, sent and received are and remain the property of the Authority. The voicemail system and all messages left on that system are Authority property.
- (B) **Business Use and Occasional Personal Use:** The Authority's computers, network, Internet access, and electronic mail and voicemail systems are provided to employees to assist employees in accomplishing their job responsibilities for the Authority. Incidental and occasional personal use of such facilities are acceptable, provided such use is reasonable, appropriate, and complies with this policy. If you have any questions as to whether a particular use of such facilities is permissible, check with your supervisor before engaging in such use. The use of the Authority's computers, network, Internet access, electronic mail, and voicemail for personal use does not alter the facts that the foregoing remain Authority property, and that employees have no reasonable expectation of privacy with respect to such use.
- (C) **Privacy:** Employees shall respect the privacy of other users. Except as provided in below, messages sent via electronic mail are to be read only by the addressed recipient or with the authorization of the addressed recipient. The data, information, and software created, transmitted, downloaded, or stored on the Authority's computer system may be accessed by authorized personnel only. There is no reasonable expectation of privacy in any e-mail, voicemail and/or other use of the Authority computers, network, and systems. Employees should understand that the confidentiality of electronic mail cannot be assured. Employees must assume that any and all messages may be read by someone other than the intended recipient. Personal passwords are not an assurance of confidentiality.
- (D) **Prohibited Conduct:**
 - (1) Employees may not use the Authority's computers, network, Internet access, electronic mail, voicemail, or other office equipment to conduct illegal or malicious activities.
 - (2) Employees may not transmit or solicit any threatening, defamatory, obscene, harassing, offensive, or unprofessional material. Offensive content would include, but not be limited to, sexual comments or images, racial slurs, gender-specific comments or any comments that would offend someone on the basis of his or her race, religion, color, national origin, ancestry, disability, age, sex, marital status, sexual orientation, or any other class protected by any federal, state, or local law.
 - (3) Employees may not access any web site that is sexually or racially offensive

- or discriminatory.
- (4) Employees may not display, download, or distribute any sexually explicit material.
 - (5) Employees may not use the e-mail, voicemail, or computer systems to solicit for religious causes, outside business ventures or personal causes.
 - (6) Employees may not transmit any of the Authority's confidential or proprietary information, including (without limitation) customer data, or trade secrets.
 - (7) Employees may not install, run or download any software (including entertainment software or games) not authorized by the Authority.
 - (8) Employees may not disrupt or hinder the use of the Authority computers or the network, or infiltrate another computer or computing system.
 - (9) Employees may not damage software or propagate computer worms or viruses.
 - (10) Only authorized employees may communicate on the Internet on behalf of the Authority.
- (E) **Monitoring:** The Authority maintains the right to monitor and record employee activity on its computers, network, voice mail, e-mail system, and the Internet. The Authority's monitoring includes (without limitation) reading e-mail messages sent or received, files stored or transmitted and recording web sites accessed.
- (F) **Archiving:** It is the Authority's practice to archive (i.e., make back-up copies) of all electronic documents, files and e-mail messages incident to the Authority's normal back-up procedures. Employees should therefore understand that even when a document, file, or message is deleted; it may still be possible to access that message. Management and law enforcement agencies have the right to access these archives.
- (G) **Sustainability:** Employees are urged to minimize the use of paper and energy in the office. Employees should cooperate with the Authority's efforts to operate as a sustainable agency in conformance with the environmental goals of the City of Cambridge and the Commonwealth of Massachusetts.
- (H) **Copyright Laws:** Any software or other material downloaded into the Authority's computers may be used only in ways consistent with the licenses and copyrights of the vendors, authors, and owners of the material. No employee shall make illegal or unauthorized copies of any software or data.
- (I) The Authority's office equipment is intended for Authority business only. If an employee would like to request the limited use of equipment such as the fax or copier for a personnel matter, he or she should do so make arrangements with the

Executive Director.

- (J) Violations of this Policy: Any violation of this policy may result in disciplinary action up to and including immediate termination. Any employee learning of any violation of this policy should notify their immediate supervisor immediately.

VIII. TRAVEL

- (A) Members of the Authority, employees, consultants, and agents may perform official travel upon authorization by the Authority or as authorized by the Chair and the Executive Director.
- (B) Transportation costs for such persons authorized to travel on official business of the Authority shall be paid by the Authority. Coach class rail or air accommodations shall be the standard means of transportation. First-class air accommodations may be reimbursed because of accessibility needs due to physical impairment, provided any such impairment and need for special travel arrangements is substantiated. Costs of taxi fare, telephone calls, transit fares, car, rentals, and conference space, and similar items necessary for the performance of official business, shall be considered reimbursable items. Reimbursement will be denied unless a request is accompanied by receipts and any other necessary documentation .
- (C) In addition to reimbursable costs as authorized above, the Authority shall pay actual subsistence expenses properly documented by receipts and other acceptable evidence, but not exceeding \$50.00 a day, for a member, employee, consultant, or agent , on official travel authorized by or on behalf of the Authority.
- (D) Authorized travel by privately-owned automobiles shall be paid by the Authority at a rate not to exceed the lesser of the mileage rate approved by the General Services Administration or the mileage rate paid by the City of Cambridge for such expenses. Tolls paid by the traveler shall be considered a reimbursable item. Whenever automobile travel is involved, signed records of car expenditures and mileage, or of mileage only in the case of a privately-owned automobile shall be submitted and approved before payment. If two or more persons traveled in the same automobile, only one of these persons shall be reimbursed for mileage.
- (E) All travel expenses shall be recorded, signed by the traveler, and approved by the Executive Director , prior to reimbursement.
- (F) The Authority may make one (1) payment of travel expenses for the second round of employment interviews incurred in accordance with appropriate Authority authorization by applicants for professional supervisory positions

with the Authority, and (2) payment of moving expenses incurred in accordance with appropriate Authority authorization by new employees, including their immediate families and household goods, and personal effects, for such positions.

- (G) All employees working 16 hours a week or more shall be eligible to receive a 100% subsidy of the T Pass up to \$100 per month, subject to authorization by the Executive Director.

IX. RETIREMENT

- (A) Fulltime employees and part-time employees working at least halftime shall be members of the Cambridge Retirement System.
- (B) Retirement contributions and benefits shall be in accordance with the requirements of the Cambridge Retirement System.

X. ADMINISTRATION

The Executive Director shall have the primary responsibility of enforcement of the provisions and purposes of this Personnel Policy.

XI. AMENDMENTS

All provisions and policies herein are subject to change by the Authority. Amendment of the above provisions shall be by vote of a majority of the Members of the Authority with or without notice to any employee.

FOURTH AMENDMENT TO LEASE

THIS FOURTH AMENDMENT TO LEASE dated as of this ____ day of _____, 2013 by and between ONE CAMBRIDGE CENTER TRUST but not individually ("Landlord") and the CAMBRIDGE REDEVELOPMENT AUTHORITY ("Tenant").

RECITALS

By Lease dated June 30, 2001 Landlord did lease to Tenant and Tenant did hire and lease from Landlord 1,594 square feet of rentable floor area (the "Rentable Floor Area of the Premises") on the fourth (4th) floor of the building (the "Building") known as and numbered One Cambridge Center, Cambridge, Massachusetts (referred to in the Lease as the "Premises" or "Tenant's Space").

By First Amendment to Lease dated as of July 21, 2004 Landlord and Tenant extended the Term of the Lease for one (1) period of three (3) years upon all of the same terms and conditions set forth in the Lease except as set forth in the First Amendment to Lease (the "First Amendment").

By Second Amendment to Lease dated as of June 8, 2009 Landlord and Tenant extended the Term of the Lease for one (1) period of one (1) year and nine (9) months upon all of the same terms and conditions set forth in the Lease except as set forth in the Second Amendment to Lease (the "Second Amendment").

By Third Amendment to Lease dated as of March 31, 2011 Landlord and Tenant extended the Term of the Lease for one (1) period of three (3) years upon all of the same terms and conditions set forth in the Lease except as set forth in the Third Amendment to Lease (the "Third Amendment").

Landlord and Tenant have agreed to further extend the Term of the Lease for one (1) period of nine (9) months upon all of the same terms and conditions set forth in the Lease except as set forth in this Fourth Amendment to Lease (the "Fourth Amendment").

Landlord and Tenant are entering into this instrument to set forth said extension of the Term of the Lease and to amend the Lease.

NOW THEREFORE, in consideration of One Dollar (\$1.00) and other good and valuable consideration in hand this date paid by each of the parties to the other, the receipt and sufficiency of which are hereby severally acknowledged, and in further consideration of the mutual promises herein contained, Landlord and Tenant hereby agree to and with each other as follows:

1. The Term of the Lease, which but for this Fourth Amendment is scheduled to expire on March 31, 2014, is hereby extended for one (1) period of nine (9) months commencing on April 1, 2014 and expiring on December 31, 2014 (the "Fourth Extended Term"), unless sooner terminated in accordance with the provisions of the Lease, upon all the same terms and conditions contained in the Lease as amended and as herein amended.
2. (A) For the period prior to April 1, 2014, Annual Fixed Rent shall continue to be paid as provided in the Lease as amended.

(B) Annual Fixed Rent shall be paid by Tenant during the Fourth Extended Term (being the period from April 1, 2014 through December 31, 2014) at the monthly rate of \$4,516.33 (being the annual product of (i) \$34.00 and (ii) the Rentable Floor Area of the Premises (being 1,594 square feet)).
3. Section 1.2 of the Lease, the Initial Minimum Limits of Tenant's Commercial General Liability Insurance for \$5,000,000.00 combined single limit per occurrence on a per location basis, is hereby deleted in its entirety and the following provision substituted therefor:

"The minimum limits of liability of such insurance shall be \$3,000,000.00 per occurrence, which may be satisfied through a combination of primary and excess/umbrella insurance".
4. Tenant is in possession of the Premises and accepts the Premises in its "as is" condition without any obligation on the part of Landlord to perform any alterations, repairs or improvements.
5. (A) Tenant warrants and represents that Tenant has not dealt with any broker in connection with the consummation of this Fourth Amendment; and in the event any claim is made against Landlord relative to dealings by Tenant with brokers, Tenant shall defend the claim against Landlord with counsel of Tenant's selection first approved by Landlord (which approval will not be unreasonably withheld) and save harmless and indemnify Landlord on account of loss, cost or damage which may arise by reason of such claim.

(B) Landlord warrants and represents that Landlord has not dealt with any broker in connection with the consummation of this Fourth Amendment; and in the event any claim is made against Tenant relative to dealings by Landlord with brokers, Landlord shall defend the claim against Tenant with counsel of Landlord's selection and save harmless and indemnify Tenant on account of loss, cost or damage which may arise by reason of such claim.
6. Except as otherwise expressly provided herein, all capitalized terms used herein without definition shall have the same meanings as are set forth in the Lease.

7. Except as herein amended the Lease shall remain unchanged and in full force and effect. All references to the "Lease" shall be deemed to be references to the Lease, the First Amendment, the Second Amendment, the Third Amendment and as herein amended.

PAGE ENDS HERE

EXECUTED as a sealed instrument as of the date and year first above written.

WITNESS:

LANDLORD:

David C. Provost, For the Trustees of One
Cambridge Center Trust, Pursuant to Written
Delegation, but not individually

TENANT:

ATTEST:

CAMBRIDGE REDEVELOPMENT AUTHORITY

By: _____
Name: _____
Title: _____

By: _____
Name: _____
Title: _____
Hereunto Duly Authorized

Cambridge Redevelopment Authority

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



CAMBRIDGE REDEVELOPMENT AUTHORITY

AMENDMENT NO. 8

URBAN RENEWAL PLAN

PROJECT NO. MASS R-107

Kendall Square Urban Renewal Area

Cambridge Redevelopment Authority

Cambridge Massachusetts

WHEREAS, Cambridge Redevelopment Authority desires to modify, as hereinafter set forth, certain provisions of the urban renewal plan know as the "Urban Renewal Plan, Kendall Square Urban Renewal Area, Project No. Mass R-107," approved by the Cambridge Redevelopment Authority on August 24, 1965, and amended on December 22, 1976, June 22, 1981, September 13, 1993, September 8, 1997, July 11, 2001, April 26, 2004, and December __, 2012, in order to reflect revisions to Chapter 14 of the Cambridge Zoning Ordinance as of December 4 2013;

NOW THEREFORE, said Plan is hereby further amended as follow:

Chapter 4: Land Use Provisions and Building Requirements is hereby amended by deleting the entire chapter and substituting in lieu thereof the following:

CHAPTER 4 LAND USE PROVISIONS AND BUILDING REQUIREMENTS

Section 401: Permitted Uses on Acquired Land

Terms used in this Urban Renewal Plan and not otherwise defined shall have the meanings ascribed to them in the Cambridge Zoning Ordinance, as the same may be amended from time to time. The uses permitted in the MXD District of the project area on land previously acquired by the Cambridge Redevelopment Authority shall be:

(1) Light Industry

- a) Manufacturing: fabrication, assembly, finishing work (including packaging and bottling, but only as an accessory use) without limit as to category or product.
- b) Wholesale business, only if affiliated with and accessory to another use or located on the same lot as other non-wholesale uses. Development on any lot in the MXD District shall not be devoted exclusively to wholesale uses.
- c) Printing, binding, or related establishment.
- d) Storage warehouse, cold storage plant, storage building, as an accessory use only and not exceeding 20,000 square feet, but not including storage or bailing of junk, scrap metal, rags, paper or other waste materials and not including outside storage of products or materials.

(2) Office Uses and Biotechnology Manufacturing Uses

- a) Business or professional offices.
- b) Bank, trust company or other financial institution.
- c) Research and development office.
- d) Research, experimental and testing laboratory.
- e) Radio or television studio.
- f) Manufacturing of biotechnology and pharmaceutical products, including:
 - (i) Fabrication, assembly, finishing work (including packaging and bottling, but only as an accessory use).
 - (ii) Wholesale business, only if affiliated with and accessory to another use or located on the same lot as other non-wholesale uses.
 - (iii) storage warehouse, cold storage building, as an accessory use only.

(3) Retail and Consumer Service Establishments

- a) Store for retail sale of merchandise, but not a sales place for automobiles or trucks.
- b) Eating and/or drinking establishment, whether or not liquor is sold or consumed, including restaurant, bar, lunchroom, cafeteria and food commissary.
- c) Fast order food establishment only if (i) it is not located in a separate structure, (ii) it does not exceed 3, 000 square feet gross floor area, (iii) there will be no more than fifteen (15) such establishments within the MXD District (a maximum of eight (8) of which shall be located in the Ames Street District and a maximum of seven (7) of which shall be located in the portions of the District outside of the Ames Street District), and (iv) it is granted a Special Permit, as provided in the zoning ordinance of the City of Cambridge.
- d) Consumer service establishment, including but not limited to hairdresser, barber shop, laundry or dry-cleaning pickup establishment, self-service laundry, shoe repair or tailoring shop, or photography studio.
- e) Rental agency for autos or other products, but not including taxi companies. Such agencies shall be operated entirely within a building and no major automobile repairs shall be made on the premises.
- f) Automobile service station, provided that it is located within or attached to a parking garage or other structure as an accessory use, that no major repairs are made on the premises, and that all lubrication and repairs are carried out within the building.

(4) Residential uses

- a) Multi-family dwelling.
- b) Hotel or motel.

(5) Entertainment and Recreational Uses

- a) Indoor commercial entertainment establishments including but not limited to cinema, theater, concert hall, cabaret and night club.
- b) Recreation facilities including bowling alley, indoor or outdoor tennis courts, public recreation building, health club, or skating rink. Such recreation facilities shall be allowed only if they are located in or attached to structures containing other principal uses.
- c) Halls, auditoriums and similar spaces used for public gatherings.

d) Parks or playgrounds.

(6) Institutional Uses

a) Religious purposes.

b) Educational purposes exempt by statute.

c) Library or museum as an accessory use only.

d) Governmental offices and facilities, including post office, fire station and police station.

e) Clinic licensed under Sec. 51, Ch. 111, General Laws but not a hospital licensed under said Chapter.

(7) Transportation, Communication and Utility Uses

a) Bus, subway or railroad passenger station.

b) Automobile parking lot or parking garage.

c) Distribution center, parcel delivery center or delivery warehouse as accessory uses only.

d) Telephone exchange, as an accessory use.

e) Radio or television transmission station.

f) Transformer station, substation, gas regulator station, or pumping station and related utility uses designed primarily to serve development within the District.

The location of these uses will be in accordance with the Zoning Ordinance changed as specified in Section 303 and with the objectives of the Urban Renewal Plan as specified in Section 102.

The uses permitted in the remainder of the project area, and the location of such uses, shall be as set forth in Section 304 hereof.

No activity shall be permitted in the District unless it shall be in conformity with the following standards for environmental protection:

a) All dust, fumes, odors, smoke or vapor shall be effectively confined to the premises or so disposed of as to avoid air pollution.

b) Any noise, vibration or flashing shall not be normally perceptible without instruments at a distance of one hundred (100) feet from the premises.

- c) All development proposals shall comply with Federal and State air pollution and water pollution control regulations, the City of Cambridge Ordinances, and other applicable environmental laws.
- d) Except during construction activity on the lot all refuse and other waste materials shall be stored within buildings prior to collection and disposal.

Section 402 : Dimensional Requirements

Dimensional requirements pertaining to floor area ratios, dwelling unit densities, and height limitations in the MXD District of the project area shall be as follows:

- (a) The aggregate gross floor area (hereinafter referred to as "GFA" and defined in Appendix I of the Urban Renewal Plan attached hereto and made a part hereof as if fully set forth herein) of development in the MXD District shall not exceed 3,102,100 square feet plus 200,000 that shall be limited to multi-family residential, for a total GFA not to exceed 3,302,100 square feet. Aggregate GFA of development in the MXD District is at any time the sum of the GFA of all buildings (i) which are then located in the MXD District, (ii) which are being constructed or may be constructed in the MXD District pursuant to the effective building permits, and (iii) which, pursuant to then outstanding contracts (including options) with Cambridge Redevelopment Authority and so stated in certificates from the Authority to the Superintendent of Buildings may be constructed in the MXD District in the future.

In addition to the aggregate GFA limitation, the cumulative GFA for each of the use groups shall not exceed the respective amounts stated below, except as provided hereinafter. Cumulative GFA for a use group is at any time the sum of the GFA of all portions, occupied or to be occupied by uses within such use group, of all buildings (i) which are then located in the MXD District, (ii) which are being constructed or may be constructed in the MXD District pursuant to then effective building permits, and (iii) which, pursuant to then outstanding contracts (including options) with Cambridge Redevelopment Authority to the Superintendent of Buildings, may be constructed in the MXD District in the future.

Industrial uses permitted by Section 401(1):
Cumulative GFA = 770,000 s.f.

Office Uses and biotechnology manufacturing uses permitted by Section 401(2) - Cumulative GFA = 1,634,100 square feet.

Retail and consumer service uses permitted by Section 401(3):
Cumulative GFA = 150,000 s.f.

Residential uses permitted by Section 401(4):
a) Multi-family housing: Cumulative GFA =
200,000 square feet for buildings that may be constructed within that portion of the MXD District located between Main Street and Broadway.

b) Hotel/Motel: Cumulative GFA = 440,000 s.f.

Entertainment, recreational, institutional, transportation, communication and utility uses permitted by Sections 401(5), 401(6) and 401(7) and additional development of industrial, office and biotechnology manufacturing uses, retail, consumer service and hotel/motel uses exceeding the foregoing cumulative GFA limitations. Cumulative GFA = 489,292 s.f. for buildings which are located or are being constructed or may be constructed at any location within the MXD District, plus an additional 483,708 s.f. for buildings which may be constructed within the MXD District north of Broadway.

Any construction or change of use within the MXD District which would cause the foregoing aggregate or cumulative GFA limitations to be exceeded shall not be allowed.

The Superintendent of Buildings shall maintain a record of the Aggregate GFA within the MXD District and a record of cumulative GFA for each use group specified in Section 401. The Superintendent of Buildings shall maintain a separate record of any development within the area of the MXD district designated in Exhibit G as the "Ames Street District." These records shall be adjusted, as appropriate, from time to time, including upon issuance revocation or expiration of a building permit or certificate of occupancy and upon receipt of a certificate from Cambridge Redevelopment Authority as to an outstanding contract (including option) for the construction of a building. Additional building area within the MXD District authorized by a variance issued by the Board of Zoning Appeal, shall not be counted by the Cambridge Redevelopment Authority or the Superintendent of Buildings against the GFA Limitations of this Section 402.

In determining cumulative GFA for a building containing uses in more than one use group, spaces to be utilized by users in more than one of the use groups, such as lobbies, interior courts, elevator shafts and basement storage areas shall be apportioned to each use group in proportion to the share of space that use group will occupy within the building.

- (b) In addition to the aggregate and cumulative GFA limitations established herein, there shall also be a density limitation for each lot within the MXD District. The following floor area ratios (hereinafter referred to as "FAR" and defined in Appendix I) for each lot shall not be exceeded, except as provided hereinafter. The area of the lot to be counted in determining FAR shall include land dedicated by the owner or former owner of the lot as public open space under Section 403.

Industrial and Wholesale uses: FAR 4.0

Office uses and biotechnology manufacturing uses: FAR 8.0

Retail and Consumer Services uses: FAR 5.0

Residential uses:

-Multi-family housing: FAR 4.0

-Hotel/Motel: FAR 6.0

Other uses: FAR 4.0

If development on a lot is to include activities in more than one of the use groups above, the maximum FAR for the lot shall be the FAR for the use group containing the largest proportion of space on the lot.

- (c) The maximum building height in the portion of the MXD District south of the southerly boundary of Broadway shall be 250 feet. The maximum building height in the portion of the MXD District north of the southerly boundary of Broadway shall be 96 feet. These requirements shall not apply to chimneys, water towers, air conditioning equipment, elevator bulkheads, skylights, ventilators and other necessary features appurtenant to buildings which are usually carried above roofs and are not used for human occupancy, nor to domes, towers or spires above buildings if such features are not used for human occupancy and occupy less than ten percent of the lot area, nor to wireless or broadcasting towers and other like unenclosed structures which occupy less than ten percent of the lot area.
- (d) The gross floor area ratio of any structure constructed or to be constructed within the remainder of the project area shall not exceed four (4.0) times the net area of any parcel of land, as bounded by other parcels or by public rights-of-way, which is designated by the Cambridge Redevelopment Authority to be used, developed or built upon as a unit under single ownership; provided, however, that neither arcades, nor the roof or uncovered and unbuilt open area on top of any platform, podium, plaza, construction deck or other similar structure shall be deemed to be a part of gross floor area for the purposes of this calculation.

Section 403 : Space-Use Allocations and Development Intensity

To the maximum feasible degree, the Cambridge Redevelopment Authority will dispose of project land in such a manner as to achieve the mixture and density of those land uses needed to produce balanced development in accordance with the objectives set forth in Section 102.

The Cambridge Redevelopment Authority will reserve at least 100,000 square feet of land in the MXD District for the development of open space for parks and plazas in accordance with the provisions of Section 304. Public open space shall be open space reserved for public use and enjoyment as guaranteed through one or more of the following:

- (1) Retention by the Cambridge Redevelopment Authority;
- (2) Dedication to and acceptance by the City of Cambridge or other public entity;
- (3) Easements or deed restrictions over such land sufficient to ensure its perpetual reservation for public open space purposes;
- (4) Dedication, by covenant or comparable legal instrument, to the community use of the residents, lessees and visitors to the MXD District for reasonable amounts of time on a regular basis;
- (5) Lease agreements of 99 years or longer from the private developer or owner to the City or other public entity.

A table of the MXD District minimum open space requirements is attached hereto as Exhibit D of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. The minimum amount of open space to be provided on each lot within the MXD District shall be as shown on Exhibit D, subject to the reduction provided hereinafter. When development on a lot includes uses in more than one of the use categories in Exhibit D, the requirement for each use category shall be calculated and totaled to determine a total requirement for the lot. Some or all of this required open space may be designated and also serve as public open space, if reserved by one of the methods specified above. The minimum amount of open space required for a lot may be reduced if at least 20% of the total perimeter boundary of the lot abuts public open space reserved under this Section 403, and if at least one major pedestrian entrance to the principal building will abut and provide direct access to said open space.

The allowed percentage reduction of required open space shall be determined by dividing the length of the lot's common boundary on the public open space by the length of the total boundary of the public open space. Public open space held in common ownership with the lot for which open space is required, located within the MXD District and directly across a private way from said lot, shall be counted toward satisfaction of the lot minimum open space requirements of Section 403. The perimeter of such public open space, less the boundary that abuts the private way, shall count toward the "total perimeter boundary of the lot" and "the length of the lots' common boundary on the public open space". The perimeter of such public open space, including the boundary that abuts the private way, shall count toward the "total boundary of the public open space".

A table of the MXD District open space substitutions for constructing pedestrian ways is attached hereto as Exhibit E of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. Pedestrian ways listed and defined below may be counted toward the lot open space requirement determined in this Section 403 in the proportions specified in Exhibit E. In calculating the open space reduction in said Exhibit E, all of the area of the pedestrian way located within the lot boundary and one-half (1/2) the area of such ways over streets or service drives adjoining but outside the lot shall be counted.

The pedestrian ways listed in Exhibit E shall be designed to provide for public access and shall have the following meanings:

An **open pedestrian bridge** is a continuous open bridge having a minimum width of 6 feet and spanning a street, pedestrian way, access or service road or open space within a lot or between two adjacent lots.

A **raised pedestrian deck** is a continuous, open platform at least 20 feet in width which is at least 8 feet above the mean elevation of the lot and which extends over a street, pedestrian way, access or service road or open space within a lot or between two adjacent lots. It shall have direct pedestrian access from abutting buildings, shall provide seating facilities and shall be landscaped including one tree, of at least 3-1/2 inch caliper, per 500 square feet of pedestrian deck.

An **enclosed pedestrian bridge** is a continuous, enclosed space having a minimum width of 8 feet which spans a street, pedestrian way, access or service road or open space, making connections within a lot or between two adjacent lots. At least 50% of the surface area along its facades shall consist of transparent materials.

An **elevated shopping bridge** is a continuous, enclosed space which spans a street, pedestrian way, access or service road or open space, making connection within a lot or between two adjacent lots. Such a shopping bridge shall have a minimum width of 36 feet and a maximum width of 48 feet, with retail uses as allowed in Section 401(3) along one or both sides of a pedestrian circulation route with a minimum width of 12 feet. Such shopping bridge shall connect, at a minimum, at both ends to other internal or external pedestrian ways.

A **shopping arcade** is a continuous, covered, but not necessarily enclosed, space which extends along the front facade of a building facing a street or a pedestrian way within the MXD District, and having retail uses as permitted in Section 401(3) accessible from it. It shall have a minimum continuous width, unobstructed, except for building columns, of at least 12 feet, and also have a minimum continuous height of 12 feet. Such shopping arcade shall have access from the abutting street or pedestrian way, having its floor at the same level and continuous with the sidewalk or other abutting pedestrian way. It shall be open to the public at all hours.

An **elevated shopping way** is a continuous, enclosed space which extends along the front facade of a building facing a street or a pedestrian way and which has a minimum width of 12 feet. It shall be located on the second level of the building and have a minimum continuous height of 12 feet. It shall be open to the public for a minimum of 12 hours daily, on weekdays, and shall have fronting retail uses as permitted in Section 401(3).

A **through-block arcade** is a covered space which provides a connection through a building and connects streets, open spaces, pedestrian ways, or any combination of the above, and is directly accessible to the public. A through-block arcade shall have a minimum area of at least 2,000 square feet and a minimum width at any point of 20 feet. A through-block arcade shall have openings at the face of the building for entrances at least 12 feet in width and 10 feet high. At least 50% of its aggregate interior frontage shall be retail use. Vertical circulation elements, columns, pedestrian bridges and balconies are permitted obstructions provided they do not cover in the aggregate more than 15% of the floor area of the arcade.

The minimum height of any pedestrian way above the surface of a public way over which it is constructed shall be 14'-0".

Section 404: Vehicular Access, Parking and Loading Requirements

- (A) Buildings erected in the MXD District need not be located on lots which have frontage on a street. However, provisions for access to all buildings by emergency and service vehicles in lieu of public street access shall be made possible by the layout and design of driveways, interior service roads, or pedestrian and bicycle circulation corridors not normally open to vehicular traffic to the reasonable satisfaction of the City of Cambridge Fire Department, and the City of Cambridge Traffic Department.
- (B) Off-street parking requirements for the MXD District shall be as follows:
- (1) No on-grade, open parking areas shall be allowed in the MXD District except as provided for in Subsection (4) hereof.
 - (2) A table of the MXD District parking requirements is attached hereto as Exhibit F of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. Each development shall provide enough parking spaces either on or off the lot within the MXD District to satisfy the requirements of Exhibit F. If a development includes more than one category of use, then the number of spaces required for the development shall be the sum of the requirements for each category of use. Where the computation of required spaces results in a fractional number, only a fraction of one-half or more shall be counted as one.
 - (3) The parking requirements specified in Exhibit F may be satisfied in total or in part by a lease agreement between the developer and the City, other public entity, or private consortium for use of parking spaces in a public or pooled private parking facility located within the MXD District. The total number of parking spaces leased and constructed within the district for development on a lot shall be at least equivalent to the Exhibit F requirement.
 - (4) On-grade parking, not enclosed in a structure, may be constructed in the MXD District only under the following conditions:

On an interim basis in anticipation of later construction of structured parking provided that there is compliance with each of the following:
 - (a) The future parking structure will be constructed within the MXD District but it may be located either on or off of the lot;
 - (b) Construction of the, future parking structure will commence within three years of the date of building permit application for development on the lot;
 - (c) Such future parking structure may be constructed and/or operated by the applicant or by any public or private entity;
 - (d) The future parking structure will contain sufficient spaces reserved for users of the lot to meet the parking requirements for the lot specified in Exhibit F; and

- (e) Binding commitments shall exist to guarantee, to the reasonable satisfaction of the Superintendent of Buildings, that requirements (a) through (d) above shall be satisfied. Such commitments shall be made by negotiated lease agreement, deed restriction, covenant, performance bond, or comparable legal instrument.

On a permanent basis on the lot for visitor parking or for such other limited uses as the user of the lot deems appropriate, provided that no more than 1 of the spaces required by Exhibit F or 25 spaces, whichever is lesser, shall be allowed on-grade under this paragraph.

- (C) It is the intent of this Section that sufficient off-street loading facilities be constructed within the MXD District to meet the needs of users located there.

A table of the MXD District off-street loading requirements is attached hereto as Exhibit G of the Urban Renewal Plan and is made a part hereof as if fully set forth herein. All buildings in the MXD District shall provide the number of bays required in Exhibit G unless they qualify for one or more of the exemptions below:

In buildings with uses in more than one use group under Section 301, the loading bay requirements for that use consuming the most gross floor area shall be first computed and required. Only 50% of the floor area of the other uses shall be counted in determining the additional loading requirements.

Where there are contractual arrangements for sharing loading and service facilities with other users in the MXD District for a period of ten years or more, a 50% reduction in the loading bay requirement shall be allowed. Such contractual agreement shall be guaranteed to the satisfaction of the Superintendent of Buildings by covenant, deed restriction, or comparable legal instrument.

- (D) The parking and loading of vehicles within the remainder of the project area on land designated to be acquired shall be provided in accordance with the provisions of "Article VI: Off-Street Parking and Loading Requirements", as set forth in City of Cambridge, Massachusetts, Zoning Ordinance, as it may be amended from time to time.

In addition open parking and loading areas must be laid out, constructed, paved, equipped, landscaped, and effectively screened to provide an attractive visual appearance. The number, location, and character of parking and loading spaces provided or to be provided must be approved and consented to in writing by the Cambridge Redevelopment Authority.

Section 405: Vehicular Access and Discharge Areas

All buildings within the project area on land designated to be acquired shall be suitably provided with:

- a) Automobile passenger discharge areas;

- b) Automobile and truck service and delivery areas;
- c) Vehicular access points;

in such a way as not to impede general vehicular and pedestrian traffic flow in public streets and rights-of-way.

Section 406 : Arcaded Pedestrian Ways

Any public street or right-of-way within the project area may be provided with arcaded pedestrian ways, or may be covered with a platform, podium, plaza, construction deck, or other similar structure intended to separate the flow of rapid transit vehicles, busses, automobiles, and pedestrians, or to elevate buildings with sufficient clearance above the public street or right-of-way.

Section 407 : Building Construction

All buildings within the project area shall be constructed as "Type 1", fireproof, or "Type 2", semi-fireproof, in full conformity' with the provisions of and as defined in the Cambridge Building Code, as amended from time to time.

Section 408 : Signs and Advertising Devices

Signs within the project area, except for official, uniform traffic and parking signals and devices, shall be provided in accordance with development guidelines established pursuant to Section 502 of the Plan.

Section 409 : Storage

The open air storage of materials, equipment, or merchandise, other than the temporary parking of automobiles, shall not be permitted within the project area on any land designated to be acquired.

Section 410 : Exterior Lighting

Exterior lighting within the project area shall be provided in accordance with development guidelines established pursuant to Section 502 of the Plan.

Section 411 : Landscaping

All open areas within the project area on land disposed of by the Cambridge Redevelopment Authority must be suitably landscaped so as to provide a visually attractive environment in accordance with development guidelines established pursuant to Section 502 of the Plan.

Section 412 : Interim Uses

The Cambridge Redevelopment Authority may devote real property designated to be acquired or acquired under special conditions, prior to the time such properties are

needed for disposition for reuse and development in accordance with the provisions of the Urban Renewal Plan to temporary, interim uses for signs for project identification, relocation, parking, traffic circulation and public transportation, project or site improvements or building construction, storage, recreation, or landscaping in accordance with such provisions, requirements, standards, controls, and regulations as the Authority may deem essential, necessary, or appropriate to the carrying out of the objectives of the Urban Renewal Plan.

Section 413: Permitted Uses on Land Designated to be Acquired Under Special Conditions

In the event that the real property described in Section 202 above is acquired by the Cambridge Redevelopment Authority, the land use provisions and building requirements which shall pertain thereto shall be those set forth in Chapter 4 of the Urban Renewal Plan.

Section 414: Special Provisions Applicable Within The Ames Street District

(A) Applicability. The provisions set forth in this Section 414 shall apply solely within the Ames Street District. Where this Section 414 specifies some standard or makes some other requirement contrary to the standards or requirements set forth elsewhere in Chapter Four of this Plan, the provisions of this Section 414 shall control.

(B) Notwithstanding the Lot Density Limitations in Section 402, there shall be no maximum FAR for Multi-family dwelling uses, provided the Inclusionary Housing Requirements of the Cambridge Zoning Ordinance, Sections 11.2 are satisfied. However, the District Development Limitations in Section 402 shall continue to apply.

(C) Lot Minimum Open Space Requirement. So long as the District Public Open Space Requirement in Section 403 is met and there exists within the Ames Street District a minimum of fifty-three thousand (53,000) square feet of public open space (as defined in Section 403), the Lot Minimum Open Space Requirements in Section 403 shall be inapplicable within the Ames Street District.

(D) Parking. The minimum number of spaces for multifamily residential use shall be 0.50 per dwelling unit.

(E) Loading Requirements. Where there are contractual arrangements for sharing loading and service facilities with other users in the Ames Street District for a period of ten (10) years or more, a sixty percent (60%) reduction in the loading bay requirements computed in Subsection 14.53.1 or 14.53.1(1) shall be allowed. Such contractual agreement shall be guaranteed to the satisfaction of the Superintendent of Buildings by covenant, deed restriction, easement or comparable legal instrument.

To: Tom Evans, CRA Executive Redevelopment Officer

From: Chris Colley, CRA Intern

Subject: Parcel 6 Potential Interim Uses

Parcel 6 is located at the southwest corner of Binney Street and Third Street. It is abutted by the Volpe Center to the west, Binney Street to the north, Third Street to the east, and Munroe Street to the south. The irregularly shaped parcel is approximately 5,900 square feet, and measures approximately 150 feet long by 39 feet wide.

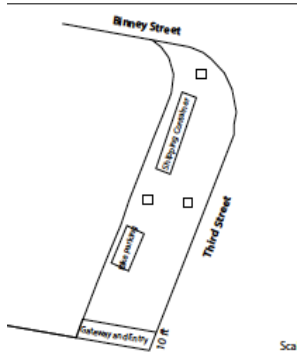
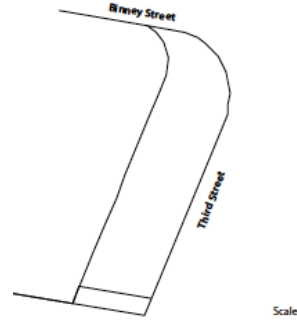
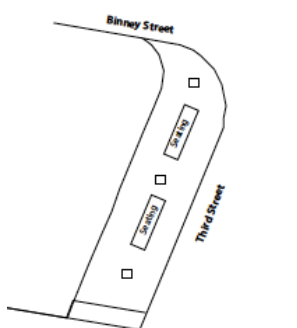
During the initial construction of the Volpe Center, the CRA retained ownership of a number of parcels along the periphery of the complex with the expectation that surrounding roads would ultimately have to be widened to accommodate the increased activity anticipated in the area. As plans to widen Third Street have long since been abandoned, the parcel is no longer needed for this purpose. Nevertheless, the CRA has retained possession of the parcel. In recent years, Parcel 6 has been rented out to Flett Construction for use as a construction staging area during their work on Cambridge Center projects.

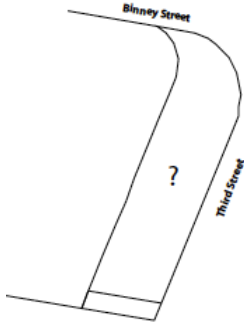
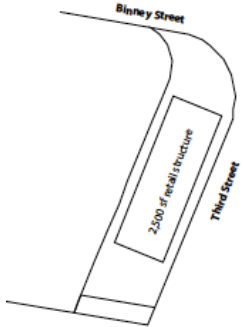
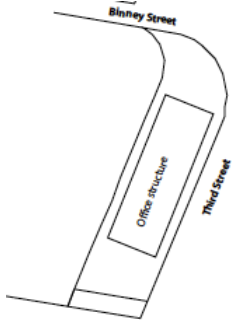


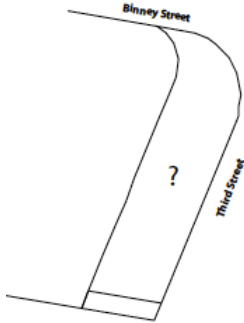
In response to community desire and internal motivation, we have explored a number of alternative uses for the future of the site. They are:

- Station food trucks there
- Create a surface parking lot
- Construct a modular semi-permanent food vendor
- Fence the area off until new development occurs
- Create a small open space
- Relocate the CRA offices there
- Create pop-up retail space
- Implement a community facility like a book mobile or mobile city hall
- Hold a design competition to determine the site's future use
- Retain the current use (construction staging)

The alternatives have varying levels of feasibility and required investment. Alternatives are outlined in the matrix on the following pages.

Use	Site Plan	Projected Monthly Revenue	Financial Investment Required	Time Investment Required	Community Impact	Regulatory Feasibility	Notes
Modular food		Medium	High	Significant	Positive	Special permit if it's considered fast food. As-of-right if its considered a cafeteria or lunchroom.	Shipping containers have become popular as temporary restaurants. They don't have the same restrictions as food trucks, but would require additional utilities.
Fenced off		None	Low	Negligible	Negative	As-of-right	
Open space		None	High	Significant	Positive	As-of-right	Parcel is on the shadiest corner. Open spaces may be difficult to remove if and when the time comes for Volpe redevelopment.

Use	Site Plan	Projected Monthly Revenue	Financial Investment Required	Time Investment Required	Community Impact	Regulatory Feasibility	Notes
Design competition		Low	Moderate	Significant	Positive	As-of-right	A competition could be held in partnership with a local university tasking art/design students to reenvision the space.
Semi-permanent retail		Low	High	Significant	Positive	As-of-right	A shared retail model could fit community needs and provide a showcase for small local retailers. CRA would likely need to seek a parking exemption.
Semi-permanent office		Medium	High	Significant	Neutral	As-of-right	The CRA will potentially be in need of new office space in the near future. CRA would likely need to seek a parking exemption.

Use	Site Plan	Projected Monthly Revenue	Financial Investment Required	Time Investment Required	Community Impact	Regulatory Feasibility	Notes
Community service use		None	Variable	Significant	Positive	Special permit likely required.	Use could include a bookmobile, mobile city hall etc.

Cambridge Redevelopment Authority

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



MEMORANDUM

From: Kathryn Madden
To: CRA Executive Committee, Finance Committee, Infrastructure Committee, and Tom Evans
Date: December 13, 2013
Subject: Notes on Strategic Plan Goals and Objectives - DRAFT

As a part of the Strategic Planning process, each subcommittee of the Board participated in work sessions with staff to generate goals and objectives to fulfill the CRA mission and vision.ⁱ In alignment with the "balanced scorecard" approach, we discussed these around key themes of

- External actions and relationships: focus of the Infrastructure Subcommittee
- Internal operations: focus of the Executive Subcommittee
- Financial considerations: focus of the Financial Subcommittee
- Learning and growth: input by all and focus of the Infrastructure Subcommittee

These are the notes from each conversation, which we will continue to refine and reorganize to synthesize ideas. The unique set of organizational and contextual issues within which the CRA operates is also documented.

EXTERNAL ACTIONS AND RELATIONSHIPS

Issues and Opportunities

The CRA works under a complicated framework of municipal zoning, the Urban Renewal Plan, and multiple development agreements, which have been amended many times over the years. Based on the recent K2C2 process, there is a potential for new zoning that affects the Urban Renewal Area as well as other areas in Kendall Square. The City is viewed as an important partner, with multiple perspectives. The CRA is also operating within a very strong real estate market, which affects land and development costs and drives private development interests and pressures. External perception of the CRA is varied, based partly on the past actions of the CRA and partly on lack of understanding of Urban Redevelopment Authorities, which have wide powers that range from the public to the private sphere.

Goals and Objectives

1. Reinvest our money in the community to serve public interest
 - Track change in City and development trends and gaps in the market response
 - Maintain data to measure our progress, using one- and five-year benchmarks
 - Set targets related to new zoning, urban renewal, and development agreements in Kendall Square

- Set our agenda for short and long term goals for projects and programs
2. Strengthen relationships with our key partners
 - City relationships at multiple levels: CRA Board Chair, Board members, and staff in relation with City Council, City Manager, CDD, Public Works and other divisions (porosity)
 - Meet with Elected Public Officials, federal and state agencies (potential grants), and others; define the structure of each relationship and value offered
 - Clarify design review process between City (Article 19 and MXD zone) and CRA (CRA first with CDD staff, then advance to PB)
 3. Establish criteria to vet development projects and all other initiatives based on mission (public interest) and capacity, relating to our funding and reputation and alignment and coordination with plans by others.
 - Write up each of our projects according to these criteria
 - Establish priorities for allocation of funds and time

INTERNAL OPERATIONS

Issues and Opportunities

Even in this start-up phase, a full range of tasks is required to operate the business of the CRA: administrative, financial management, human resources, governance, and management of programs and projects. With a very small staff, the simplest administrative tasks often preclude the more strategic project management tasks, and the lack of clear priorities dilutes effectiveness. Some tasks, such as payroll and bookkeeping, are being done by the City of Cambridge; very specialized tasks are outsourced to professional consultants, such as design review and transportation planning; and an intern has been engaged to tackle other initiatives on a part-time basis. Given the need to analyze real estate opportunities in this particular market, detailed expertise in this area is needed. Until recently, there have been no policies and procedures for personnel. The Board sub-committees meet on an ad-hoc basis. The lease for the current office in One Cambridge Center, which is shared with KSA, expires on March 31, 2014.

Goals and Objectives

1. Establish priorities for allocation of time by staff and board
 - List priority projects, CRA role, and budget
 - Increase internal capacity in line with strategic priorities, adding administrative capacity and targeted professional expertise in the short term
2. Establish criteria for an office location, which is cost effective and close to CRA projects, while providing storage, privacy, and meeting space
 - Explore options to stay in current location for 6 months to a year during organization transition period
 - Survey other options to compare rent and location
3. Optimize Board and staff roles and responsibilities
 - Reinforce Board role in setting policies and guidelines, exercising oversight and fiduciary responsibility as distinguished from management and administrative operations

- Ensure that all Board seats are nominated and filled in a timely way
- Optimize communication between staff and Board while maintaining protocols of open meeting laws in methods to calendar meetings, set forward agenda, distribute documents, and solicit feedback and decisions
- Use committee structure to streamline effective decision-making, using everyone's time wisely by setting regular and predictable meetings; set expectation that committees review and bring items back to the Board for decision

FINANCIAL CONSIDERATIONS

Issues and Opportunities

The CRA currently has a strong balance sheet and potential for new development agreements based on future development within the Urban Renewal Area in Kendall Square. Nevertheless without steady revenue sources, the cash reserves can quickly be drawn down by the cost of operations. The recent audit noted that the organization is lacking a clear set of financial policies and procedures, including an investment strategy. The financial strategy needs to consider financial stability as well as the best use of funds to further the organization's mission.

Goals and Objectives

1. Align program and administrative costs with CRA mission, vision, and priorities
 - Budget to reflect priorities and track time and expenses
 - Maximize effectiveness by reducing costs wherever practical
2. Establish new revenue sources to ensure independence and stability
 - Identify new development opportunities within Urban Renewal area and identify other potential areas (target a percent of the budget that is new revenue sources)
 - Participate in MXD rezoning, Volpe redevelopment plans, Foundry re-use, and other opportunities
3. Establish a revenue stream for community reinvestment through loans and/or grants.
 - Establish an annual budget for community reinvestment loans
 - Research other small loan sources and establish how this would fit with CDBG programs, MIT Fund, Trust Fund, and others
 - Set up financial procedures and protocols
4. Achieve a better return on investments by balancing the levels of risk
 - Target a percent of funds in a higher return investment vehicle and/or equity for land acquisition or development
 - Evaluate local banks and other financial entities for optimal returns
5. Create policy and procedure manual (from auditing report)
 - Internal controls related to maintenance of records and transactions addressing purchasing, payroll, cash receipts, human resources, investment policies, fixed assets, and fraud risk, including community reinvestment vehicle, use of local banks, and check signing

LEARNING AND GROWTH

Issues and Opportunities

The CRA is located in a city that prides itself on being at the forefront of many innovative practices, fueled in part by Harvard, MIT and other higher education institutions. As it starts back up, the CRA needs to understand better the context and interests of the community in each of Cambridge's neighborhoods.

Goals and Objectives

1. Board members serve as ambassadors to build relationships and strengthen image; board visibility and presence at public meetings
 - Strategic deployment to public meetings, events, and partner interactions; report back on outreach activities that relate to strategic goals
 - Set objectives for strategic contacts and information (specific project or policy, or general cultivation) and method for reporting back to committee and entire Board
2. Develop an understanding of community issues and goals in each neighborhood related to CRA activities
 - What ideas are there in each community for community loans
3. Ensure that residents, businesses, and organizations know who the CRA is and what it does
 - Regular meetings and outreach to get feedback
4. Lead in innovative practices
 - Employee learning and growth;
 - Institutional involvement; communication – drive discussion and dialogue
 - Higher Education contacts (faculty, students, interns in design and planning)
 - Regional special interest groups in housing, transportation, etc.
 - Involve interns in research on innovative practices
 - Research other similar institutions in region and country as benchmarks and inspiration

ⁱ The subcommittees that met for this particular exercise are the Executive, Finance, and Infrastructure Committees.

CRA Board Committee	Members
Executive	Kathy Born, Margaret Drury
Finance	Chris Bator, Conrad Crawford
Design	Kathy Born, Barry Zevin
Infrastructure	Conrad Crawford, Barry Zevin
Ad Hoc	-