

Cambridge Redevelopment Authority Board  
Packet of Supporting Materials  
Meeting of January 15, 2014

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i. Agenda

1. Draft minutes from the regular meeting of December 18, 2013
2. Correspondence
  - Email received from Steve Kaiser
  - Notice received from Clear Channel
3. Monthly Report to the Board of the Executive Redevelopment Officer
4. Draft 2014 Board Meeting Calendar
5. *Kendall Square Planning Study Final Report* - provided separately
6. Draft Amended and Restated CRA Personnel Policy
7. Report of Trial Balance as of 12/31/13, CD Schedule and Cash Flow 2013
8. Draft 2014 Budget
9. Design Review Committee Report on Ames Street Housing Kick-off Meeting
10. Design Review Committee Signage Review Report & Ambit Screen Proposal
11. Draft Letter of Support for Temporary Occupancy Permit for 75 Ames Street
12. Proposed Budget for Revised FST Transportation Planning Scope

# Cambridge Redevelopment Authority

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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 January 15, 2014 at 5:30 pm**

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

## AGENDA

### January 15, 2014 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 December 18, 2013 \*

#### Communications

2. Correspondence:
  - a. Email from Stephen Kaiser regarding December 18<sup>th</sup> Statement of Twining Zoning Proposal \*
  - b. Notice from Clear Channel Outdoor Advertising for an Electronic Sign Permit Application \*

#### 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 the K2 Planning Study Final Document (Mr. Boothe) \*
6. Motion: To approve the Revised CRA Personnel Policy (Mr. Evans) \*

7. Report: On 2013 Balance Sheet for 2013 as of 12/31/13 (Mr. Evans) \*
8. Motion: To approve the 2014 Cambridge Redevelopment Authority Budget (Mr. Evans) \*
9. Update: Ames Street Housing Project (Mr. Evans and Boston Properties)
  - a. Project Design and Development Timeline
  - b. Design Review Sub-Committee Report
10. Report: Design Review Committee Kendall Center Signage and Wayfinding Proposal (Boston Properties)
  - a. Motion: To approve the proposed Ambit video sign for installation at Five Cambridge Center off the service alley within Parcel Four (Mr. Evans)\*
11. Motion: To authorize the Executive Redevelopment Officer to execute a letter of support to Inspectional Services Department for the issuance of a Temporary Occupancy Permit for the Broad Institute at 75 Ames Street (Mr. Evans)
12. Motion: To authority the Chair and the Executive Redevelopment Officer to further amend the professional services contract with FST to provide an additional \$54,000 for 2014 related to its review of traffic studies for 20 year period and future traffic projections (Mr. Evans) \*

### Adjournment

(\*) Supporting material can be found at:  
- [www.cambridgeredevelopment.org](http://www.cambridgeredevelopment.org)

### Next Meetings:

- February 19, 2014 at the Cambridge Police Station 1st Floor Community Room
- March 19, 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, December 18, 2013; 5:30pm  
Cambridge Police Station  
125 Sixth Street  
Community Room

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**DRAFT MEETING MINUTES**

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**Present**

Kathleen Born (Chair), Margaret Drury (Vice-Chair), Christopher Bator, Conrad Crawford, Barry Zevin Executive Redevelopment Officer Tom Evans, CRA Strategic Planner Kathryn Madden, Chris Colley, CRA intern; Assistant City Manager for Community Development Brian P. Murphy, CRA Design Consultant Charles Redmon, David Stewart (Boston Properties)

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

**Call to Order:** Kathleen Born, called the meeting to order (5:37).

**Public Comment**

**Heather Hoffman**

Ms. Hoffman noted a problem opening meeting packet file on web site. In considering the amendment to the urban renewal plan for the Ames Street project, she hopes the board will give thought to the number of affordable units produced. She asked what bonus Boston Properties would receive under the Inclusionary Zoning Ordinance, provides for a 30% square foot bonus based on FAR. The Ames Street project is not tied to FAR and she would like the board to weigh in. The housing that is being built in Cambridge and surroundings is luxury housing and the buildings are serving only the very poor and the very rich. She urged the board to at least hold the developer to the full complement for units for very poor.

**Steve Kaiser**

Commenting on Item 7 regarding forgiving the Kendall Square Association for approximately \$8,000, Mr. Kaiser noted that the matter went back to the time of the former executive director and a history of transactions still not dealt with. He was also puzzled by the financial constraints claimed by the Kendall Square Association. Regarding the matter of a short term lease for CRA, he urged the Authority to seek other arrangements for office space because the current situation puts Boston Properties in a landlord position; CRA should have authority over Boston Properties at all times. Regarding Item 12 (strategic planning) Mr. Kaiser referenced the op-ed piece in that day's Boston Globe concerning the Boston Redevelopment Authority (BRA), noting its relevance to CRA's strategic planning. He urged CRA to be comprehensive and imaginative in its approach, to include alternatives, provide clarity, and engage as many citizens as possible

He pointed out interesting developments relating to Central Square worthy of note to CRA and cautioned against getting involved in that area. A draft rezoning plan was under Planning Board considering and developers have since come in with proposals (one asking for an increase in height

over what is proposed in the draft plan). He is concerned that the plan is not complete and the process is now confusing. In Kendall Square there are options for CRA to take initiative. With the advantage of having money in the bank, CRA could hire someone to move forward, if needed—the planning board is more constrained. He cautioned CRA regarding activity in new areas of the city. Alewife area has problems and is not receiving adequate attention; it is an area worth looking at for CRA.

#### **Tom Stohlman**

Mr. Stohlman noted that he attended the meeting where Twining Properties presented their Central Square proposal to A Better Cambridge. It was an interesting presentation and he was confident that if the CRA board is interested, they would likely come and present their approach. They have assembled a large number of parcels. Mr. Stohlman recalled that Mr. Twining's inspiration for wanting additional height was New York's Flatiron Building. He further cautioned against modeling CRA after the BRA, which acted as both redevelopment authority and planning board, and should never have been set up that way.

*[Arrival of Mr. Crawford - 5:53]*

Public comment closed.

#### **Acceptance of minutes:**

***Motion:*** *To approve the minutes of most recent regularly scheduled meeting of the Cambridge Redevelopment Authority (CRA) on November 20, 2013*

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

#### **Communications**

None received before meeting

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

Mr. Evans reported that historic look-back work that is ongoing and an interview scheduled tomorrow with City oral historian Sarah Boyer and Bob Rowland. They are working with the Cambridge Public Library archivist, who has agreed to start taking the CRA collection in to the Cambridge Room archives. Staff has learned of additional papers in storage that must be gone through. Materials found include a model of Walden Square and flat files containing the street design for Wellington Harrington. While going through materials, staff will scan and collect a number of items to post on the CRA web site and will make sure the library does as well.

*[Arrival of Mr. Murphy - 5:56]*

Work has begun with financial consultant Eric Kinshurf and they have started migration to cloud-based accounting system to allow continued work with the Community Development Department and to allow office access to financial material; it will be easier for everyone and the treasurer to access the books on a real-time basis. They will transition as the old year is closed and reopen the new year with the new system.

Staff has started to pull together a scope for a RFP for general real estate consulting services to have someone on hand for projects not yet defined (e.g. acquisitions and other planning/projects). This will soon be before the board and is reflected in the proposed budget. Regarding office space, they have been trying to figure out short and long term office needs and have come to agreement with Boston Properties for short term occupancy until the end of 2014. While CRA cannot accept in entirety because it would push them past the procurement threshold for tenancy, they can extend to maximum amount allowed by state law.

Mr. Evans reported a productive meeting with Mr. Murphy, City Manager Rossi, Deputy City Manager Peterson and other staff regarding CRA strategic planning, moving forward with a public process and engaging City Council.

Regarding policies and procedures—the Personnel Policy is on the agenda for discussion. They are working on procurement manual with Mr. Kinsherf and continue to work with the Design Review Committee on signage guidelines.

Regarding the forward calendar, Mr. Evans noted that February is the annual meeting and will include election of officers and other items related to the Kendall Square amendment and disposition agreement. On the horizon is signage proposed by Google off Main St. and possibly other signage matters. They are still discussing wayfinding for Cambridge/Kendall Center. Expectation is that procedures will be straightened out over the next couple months.

Regarding planning and development--Ames St. zoning and disposition went through City Council on Monday; next to discuss is CRA conforming amendment of urban renewal plan.

The Third and Binney lot is on agenda to discuss this evening. There is a larger need to have the zoning and urban renewal plan reflect the results of the City's K2 process; CRA must examine material content of future zoning and land use law and its future structure of that; they have had early discussions with CDD staff.

On the environmental and sustainability front, the City has received an EcoDistrict grant for technical assistance that will fund a part-time staff person consultant to conduct a district energy assessment. There is strong interest in doing district energy (steam) on a larger scale; they are looking ahead to Volpe redevelopment. The idea of more energy independence in the area also fits with the K2 plan, Mr. Crawford affirmed.

CRA was invited to attend the meeting of the Community Compact for a Sustainable Future. This has some overlap with the EcoDistrict but its subject matter is more broad, looking citywide at climate resilience, transportation, and energy. CRA is coordinating with CDD on the traffic count for 2013; they have initial results but are looking for complete picture. The initial finding is that traffic is up slightly but the overall level has remained rather steady. Work continues on Grand Junction design concepts, looking at the path across CRA parcels and what sort of bike facilities could be accommodated on Galileo Galilei Way.

Mr. Crawford thanked Mr. Evans for his comprehensive overview and noted beneficial partnerships with other entities.

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

Vote: Approved. All in favor.

#### **CRA Board Meeting Calendar for 2014**

Mr. Evans pointed out that the calendar puts meetings on the third Wednesday of every month and there are potential holiday conflicts; the current calendar includes three meetings during summer. This Police Station Community Room is reserved for the full year on third Wednesdays. Mr. Bator proposed that board members check for conflicts and communicate via email, and the group agreed that final adoption of the calendar could be done at the January meeting without compromising public notification or outreach. Board members also expressed interest in exploring a remote participation option and asked Mr. Evans to assemble information.

**Motion:** *To place the matter on the table for the next meeting.*

Vote: Approved. All in favor.

#### **Trial Balance; CD Schedule/All Cash and Cash Flow**

Mr. Evans noted that they are going through final authorization on CD accounts for signatures and are working to resolve access issues. The interest accumulation balance is behind as interest is not yet fully reconciled. Regarding cash flow and forecast, CRA remain under budget for 2013; they did bring in land proceed sale for 17 Cambridge Center, which is not reflected in budget. Some areas where more was spent (insurance and retirement) are not reflected in the budget. Legal and property management fees are less than budgeted; the hope is to use legal resources more surgically. CRA is \$150,000 under budget, largely due to professional services not fully utilized; landscape costs have been less than predicted.

This is the last month using this method of reporting; CRA will transition into more streamlined method next month. Budget report for January will reflect new format.

Mr. Bator (Treasurer) commented that he is pleased to see increased organization supporting rationale of that process.

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

Vote: Approved. All in favor.

### **Draft 2014 CRA Budget**

Introducing the budget and new format, Mr. Evans noted that the first page is a summary sheet and following pages detail 2013/2014 budget items. Mr. Evans addressed discrepancies and plans to bring the budget before the board in January based on this evening's discussion. He walked the board through individual items, looking at anticipated revenue and expenses based on expected activity and project progress over the coming months and explaining rationale for specific revenue and expense items. Although future activity is contingent on completion of strategic planning, Mr. Evans pointed out the intention to build capacity for professional services (especially planning, design, real estate development and acquisition) and establish a community loan/grant fund allocation prior to design of the initiative

Mr. Evans also explained assumptions in the personnel budget. Board discussed approach and related regulations and rationale for projections. Additional discussion of specific line items such as expense related to archive material and art in storage, including the possibility of asking design consultant Charles Redmon to evaluate sculpture in storage. Mr. Redmon pointed out issues related to maintenance costs for public art. Mr. Evans will include a discussion of art as a future agenda item.

Mr. Evans noted that they have contracted the work to establish an accessible path in the tot lot area, and the work (and expense) will occur in spring 2014.

Attendees discussed the Eastern Cambridge Kendall Open Space (ECKOS) process and how it might impact CRA activity and budget. Mr. Murphy explained the structure of this process, which will designate an open space coordinator to manage a design competition that will invite design submissions, narrow down, and pay a stipend to selected designer(s).

Mr. Bator noted that he was appreciative of the rationale provided and the transparency around this budget process. Ms. Born noted the progress made in the board's review of financial information, appreciating the specificity of the proposed budget. Mr. Bator further noted that the public will soon be able to go online to view budget categories.

Mr. Evans asked board members for input on specific budget items that they might want to see adjusted; he will schedule a meeting with the Treasurer and tighten up the budget for January. Mr. Bator reiterated his interest in establishing a long-term revenue stream for CRA.

### **Discussion of Kendall Square Association expenses** (motion to forgive)

Mr. Evans provided the background for this matter involving start-up costs for the launch of KSA. The CRA audit process asked the board to resolve the matter because the expenses have been carried on books as debt due to CRA for several years. Mr. Evans referenced the explanatory letter from Alexandra Lee that provides KSA's perspective on the matter. Board members discussed the issue, their reservations around absorbing these costs, and their desire to put the past behind CRA in order to more fully realize its organizational potential.



**Motion:** *To Forgive the Kendall Square Association for organizational start-up costs and promotional materials totaling \$8,849 incurred by the CRA in 2012.*

Mr. Crawford wanted to clarify that the amount of money under consideration, while small in relation to overall CRA budget, is significant in many realms, which he would like the board to consider as it makes decisions on funding in the future.

Roll Call Vote:

In Favor: Born, Drury, Crawford, Bator (with reservation)

Opposed: Zevin

#### **Discussion of revised CRA Personnel Policy**

Mr. Evans introduced board members to the most current draft of the revised policy, pointing out comments received. Board discussed language and circumstances relating to whistleblower policy. Mr. Evans confirmed that the language had been reviewed by personnel specialist in counsel's office and that he would consult further to bring forward language to address board questions about this section of the revised policy.

**Motion:** *To place on table for presentation at next meeting.*

Vote: Approved. All in favor.

#### **Discussion of short-term lease extension**

Mr. Evans provided rationale for the amount of time specified in the extension motion, which is written to conform to procurement law restricting the amount of money that may be spent for leasing without a public procurement process. Under the current space-sharing arrangement with KSA, CRA would be able to stay in current space until November 2014 (current lease expires March 31; procurement threshold is 25k for leases; 10k for professional contracts). Mr. Evans provided alternative applications of procurement law to CRA circumstances, explaining the choice, after conferring with counsel, of the more conservative approach in this instance. Mr. Evans also provided historical context regarding the original office lease with Boston Properties, which was rent-free for the first five years as part of the disposition agreement.

Board members affirmed the more conservative approach, acknowledged concerns expressed in public comment about CRA relationship with Boston Properties, and agreed that current priority was to maintain organizational stability and forward progress.

#### **Discussion of temporary use alternatives for Third and Binney**

Mr. Evans introduced the board to CRA staff intern Chris Colley who presented his analysis of potential interim uses for the parcel, which has been occupied by contractors working on the Broad expansion project (for which the heavy equipment need is winding down). Among the activities considered were food trucks and surface parking, both of which met with issues of regulatory feasibility. A modular/semi-permanent structure was also considered, along with a process for executing such a solution.

Board discussion of urban design and CRA organizational priorities related to potential temporary structure, as well as its relationship and proximity to the Volpe site. Ms. Born suggested thinking in context of short, medium and long term needs.

Mr. Kaiser suggested the board consider a date change in its language; board will consult with counsel and discuss. Mr. Evans noted that next steps for Third/Binney analysis will be to look at projected costs and revenues to make better estimates and provide more detail. Staff was interested in board feedback before further investigation. The Chair asked staff to return with more specific information that would help determine feasibility of options, including cost information for comparable office space in relative proximity to current location.

**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*

Roll Call Vote:

In Favor: Bator, Crawford, Born, Drury, Zevin

Opposed: None

### **Ames Street Housing Project Update**

Mr. Evans oriented the board to the components of this discussion, first addressing the conforming land use decisions and then the Authority's work with Boston Properties over the coming year. Referencing the urban renewal plan amendment, Mr. Evans walked the board through changes and lead discussion of specific items and best ways to address larger issues such as fast food, storefront uses. Mr. Evans confirmed that language has been reviewed by the state and that it will be reviewed with counsel and ready for a vote in early 2014.

The chair requested clarity around issue raised in public comment regarding application of Inclusionary Zoning requirements to this project; Mr. Evans confirmed that the intent is for CRA language to conform to the City policy. The timing of the amendment is not urgent but should be completed before the building is under design review process.

Mr. Stewart, representing Boston Properties, provided status update and expressed appreciation for the support of CRA in moving the project forward. They have gotten the zoning amendment and

completed land disposition and are geared up to go. BP has met with the project design team and started discussion of design review process; they would like to schedule time in early January with the Design Review Committee to establish common understanding and discuss major issues and goals from CRA standpoint.

Ms. Born commented on the significance of this project in terms of CRA role, from project inception, in bringing new housing and a high quality building to Kendall Square. The Design Review Committee has come in later in the process on other projects and has helped to shape better results. Mr. Evans suggested establishing a regular meeting time for the Ames Street project. Mr. Murphy confirmed from the City standpoint, the feasibility of working through the process to meet overall goals of project.

Mr. Stewart stated Boston Properties intention to have construction documents bid and contractor on board by end of 2014 so that construction would start January 2015 (22-24 month construction period). Mr. Evans pointed out that there will be a parallel review process for Ames Street itself, which will impact early design decisions, noting in particular, a bicycle facility concept. A temporary experiment establishing a protected bike lane has been installed Ames Street.

Discussion of process and interaction for CRA Design Review Committee, City staff and Planning Board and timing of amendment to land disposition agreement.


#### **Discussion of strategic planning process**

Ms. Madden provided board members with draft outline and addressed public comment regarding comparison of this internal organizational process to the BRA's outward-directed planning for the City of Boston. She noted that much of CRA's strategic planning work has been done, with the remaining piece being establishment of priorities for the next 3-5 years. Mr. Evans clarified the intent to set up for further conversation about goals, objectives and priorities.

Mr. Redmon raised the question of appropriate organizational design and focus, and differentiation from the City. Board members discussed the process for obtaining community feedback, establishing community loan fund, and noted the progress already achieved in delivering on board goals and objectives. Next steps entail noticing dominant themes, setting project priorities and aligning budget accordingly, and setting criteria for vetting projects. Overarching theme is serving public interest and investing accordingly. Internal considerations are time allocation/optimization, revenue sources, management and controls, learning and growth/project assessment, as well as role of board members as ambassadors.

**Motion:** *To adjourn (9:00)*

Vote: Approved. All in favor.

**From:** kathyborn kathyborn@gmail.com   
**Subject:** Fwd: Verification of Dec, 18 Statement of Twining Zoning Proposal  
**Date:** January 10, 2014 at 3:13 PM  
**To:** Tom Evans tevans@cambridgeredevelopment.org

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For the CRA agenda under Communications

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

**From:** **Stephen Kaiser** <[skaiser1959@gmail.com](mailto:skaiser1959@gmail.com)>  
**Date:** Wed, Jan 8, 2014 at 2:45 PM  
**Subject:** Verification of Dec, 18 Statement of Twining Zoning Proposal  
**To:** kathyborn <[kathyborn@gmail.com](mailto:kathyborn@gmail.com)>  
**Cc:** Tom Stohlman <[tstohlman@comcast.net](mailto:tstohlman@comcast.net)>

To : Kathy Born, Chair of Cambridge Redevelopment Authority

From : Stephen Kaiser

SUBJECT : Formal Position of the Twining Companies on Central Square

At the Dec, 18 meeting of the CRA I commented on the planning status of Central Square, and mentioned the position of the Twining Companies in proposing 285-foot building heights. Subsequent comment by another resident contradicted my assertion and suggested that the 285-foot figure was somehow a less-than-serious reference to the Flatiron Building in New York City.

I have attached a copy of the June 11, 2013 letter from the Twining Companies to the Cambridge Planning Board, recommending -- on page 4 -- new zoning language to the effect that 285-foot heights should be permitted. The letter is in general serious and not at all whimsical.

There may be some justification in the original idea springing from a contemplation of the Flatiron building and its transference to Central Square. I have no hard evidence that Twining has backed away from the 285-foot building height proposal, and they have not retracted their letter of last June, to my knowledge.

As to any proposal to have Twining present before the Board, I would not be supportive. I have strongly urged the CRA to stay away from the Central Square planning and zoning imbroglio, and a Twining presentation would simply not be suitable given the CRA priorities around Kendall Square.

I would note however, that the BRA remains a major topic of discussion in Boston. Mayor Walsh has proposed an audit of the BRA, which the CRA has already achieved in Cambridge, covering the past three years. More openness and more discussion would appear to be a likely change for the BRA. I would again suggest that a good topic for the current CRA Board is to discuss the issues raised by the BRA controversy (covered by both the Boston Globe and Boston Business Journal) and what we in Cambridge can learn from the experience.

Stephen H. Kaiser  
191 Hamilton Street  
Cambridge, Mass. 02139

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June 11, 2013

Planning Board  
City of Cambridge  
344 Broadway  
Cambridge, MA 02139  
Attention: Liza Paden

**RE: Review of Central Square DRAFT Zoning Language Submitted by CDD on May 7, 2013**

Ladies and Gentlemen,

On behalf of Twining Properties and Normandy Real Estate Partners, as owners of portions of three city blocks located at the intersection of Massachusetts Avenue and Main Street in Central Square, Cambridge, we would like to provide some comments to the proposed DRAFT Zoning Language submitted to the Planning Board on May 7, 2013 and presented publicly on May 14, 2013. Twining Properties and its subsidiary CityRetail have been involved in both the Central Square and Kendall Square Rezoning process for the last several years.

### **Twining Properties**

Twining Properties develops urban mixed use green buildings located at transit nodes. That's what attracted us to Kendall Square over a decade ago. At that time Kendall Square was more of an office park with very little housing and almost no restaurants or other lively retail. Many presumed that the status quo would and should remain for Kendall Square. We believed that people would want to live in Kendall if we could deliver high quality apartments with retail and open space. We developed a significant portion of the new housing in the area and through CityRetail have been responsible for the majority of the new local restaurants in Kendall Square in our buildings and for Alexandria Real Estate, BioMed Realty Trust, Principal and MIT.

### **Central Square Deserves to be Great Again**

Central Square could and should once again become Cambridge's true Downtown and Cultural District with a vibrant mix of housing, retail and entertainment. We acquired the Quest Portfolio last year, because we believe this strategic intersection has the potential to transform Central Square, just as the Lyme Properties Kendall PUD helped transform Kendall Square. Any new zoning should enable a New Central Square, patterned on its glory years of the 1920's to 1950's when six department stores and two movie theaters made it truly the Center of Cambridge. Unfortunately, Central suffered from the 1950's suburban exodus and the threat of I-695 to destroy the area. This drove disinvestment, destruction of buildings and the decline of Central Square. Continued efforts by the City and businesses since the 1990's began the renaissance of Central, but much needs to be done for it to be truly great again.

Like our vision for Kendall Square, we believe Central Square can rise again and become the true heart of this great City. We are prepared to take the risk, to make the investment and to be the pioneers to realize the dream for Central Square. As we sat in the audience at the Planning Board Hearing of May 14<sup>th</sup>, 2013 we were encouraged to hear that the Board also believed that Central Square deserved to be great again and that this would take creating a bold new vision for the future. We believe that the silent

June 11, 2013

majority of residents and businesses around Central Square agree with the Planning Board but unfortunately the vocal minority, who would like to leave Central as it is, often speaks louder which sends the wrong message to the City's leaders and planners.

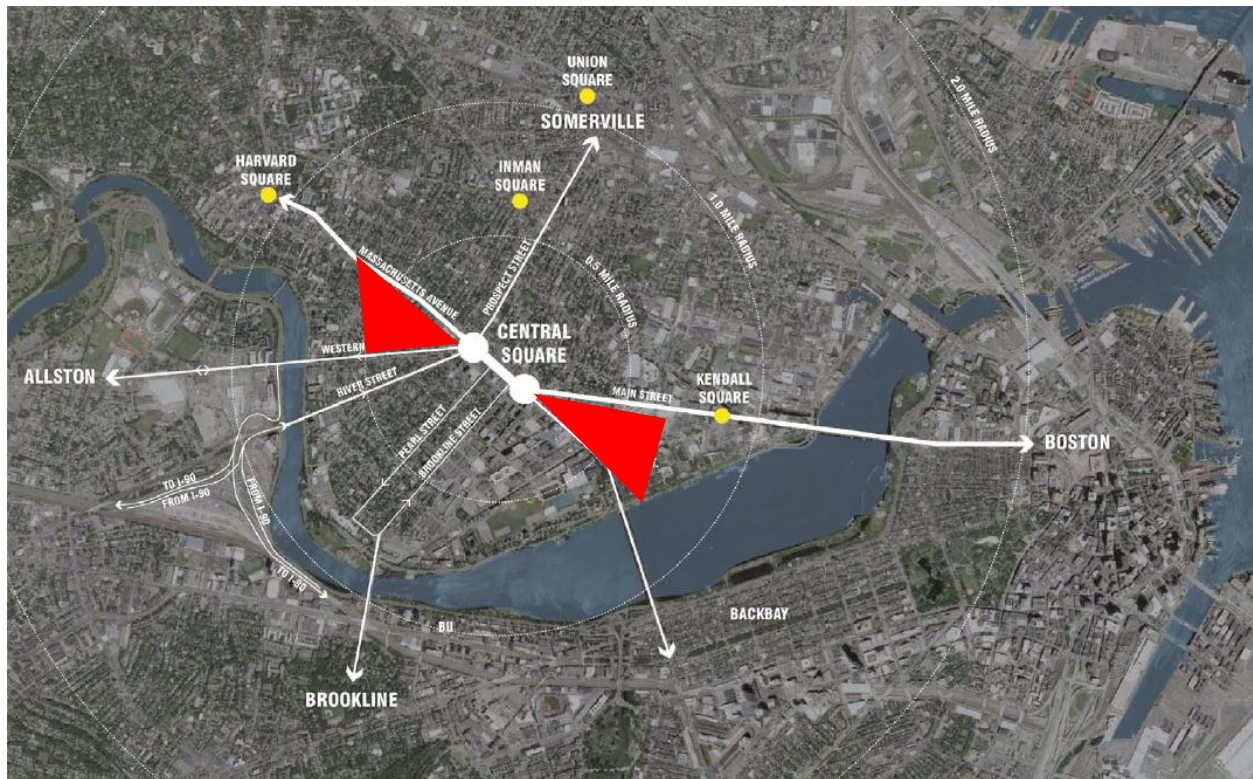
### **Create a Bold New Vision for Central Square**

Many great ideas were generated over the several year planning process for Central Square. Many goals and objectives were defined and the proposed new zoning creates a mechanism for enabling them. However, there is a need and opportunity to go beyond the conventional zoning mechanisms deployed so far, to provide a bold vision for shaping a collection of buildings and open space into an overall urban design that will reinforce and define a new Central Square.

Central Square is at the physical cross roads leading to Boston, Back Bay, Kendall Square, Harvard Square, Inman Square, Brookline and Allston. Unfortunately, most people do not recognize how close and connected Central Square is to all of these destinations.

While all roads lead to Central Square, there is NO square once they get there, but there are two major intersections where TEN streets meet. Today, no one knows when they have entered or left Central Square or where they are headed. Nothing marks these critical crossroads. There is a tremendous opportunity to use the new zoning to define this location with a New Central Square.

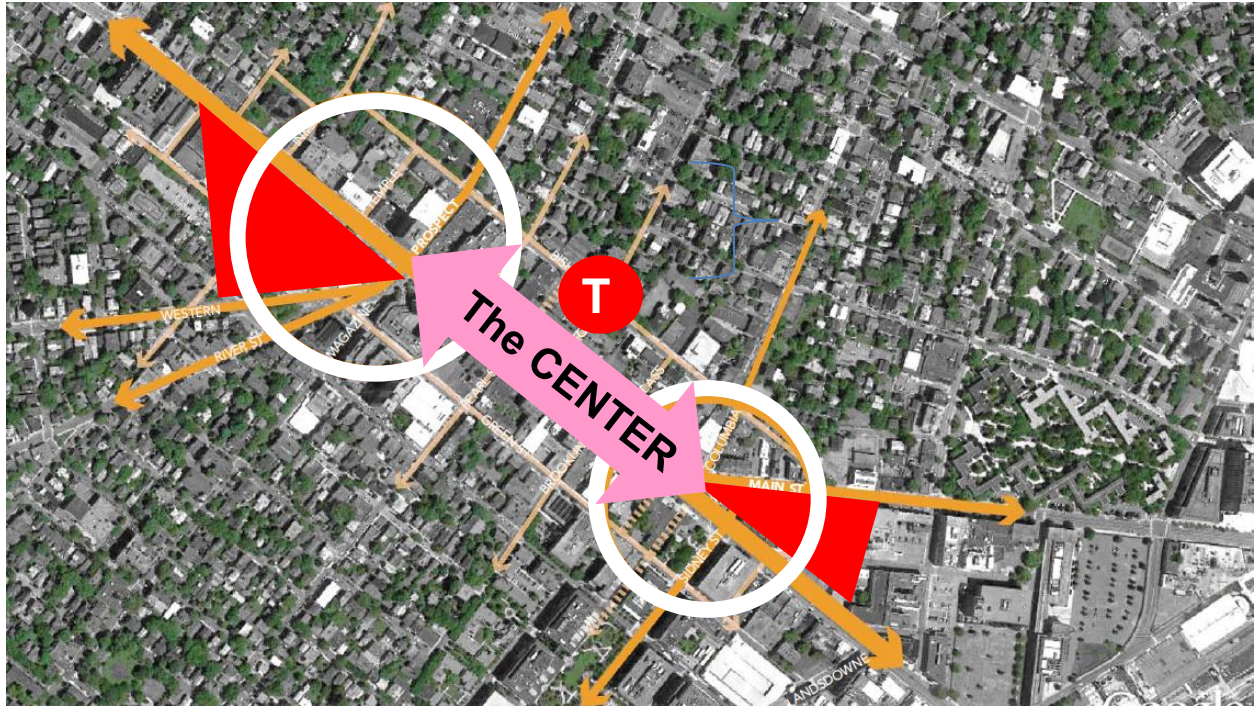
### *All roads lead to Central Square*





June 11, 2013

*Where is the CENTER of Central Square?*



This bold vision for Central Square would use a combination of new open space, unique program elements and iconic buildings to anchor the two major intersections and identify the CENTER, the Place, that connects the two anchor intersections.

*Open Space and Taller Iconic Buildings Mark the Intersections*



June 11, 2013

This new CENTER or place can be a reinvention and expansion of the historic Central Square Shopping District. By connecting the two anchors with continuous smaller shops in the historic buildings along Mass Ave and making room for larger regional or global retailers behind them, the blocks can be broken down in size to deliver more retail frontage driving increased energy and activity.

To enable a bold vision and create better urban design, the proposed new zoning needs to provide the Planning Board with the flexibility to shape certain sites at the two critical intersections with the following revisions:

**Section 20.307.2 Provisions and Limitations.** Revise item (3) in this section to allow “the Planning Board may grant projects within 150 feet of two key intersections (‘Anchor Intersections’ at Mass Ave and Prospect Street or Mass Ave and Main Street) height up to 285 feet for slender residential towers with floor plates of less than 10,000 square feet (like the Flat Iron Building), if such projects provide architectural excellence and some combination of new public open space, a majority of housing, street front retail, underground parking and other planning benefits such as public use facilities”.

### **True Mixed Use Development**

Few major Cambridge PUD’s have been true mixed use projects providing significant amounts of housing, office and retail uses. Most are office complexes with a small amount of housing or retail. The huge pressure to use land for more office and lab space makes it difficult to find sites that are feasible for building apartments. In Kendall Square, Tech Square required no housing, Cambridge Center and the MIT Master Plan provide less than 10% and One Kendall and Alexandria Binney less than 13%. Only the Kendall PUD, originally developed by Lyme Properties, provided any significant amount of housing with 34%, which Twining Properties has developed with 465 apartments.

### **Urban Design Excellence**

The Lyme Properties PUD provides one of the best examples of how new Central Square development could be shaped with a good balance of housing, retail and office and providing architectural excellence, public open space, recreation facilities, LEED certified buildings and underground parking. The Kendall PUD master plan by Greenberg elegantly shaped an overall urban design concept with a few tall slender residential buildings next to short fat floor plate office and lab buildings and surrounded by large amounts of open space. This should be a model for Central Square and especially larger sites encompassing several blocks such as the Quest site.

### **Promote Housing over Office Lab**

Developing housing in Central Square has many challenges:

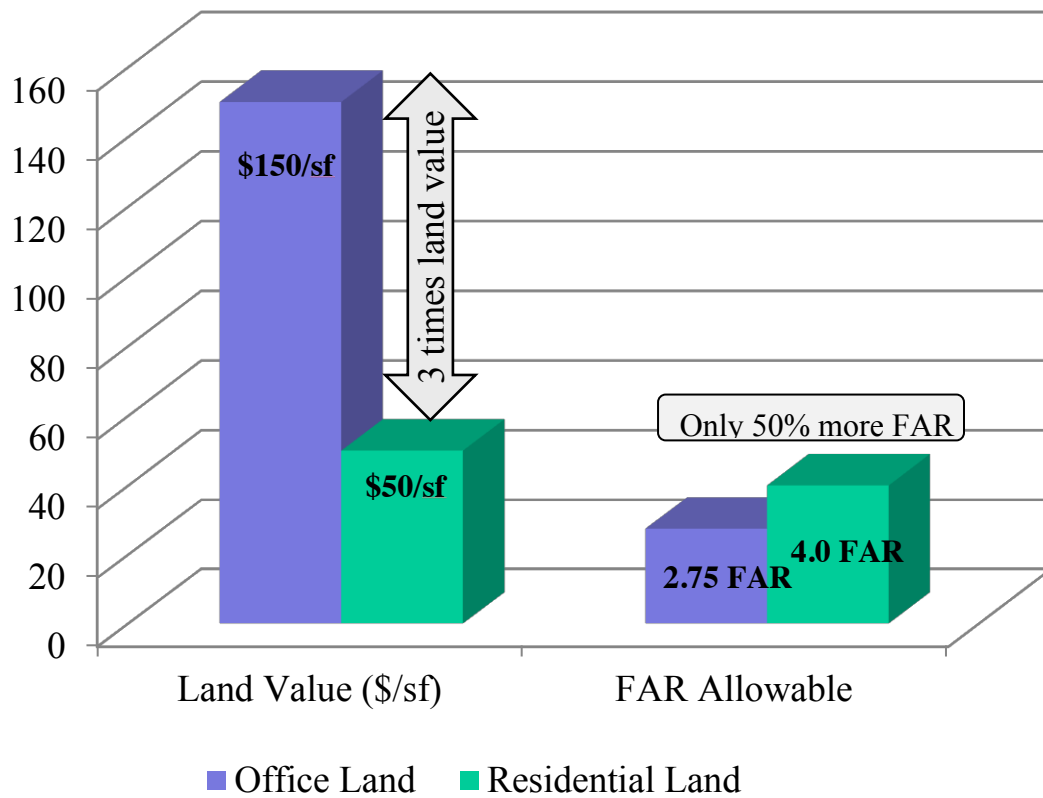
1. Office land is worth much more than residential land creating huge pressure to develop land for offices instead of housing.
2. Increasing the residential FAR to 4.0 from 2.75 for office helps but only recovers some of the value.
3. Greater height is needed to drive better rents and increase the ability for housing development to compete with office.
4. Affordable housing is a greater burden in Central Square with lower height and lower rent apartment buildings than Kendall Square.
5. Adding Middle Income family housing compounds the burden with a much greater impact on Central than Kendall Square.



June 11, 2013

6. Currently, office development does NOT contribute to Middle Income housing as it does to affordable housing.

The math is simple – owners make more money on developing office or lab than apartments. Land for office and lab is three times more than residential land (it ranges from two to four times). The proposed increase in residential FAR in Central Square from 4.0 to 2.75 helps make up some of this gap, but not enough.



#### Increased Height

Increased height is very important to incentivize housing creation. In office buildings the rent is not dramatically affected by height or views. In housing people will pay premiums for better views and greater height. The variance can be as much as 20% between the 2<sup>nd</sup> floor and the 22<sup>nd</sup> floor. Therefore, allowing height has a much greater financial impact on housing than office buildings. Furthermore, apartment building forms fit well in small floor plates creating slender towers while big fat office floor plates make big bulky towers when allowed to be tall.

In Kendall Square, where rents are already higher, the proposed zoning allows 300 foot heights. In Central Square the proposed zoning only allows 160 feet. Proposed changes to the zoning are as follows:

**Section 20.304.2 Special Permit for Additional Height.** Revise item (2b) "In the Heart of Central Square Subdistrict, the Planning Board may further permit the maximum height of one hundred and eighty (180) feet for residential uses only. Furthermore, as per Section 20.307.2 item (3) [proposed on page 4

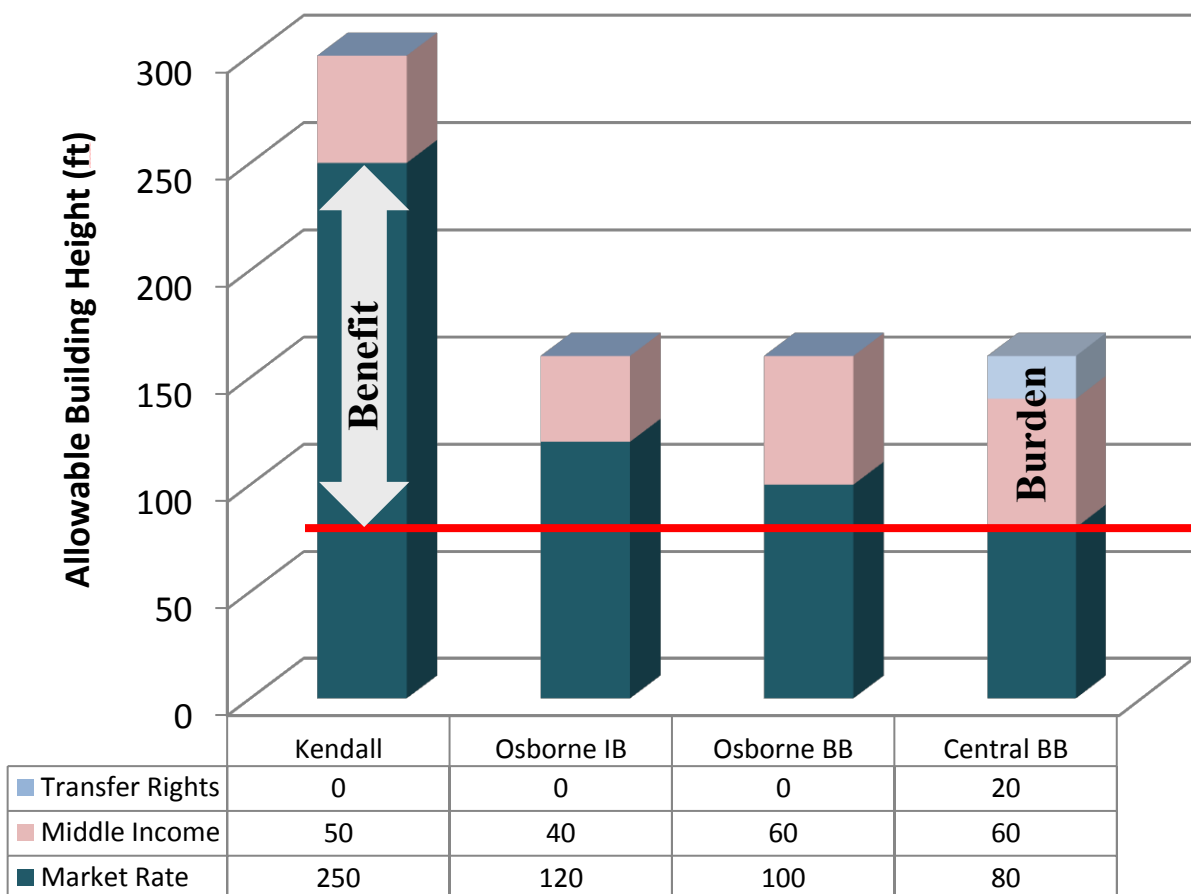
June 11, 2013

above] at the 'Anchor Locations' height up to two hundred eighty five (285) feet for residential uses only is allowable."

### Eliminate Middle Income Housing Requirements

Central Square apartment rental rates are less than Kendall. More severe height restrictions in Central limit the rent potential and ability to acquire land for new residential. Meanwhile the number of affordable units required in Central is the same as in Kendall but has a greater impact when blended with lower average market rents.

Finally, on top of affordable units, the proposed zoning for Central imposes much more onerous Middle Income requirements than in Kendall. In Kendall no Middle Income housing is required until the building goes over 250 feet, while in Central, Middle Income is required over 80 feet. That means in Kendall only the top sixth of a building twice as tall as in Central shoulders the burden. While in Central the top half of a much shorter building carries the burden. This all adds up to creating a much higher barrier to create feasible new housing in Central Square and makes the possibility of competing for land with office developers even more difficult than in Kendall Square, where most land is already being developed for office or lab space. If the City wants new housing in new Central a different approach is required.



June 11, 2013

The desirability of living in the City of Cambridge next to two of world's most prestigious universities of MIT and Harvard has driven up the cost of living and caused a shortage of all types of housing. Without the production of new market rate housing, the pressure on raising prices on the older housing stock will continue.

The City's Affordable Housing Program has successfully produced many new affordable units by causing all new development whether its office, hotel, retail or housing to contribute funds for or building affordable housing. The City's goal to produce more Middle Income housing needs to modeled on the successful Affordable Housing program and should expand this same program to Middle Income housing. Many more units of Middle Income housing will be produced if this program is applied to the entire City and across office, lab, housing, retail and hotel uses, not just selectively applied to housing in Central Square. The City can then determine where this housing should be produced.

The proposed TDR Section 20.308.2 in section 8b allows Middle Income Housing to replace the FAR transferred from a "Donating Site". This is a viable method for promoting Middle Income low rise family housing in areas that are well suited to this type of residence. However, the following provision should be eliminated:

**Section 20.304.8 Middle Income Requirements.** Delete this section entirely, or require it ONLY for office uses.

#### **Retail**

Leasing to local retailers is a challenge that Twining Properties has taken on to make its projects more interesting and attractive to its residents and the surrounding community. They require more risk and are harder to administer. They also can take many forms and require a range of sizes. For example Evoo Za and the new market/restaurant, both at Watermark, are over 5,000 square feet. The limitation of 1,500 square feet is too small for the lower end limitation and the following change is proposed:

**Section 20.304.3 Floor Area Limitation.** In subsection (4b) revise 1,500 square feet to 5,000 square feet.

#### **Parking**

Parking structures are expensive and unattractive but necessary for daily functionality and marketability. While providing too little parking adds risk to a project, for those willing to take the risk it makes sense to provide them the ability to do so and the following change is proposed:

**Section 20.304.6 Parking and Loading Requirments.** In subsection (2b)(iv) reduce the minimum parking requirement for residential uses form 0.50 to 0.25.

#### **Rooftop**

Outdoor rooftop use is a desirable amenity in urban areas to building residents, tenants, hotel guest and visitors. The requirement in the proposed zoning that all such outdoor rooftop uses must be open to the public is not feasible in most buildings and will severely curtail the amount of outdoor space that any building owner would provide for its occupants. Open space for the buildings occupants still enables many more people to get outside and it is recommended that the requirement for public access be eliminated as follows:

**Section 20.304.3 FAR Exemption for Public Rooftop Spaces.** In subsection (3) replace the language regarding "general public" to buildings occupants and/or residents, tenants, hotel guests or other building visitors.

Letter to Cambridge Planning Board

June 11, 2013

We look forward to working closely with the City of Cambridge Development Department, Planning Board, City Council, Mayor and City Manager to make Central Square great again!

Sincerely,

A handwritten signature in black ink, appearing to read "Alex Twining", with a stylized, flowing script.

Alexander C. Twining  
CEO, Twining Properties

cc: Brian Murphy, Cambridge Community Development Department



January 10, 2014

**CERTIFIED MAIL**

Re: Office of Outdoor Advertising Electronic Sign Permit Applications related to existing signs on MBTA property at the corner of Broadway and Galileo Galelei Street in Cambridge, MA – adjacent to 1 Hampshire Street, Cambridge, MA (Sign # 12753)

Dear Resident,

Pursuant to the provisions of Massachusetts General Laws Chapter 93D, Section 3, and the procedures set forth in Chapter 93, Section 29 and 700 CMR 3.00, this letter serves as written notice of the applications of Clear Channel Outdoor Inc. for permits to be submitted to MassDOT's Office of Outdoor Advertising to convert an existing 14' x 48' billboard (approximately 35 feet high) to electronic sign within property owned by the Massachusetts Bay Transportation Authority at the location(s) referenced above.

Any comments you may have with respect to the proposed applications should be directed to: City Of Cambridge, Inspectional Services Department, 831 Mass. Ave., Cambridge, MA 02139.

Sincerely,

A handwritten signature in black ink, appearing to be 'JP' or similar initials, written in a cursive style.

John Pelrine  
Vice President of Real Estate and Public Affairs

cc: Edward J. Farley, Executive Director,  
MassDOT-Office of Outdoor Advertising:  
City of Cambridge, Inspectional Services Department

## Cambridge Redevelopment Authority



Executive Redevelopment Officer Report to the Board  
January 12, 2014

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### Contracting, Personnel, and General Administration

Sarah Boyer of the Cambridge Historical Commission and I conducted our oral history interview with Bob Rowland in December, and we plan to hold a follow up interview in the upcoming weeks. We will be bring on Rosabella Alvarez-Calderon from Harvard's Graduate School of Design as a second intern in February to begin sorting through our collection of documents and photographs, among other things.

Eric Kinshurf and I have developed a Financial Action Plan that I have reviewed with the financial sub-committee. Eric and Kevin Gookin of CDD have been working on closing our books for 2013, developing the 2014 budget format, transitioning our bookkeeping structure and enrolling in a payroll service. I have also met with Ellen Philben and Dan Percoco of the Cambridge Retirement Board regarding the payroll processing transition for myself as well as future employees.

Kathryn has continued to research best practices and lessons learned for the strategic plan, through interviews with other redevelopment authorities. We are scheduling meetings with city councilors and community stakeholders, while planning for a public forum.

We have also prepared an RFP for 'house doctor' real estate development consulting services, which I would like to advertise in the upcoming month. I would also like to post a job description for an office manager position in the next few months. The objective of these administrative activities is to build ready capacity for the CRA with which to initiate redevelopment projects and programs per the direction of the strategic plan.

We have continued to work on organizing equipment, furnishings, and files at the office. None of the old Dell computers are performing very well, thus I plan to archive the contents of the hard drives onto an external drive and take the computers for reuse to DPW's electronics recycling program. We would then purchase a new desktop computer for the office.

The next regular Board meeting is the Annual Meeting, the agenda of which will include the Election of Officers, the presentation of an Annual Report, and the Ninth Amendment of the Kendall Square Urban Renewal Plan. Additional items for the agenda will likely include:

- Amendment of the Parcel 3 & 4 Land Disposition Agreement
- Draft Procurement and Disbursement Procedures Manual
- Google Signage and Certification of Completion
- Community Fund Program
- Strategic Plan Update
- Public Works Project Update including Longfellow Median Design

### Policies and Procedures

The personnel sub-committee and legal counsel conducted another review of the proposal CRA Personnel Policy and this latest version is on our agenda for approval. Eric Kinshurf is revising the draft Procurement Procedures I had drafted. The Design Review Committee has identified the need for the draft Signage Design Review Protocol to address video signage in greater detail, as reflected in the Ambit proposal under review by the Board.

## Planning, Development, and Infrastructure Projects

The Design Review Sub-Committee conducted the kick-off design discussion for the Ames Street Residential project last week. I have been putting together the final touches on the amendment to the Kendall Square Urban Renewal Plan (KSURP) and coordinating its review with John Fitzgerald of the Department of Housing and Community Development. We have also initiated the drafting of the Amendment of the Parcel 3 & 4 Land Disposition Agreement in conformance with the letter agreement executed late last year with Boston Properties.

As you know, the K2C2 Kendall Square Final Report was published at the end of 2013, and a brief summary of the report is on our agenda. Discussions with the City and Boston Properties on next steps toward implementing elements of the report are on-going including potential zoning proposals for the MXD District.

Chris Colley and I have begun developing a Community Fund proposal for discussion with City staff and the Board. Chris has researched best practices of community and economic development funds nationwide as well as inventoried the programs available within Cambridge to define a critical niche for the potential program.

Boston Properties has informed me that they committed capital maintenance funds to replace the paving, repair the Galaxy lighting, and replace some furnishings at Point Park in 2014. This work will be coordinated with the Main St. Streetscape construction, which includes the Third to Main roadway connection. Also it is worth noting that the repaved Ames Street finished last year includes a trial lane marking design with protected bike lanes, located between parked cars and the curb. Use of the facility has been light thus far due to weather.

We have stumbled onto a potentially significant hurdle for our plans for an interim building on Parcel Six due to the soil conditions on the site. Under the current land use restrictions placed on the site, excavation is prohibited below three feet without conducting soil removal due to a broad array of contaminants in the urban fill. Clean up costs were estimated at nearly \$160,000 within a previous site assessment found on file at the CRA office.

City staff and myself are reviewing a draft 2013 Kendall Square traffic report. Based on this report, discussions regarding the proposed 20 year white paper, refinements of the Grand Junction / Galileo Way design concepts, and the CRA's interest in conducting a traffic forecast reflecting potential new MXD zoning, the scope and fee proposal for FST has increased significantly and a contract amendment is on our agenda.

The Marriott Hotel lobby improvements are in full swing and have resulting in temporary closures of through access between Broadway and the plaza over the past couple of weeks. Alternative travel routes have been provided to and through the East Garage. This has been complicated by the unexpected closure of the Coop Food Court for renovation. This construction restricts travel from the plaza to Ames Street. Boston Properties has increase signage for detour routes during the construction process.

Finally, the past month has tested our new snow and ice removal contract, but I am happy to report that the sidewalk clearance work by Greenscape has gone well.

## Cambridge Redevelopment Authority

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



### 2014 Proposed Regular Board Meeting Calendar

January 15, 2014	5:30PM	Regular Meeting
<b>February 19, 2014</b>	<b>5:30PM</b>	<b>Annual Meeting</b>
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

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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.



CAMBRIDGE REDEVELOPMENT AUTHORITY

PERSONNEL POLICY

Amended and Restated: 1-9-14



## **INTRODUCTION**

This document describes 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 it cannot address every potential employment matter. Because such policies and benefits by their nature need 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**

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#### **(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 the Executive Director.

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) Workplace Violence Policy

Consistent with its commitment to promoting the health and safety of all employees, the Authority has a zero tolerance concerning employee behavior that is threatening, intimidating, or that endangers others in the workplace or at an Authority function. Employees who engage in such behavior will be subject to disciplinary action, up to and including termination. The following are examples of behavior prohibited by the workplace violence policy, and do not represent an exhaustive list of behaviors that will result in discipline:

- 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 in the workplace (including reporting to work with, carrying during work hours or having on the Authority's premises or at an Authority sponsored event any weapon); or
- 6) Injuring persons on the Authority's premises or at an Authority sponsored event.

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 behavior prohibited by this policy on Authority premises, or at an Authority sponsored event immediately to inform the Executive Director or a Board member.

(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. The reporting of concerns regarding violations of the State Ethics Law shall be subject to the procedures and protections set forth in the Duty to Report Accounting or Auditing Irregularities within Section VI below.

(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

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(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. No Manager, Supervisor, or employee of the CRA may enter into any agreement for employment for any specified period of time or make any agreement, implied or expressed, for employment other than on an at-will-basis. 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 depends upon 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 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 in accordance with the instructions of a medical provider, is permitted on the 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

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- (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

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- (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

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##### (A) Holidays

The following holidays with pay shall be observed.

New Year's Day	Columbus Day
Martin Luther King Day	Veteran's Day
President's Day	Thanksgiving Day
Patriots' Day	Day After Thanksgiving
Memorial Day	Christmas

Independence Day  
Labor Day

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 1<sup>st</sup> 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, or sister.
- (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. DUTY TO REPORT ACCOUNTING OR AUDITING IRREGULARITIES

### (A) Reporting Responsibility

Each director, Board member, and employee of the Authority has an obligation to report questionable or improper professional activity. 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 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 this policy. 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 malware, 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

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- (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.

- (G) All employees working 20 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

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- (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

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

#### XI. AMENDMENTS

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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.

**CAMBRIDGE REDEVELOPMENT AUTHORITY**

	Forecast 12 2013	2013	
	TOTAL	BUDGET	VARIANCE
PREPARED 01/13/14	12/31/13	1/1/13	
<b>Income</b>			
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	13,689.00	6,000.00	(7,689.00)
Interest Income	75,000.00	75,000.00	0.00
<b>Total Income</b>	<b>2,418,081.11</b>	<b>81,000.00</b>	<b>(2,337,081.11)</b>
<b>Expense</b>			
Conference Costs	845.82	0.00	(845.82)
Total Computer Expense	1,230.36	2,500.00	1,269.64
<b>Payroll Expenses</b>			
Salaries	75,692.32	112,500.00	36,807.68
<b>Payroll taxes</b>			
Unemployment	0.00	0.00	0.00
Medicare	1,747.92	0.00	(1,747.92)
Payroll taxes - Other	1,340.32	1,500.00	159.68
Total Payroll taxes	3,088.24	1,500.00	(1,588.24)
<b>Benefits</b>			
T Pass Subsidy	0.00	0.00	0.00
Retirement	0.00	0.00	0.00
Insurance-Medical	112,352.13	0.00	(112,352.13)
Insurance-Dental	0.00	0.00	0.00
Disability Insurance	0.00	0.00	0.00
Total Benefits	112,352.13	60,000.00	(52,352.13)
Payroll Expenses - Other	47,876.50	0.00	(47,876.50)
<b>Total Payroll Expenses</b>	<b>239,009.19</b>	<b>174,000.00</b>	<b>(65,009.19)</b>
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)
<b>Insurance</b>			
Liability Insurance	12,651.00	14,000.00	1,349.00
Insurance - Other	0.00	0.00	0.00
Total Insurance	12,651.00	14,000.00	1,349.00
<b>Interest Expense</b>			
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	0.00	1,000.00	1,000.00
Office Expenses	10,984.03	7,750.00	(3,234.03)
Postage and Delivery	0.00	1,000.00	1,000.00
Printing and Reproduction	773.92	500.00	(273.92)
Professional Fees			

**CAMBRIDGE REDEVELOPMENT AUTHORITY**

	Forecast 12 2013	2013	
	<u>TOTAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>
PREPARED 01/13/14	12/31/13	1/1/13	
Accounting	37,800.00	15,000.00	(22,800.00)
Consulting	22,503.02	0.00	(22,503.02)
Legal Fees	327,982.85	500,000.00	172,017.15
Survey & Planning	24,351.04	220,000.00	195,648.96
<b>Total Professional Fees</b>	<b>412,636.91</b>	<b>735,000.00</b>	<b>322,363.09</b>
Property Manage.	26,612.50	67,000.00	40,387.50
Rent	54,196.36	55,000.00	803.64
Other Expenses	1,080.91	0.00	(1,080.91)
Marketing	0.00	0.00	0.00
Telephone	7,984.59	10,000.00	2,015.41
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
<b>Total Travel &amp; Ent</b>	<b>0.00</b>	<b>250.00</b>	<b>250.00</b>
Utilities			
Gas and Electric	4,068.37	5,600.00	1,531.63
Water	0.00	0.00	0.00
Utilities - Other	0.00	0.00	0.00
<b>Total Utilities</b>	<b>4,068.37</b>	<b>5,600.00</b>	<b>1,531.63</b>
<b>Total Expense</b>	<b>785,116.99</b>	<b>1,077,800.00</b>	<b>292,683.01</b>

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01/13/14  
Accrual Basis

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

	Dec 31, 13	
	Debit	Credit
ECSB CD 3678471	804,660.25	
ECSB CD #3679008	1,903,147.91	
East Cambridge SB Adv Sav .4%	554,727.06	
Eastern Bank CD .2% 3 /13	250,577.44	
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	428,569.84	
Checking-Citizens Bank	79,207.25	
Money Market-Cambridge Savings	11,076.26	
Petty Cash	100.19	
Advance to KSA	2,500.00	
Accounts Receivable		5,497.16
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		7,404.62
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	3,148.83	
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		791.64
Payroll Liabilities:Vision WH	47.92	
Payroll Liabilities:Def Comp WH	0.00	
Payroll Liabilities:Dental WH	300.35	
Payroll Liabilities:Federal WH		1,200.00
Payroll Liabilities:Medical 1	146.32	
Payroll Liabilities:Medical 2	145.47	
Payroll Liabilities:Medicare		454.80
Payroll Liabilities:Misc WH	0.00	
Payroll Liabilities:Retire WH		5,547.81
Payroll Liabilities:State WH		1,407.10
Prepaid rental income	0.00	

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01/13/14  
Accrual Basis

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

	Dec 31, 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		11,844.00
Conference Costs	845.82	
Computer Expense	1,293.00	
Payroll Expenses	48,465.93	
Payroll Expenses:Salaries	75,692.32	
Payroll Expenses:Payroll taxes	750.89	
Payroll Expenses:Payroll taxes:Medicare	1,747.92	
Payroll Expenses:Benefits:Insurance-Medical	112,352.13	
Bank Service Charges	1,475.30	
Dues and Subscriptions	4,975.00	
Equipment Rental	7,811.77	
Insurance:Liability Insurance	12,651.00	
Miscellaneous	498.16	
Office Expenses	10,984.03	
Printing and Reproduction	773.92	
Professional Fees:Accounting	37,800.00	
Professional Fees:Consulting	22,503.02	
Professional Fees:Legal Fees	327,982.85	
Professional Fees:Survey & Planning	24,351.04	
Property Manage.	26,612.50	
Rent	54,196.36	
Telephone	7,984.59	
Travel & Ent:Meals	0.00	
Utilities:Gas and Electric	4,068.37	
Interest Income		38,559.45
Other Expenses	1,100.16	
<b>TOTAL</b>	<b>12,202,233.80</b>	<b>12,202,233.80</b>

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	1,336.00	13,689.00
	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 (a)	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	7,586.00	2,418,081.11
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	11,221,874.71	11,956,139.48
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	0.00	1,230.36
	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	9,461.54	75,692.32
	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	221.97	1,747.92
	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	0.00	1,340.32
	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	221.97	3,088.24
	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	20,993.48	112,352.13
	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	20,993.48	112,352.13
	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	6,242.68	47,876.50
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	22,395.20	17,095.86	36,919.67	239,009.19
	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	5,988.25	12,651.00
	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	5,988.25	12,651.00
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	0.00	0.00
	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	466.34	10,984.03
	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	0.00	0.00
	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	0.00	773.92
	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	0.00	37,800.00



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
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	6,901.33	327,982.85
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	0.00	24,351.04
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	6,901.33	412,636.91
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	535.00	26,612.50
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	0.00	54,196.36
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	0.00	7,984.59
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	41.63	4,068.37
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	41.63	4,068.37
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	50,852.22	785,116.99
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	11,171,022.49	11,171,022.49

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  
CD Schedule/All Cash  
12/31/13

[illegible]

SUMMARY				
	2013	2013	2014	
	Budget	Actuals	Budget	Notes
<b>Operating Revenue:</b>				
Proceeds from sale of development rights	\$0	\$2,329,326	\$405,000	Ames St Retail payment (based on 9K SF estimate)
Rental income	\$6,000	\$11,844	\$7,900	Parcel 6 and 1CC office
Equity Participation Income	\$0	\$0		
Project Income (land and building sales)	\$0	\$0		
Reimbursed Expenses	\$0	\$0	\$17,000	refund from UI
Grants	\$0	\$0	\$500,000	MIT Grand Junction funds
<b>Total Operating Revenue</b>	<b>\$6,000</b>	<b>\$2,341,170</b>	<b>\$929,900</b>	
<b>Non-Operating Revenue</b>				
Interest Income	\$75,000	NA	\$60,000	CD interest rates declined
Dividend Income	\$0		\$0	
Asset Write-Downs	\$0		\$0	
<b>Total Non Operating Revenue</b>	<b>\$75,000</b>		<b>\$60,000</b>	
<b>TOTAL ALL SOURCES OF REVENUE</b>	<b>\$81,000</b>	<b>\$2,341,170</b>	<b>\$989,900</b>	
<b>Cash Reserves</b>	<b>\$9,357,656</b>	<b>\$9,357,656</b>	<b>\$10,911,910</b>	
<b>Operating Expenses:</b>				
Personnel	\$174,000	\$239,009	\$375,180	Exec + Planner+ Office Manager + Interns+Retirees
Office/Administrative	\$616,350	\$101,361	\$216,830	
Community Outreach/Professional Dev.	\$450	\$5,821	\$5,100	
Property Management	\$67,000	\$26,613	\$52,500	
<b>Total Operating Expenses</b>	<b>\$857,800</b>	<b>\$372,804</b>	<b>\$649,610</b>	
<b>Project/Program Expenses</b>				
Unassigned Professional Services	\$220,000	\$374,837	\$275,000	
Ames Street			TBD	Project specific expenses set in Strategic Plan
MXD Zoning & Design Review			TBD	
East Cambridge			TBD	
Volpe			TBD	
Point Park			TBD	
Grand Junction			TBD	
<b>Redevelopment Investments</b>				
Real Estate Acquisitions			TBD	
Community Loan Fund Program			\$300,000	
Capital Costs			\$400,000	Investment in Parcel 5 (Third and Binney)
Sub-Total				
<b>Total Project/Program Expenses</b>	<b>\$220,000</b>	<b>\$374,837</b>	<b>\$975,000</b>	
<b>TOTAL ALL EXPENSES</b>	<b>\$1,077,800</b>	<b>\$786,916</b>	<b>\$1,624,610</b>	
<b>ALL REVENUES LESS ALL EXPENSES</b>	<b>(\$996,800)</b>	<b>\$1,554,254</b>	<b>(\$634,710)</b>	
<b>Year End Cash Reserve</b>	<b>\$8,360,856</b>	<b>\$10,911,910</b>	<b>\$10,277,200</b>	growth reflects non-budgeted GFA income in 2013

PERSONNEL			
	2013	2014	
	Budget	Budget	Comments
Salaries	\$112,500	\$195,800	Exec+Planner+ Office Manager + Interns
Payroll Taxes			
Unemployment	\$0		
Medicare	\$0	\$2,000	
Payroll Taxes - Other	\$1,500	\$2,000	
<b>Total Payroll Taxes</b>	<b>\$1,500</b>	<b>\$4,000</b>	
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	See GASB 45 report
Insurance - Dental	\$0	\$2,400	
Workers Comp & Disability Insurance	\$0	\$2,000	
<b>Total Employee Benefits</b>	<b>\$60,000</b>	<b>\$151,380</b>	
Retiree Benefits			
Pension System Assessment	\$0	\$24,000	9 retirees in system
Payroll Expenses - Other	\$0	\$0	
<b>Total Personnel</b>	<b>\$174,000</b>	<b>\$375,180</b>	
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			
<b>Total Personnel</b>	<b>\$174,000</b>	<b>\$375,180</b>	

OFFICE AND ADMINISTRATIVE			
	2013	2014	
	Budget	Budget	Comments
<b>Office Space</b>			
Office Rent	\$55,000	\$54,000	
Parking		\$500	Parking passes currently added to rent
Furniture		\$400	
Repairs and Maintenance			
Archives		\$6,000	Iron Mountain storage and retrieval
Other Rental Space			taxes, service
<b>Office Equipment</b>			
Equipment Purchase (computers, etc.)	\$2,500	\$2,000	New computer and software for bookkeeping
Equipment Lease	\$4,000	\$6,400	copiers and mail machine
<b>Printing and Supplies</b>			
Postage and Delivery	\$1,000	\$50	Approx \$300 credit in machine
Printing and Reproduction	\$500	\$400	
Software		\$2,000	
Office Supplies	\$1,000	\$400	
Board Meeting Expenses-misc	\$0	\$600	
Office Expenses	\$7,750	\$500	
<b>Utilities</b>			
Gas and Electric	\$5,600	\$4,500	
Water	\$0		
Utilities - Other	\$0		
<b>Telecommunications</b>			
Telephone	\$10,000	\$1,680	
Internet		\$960	includes data line for fax
Mobile		\$1,440	
Website Hosting		\$100	\$75 year on debit card
<b>Insurance</b>			
Commercial Liability	\$14,000	\$5,400	
Special Risk	\$0	\$1,500	
Art and Equipment		\$4,800	
<b>Administrative Professional Services</b>			
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	General legal, not project specific
Temp and Contract Labor			
Web Design		\$1,000	Continued Posting
<b>Total Administrative</b>			
	<b>\$616,350</b>	<b>\$216,830</b>	

COMMUNITY OUTREACH & PROFESSIONAL DEVELOPMENT			
	2013	2014	
	Budget	Budget	Comments
<b>Community Outreach</b>			
Public Workshops		\$1,000	
Materials		\$100	
Other			
<b>Marketing &amp; Professional Development</b>			
Recruiting - Admin			
Staff Development			
Dues and Membership	\$200	\$2,000	ULI
Subscriptions		\$100	
Advertising	\$0	\$400	public notices
Conferences and Training	\$0	\$1,000	ULI / APA
Travel	\$0	\$400	
Meals	\$250	\$100	
<b>Total Community Outreach/Marketing</b>	<b>\$450</b>	<b>\$5,100</b>	
<b>PROPERTY MANAGEMENT</b>			
	2013	2014	
	Budget	Budget	Comments
Landscaping	\$67,000	\$30,000	Landscaping at \$24k in 2013QB
Snow Removal		\$10,000	
Utilities	\$5,600	\$5,000	Galaxy fountain
Contract Work		\$7,000	Gazebo Parcel 6 improvements
Repairs		\$500	
<b>Total Property Management</b>	<b>\$67,000</b>	<b>\$52,500</b>	

## DRAFT 2014 BUDGET - Cambridge Redevelopment Authority Budget

1/13/14

PROJECTS			
	2013	2014	
	Budget	Budget	Comments
<b>Unassigned Professional Services</b>			
Legal		\$150,000	
Planning	\$220,000	\$50,000	Survey & Planning in 2013 QB / Traffic study
Design - Architects	\$0	\$15,000	Design Review
Design - Landscape Architects			
Engineers and Survey		\$20,000	Grand Junction GG Way Conceptual Design
Real Estate and Finance		\$40,000	Scope and RFQ under development
Construction Management			
<b>Sub-Total Project Costs, Unassigned</b>	<b>\$220,000</b>	<b>\$275,000</b>	
<b>Personnel Costs by Project</b>	<i>not available</i>	<i>to be assigned</i>	Same catagories as under personnel
Ames Street			
KS Design Review			
Volpe			
MXD Zoning & Design Review			
East Cambridge			
Point Park			
Grand Junction			
Community Loan Fund			
Sub-Total			
<b>Professional Services by Project</b>			
Ames Street		TBD	
K2 Design Review		TBD	
Volpe		TBD	
MXD Zoning & Design Review		TBD	
East Cambridge		TBD	
Point Park		TBD	
Grand Junction		TBD	
Sub-Total			
<b>Redevelopment Investments</b>			
Real Estate Acquisitions		TBD	
Community Loan Fund		\$300,000	Program under design
Capital Costs		TBD	
Sub-Total		\$300,000	
Total (not carried forward)		\$575,000	

**2014 Budget Proposal**  
**Cambridge Redevelopment Authority**  
**2013 Budget Review**

	2013 Budget	2013 Actual	2014 Budget
<b>Income</b>			
Operating Revenue		1,845.91	
Grants			500,000.00
Proceeds from sale of development rights		2,329,326.20	405,000.00
Reimbursed Expenses		56.00	17,000.00
Rental Income	6,000.00	11,844.00	7,900.00
<b>Total Operating Revenue</b>	<b>\$ 6,000.00</b>	<b>\$ 2,343,072.11</b>	<b>\$ 929,900.00</b>
<b>Total Income</b>	<b>\$ 6,000.00</b>	<b>\$ 2,343,072.11</b>	<b>\$ 929,900.00</b>
<b>Gross Profit</b>	<b>\$ 6,000.00</b>	<b>\$ 2,343,072.11</b>	<b>\$ 929,900.00</b>
<b>Expenses</b>			
<b>Operating Expenses</b>			
<b>Personnel</b>			
Payroll Taxes			
Medicare		1,747.92	2,000.00
Payroll Taxes - Other	1,500.00	750.89	2,000.00
<b>Total Payroll Taxes</b>	<b>\$ 1,500.00</b>	<b>\$ 2,498.81</b>	<b>\$ 4,000.00</b>
<b>Personnel and Fringe Benefits</b>			
Insurance - Dental			2,400.00
Insurance - Medical (Employee)		112,352.13 (a)	28,800.00
Insurance - Medical (Retiree)			89,000.00
Pension Contribution		48,465.93 (b)	27,500.00
T Subsidy			1,680.00
Workers Comp & Disability Insurance			2,000.00
<b>Total Personnel and Fringe Benefits</b>	<b>\$ 60,000.00</b>	<b>\$ 160,818.06</b>	<b>\$ 151,380.00</b>
<b>Retiree Benefits</b>			
Pension System Assessment			(b) 24,000.00
<b>Total Retiree Benefits</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 24,000.00</b>
Salaries	112,500.00	75,692.32	195,800.00
<b>Total Personnel</b>	<b>\$ 174,000.00</b>	<b>\$ 239,009.19</b>	<b>\$ 375,180.00</b>
<b>Community Outreach &amp; Marketing</b>			
<b>Community Outreach</b>			
Materials			100.00
Public Workshops			1,000.00
<b>Total Community Outreach</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 1,100.00</b>
<b>Marketing &amp; Professional Development</b>			
Advertising			400.00
Conferences and Training		845.82	1,000.00
Dues and Membership	200.00	4,975.00	2,000.00
Meals	250.00		100.00
Subscriptions			100.00
Travel			400.00
<b>Total Marketing &amp; Professional Development</b>	<b>\$ 450.00</b>	<b>\$ 5,820.82</b>	<b>\$ 4,000.00</b>
<b>Total Community Outreach &amp; Marketing</b>	<b>\$ 450.00</b>	<b>\$ 5,820.82</b>	<b>\$ 5,100.00</b>



<b>Office/Administrative</b>			
<b>Insurance</b>			
Art and Equipment			4,800.00
Commercial Liability	14,000.00	12,651.00 (c)	5,400.00
Special Risk			1,500.00
<b>Total Insurance</b>	<b>\$ 14,000.00</b>	<b>\$ 12,651.00</b>	<b>\$ 11,700.00</b>
<b>Office Equipment</b>			
Equipment Lease	4,000.00	7,811.77	6,400.00
Equipment Purchase (computers, etc.)	2,500.00		2,000.00
<b>Total Office Equipment</b>	<b>\$ 6,500.00</b>	<b>\$ 7,811.77</b>	<b>\$ 8,400.00</b>
<b>Office Space</b>			
Archives (Iron Mountain)			6,000.00
Furniture			400.00
Office Rent	55,000.00	54,196.36	54,000.00
Other Rental Space			
Parking			500.00
<b>Total Office Space</b>	<b>\$ 55,000.00</b>	<b>\$ 54,196.36</b>	<b>\$ 60,900.00</b>
<b>Printing and Supplies</b>			
Board Meeting Expenses - misc			600.00
Office Expenses	7,750.00	12,582.35 (d)	500.00
Office Supplies	1,000.00		400.00
Postage and Delivery	1,000.00		50.00
Printing and Reproduction	500.00	773.92	400.00
Software		1,293.00	2,000.00
<b>Total Printing and Supplies</b>	<b>\$ 10,250.00</b>	<b>\$ 14,649.27</b>	<b>\$ 3,950.00</b>
<b>Telecommunications</b>			
Internet			960.00
Mobile			1,440.00
Telephone	10,000.00	7,984.59	1,680.00
Website Hosting			100.00
<b>Total Telecommunications</b>	<b>\$ 10,000.00</b>	<b>\$ 7,984.59</b>	<b>\$ 4,180.00</b>
<b>Utilities</b>			
Gas and Electric	5,600.00	4,068.37	4,500.00
<b>Total Utilities</b>	<b>\$ 5,600.00</b>	<b>\$ 4,068.37</b>	<b>\$ 4,500.00</b>
<b>Total Office/Administrative</b>	<b>\$ 101,350.00</b>	<b>\$ 101,361.36</b>	<b>\$ 93,630.00</b>
<b>Professional Services - Administrative</b>			
<b>Administrative</b>			
Accounting	15,000.00	37,800.00	20,000.00
Financial Service Charges		1,475.30	200.00
Legal	500,000.00		100,000.00 (e)
Payroll Services			2,000.00
Web Design			1,000.00
<b>Total Administrative</b>	<b>\$ 515,000.00</b>	<b>\$ 39,275.30</b>	<b>\$ 123,200.00</b>
<b>Total Professional Services - Administrative</b>	<b>\$ 515,000.00</b>	<b>\$ 39,275.30</b>	<b>\$ 123,200.00</b>
<b>Property Management</b>			
Contract Work			7,000.00
Landscaping	67,000.00		30,000.00
Repairs			500.00
Snow Removal			10,000.00
Utilities	5,600.00		5,000.00
<b>Total Property Management</b>	<b>\$ 72,600.00</b>	<b>\$ 26,612.50</b>	<b>\$ 52,500.00</b>
<b>Total Operating Expenses</b>	<b>\$ 863,400.00</b>	<b>\$ 412,079.17</b>	<b>\$ 649,610.00</b>

<b>Project/Program Expenses</b>			
<b>Assigned Professional Services</b>			
Ames Street			0.00
Grand Junction			0.00
MXD Zoning			0.00
MXD Zoning & Design Review			0.00
Point Park			0.00
Volpe			0.00
<b>Total Assigned Professional Services</b>	<b>\$</b>	<b>0.00</b>	<b>\$ 0.00</b>
<b>Redevelopment Investments</b>			
Capital Costs			400,000.00
Community Loan Fund			300,000.00
<b>Total Redevelopment Investments</b>	<b>\$</b>	<b>0.00</b>	<b>\$ 700,000.00</b>
 <b>Unassigned Professional Services</b>			
Design - Architects			15,000.00
Engineers and Survey		24,351.04	20,000.00
Legal		327,982.85 (e)	150,000.00
Planning	220,000.00	22,503.02	50,000.00
Real Estate & Finance			40,000.00
<b>Total Unassigned Professional Services</b>	<b>\$</b>	<b>220,000.00</b>	<b>\$ 374,836.91</b>
<b>Total Project/Program Expenses</b>	<b>\$</b>	<b>220,000.00</b>	<b>\$ 374,836.91</b>
 <b>Total Expenses</b>			
	<b>\$</b>	<b>1,083,400.00</b>	<b>\$ 786,916.08</b>
<b>Net Operating Income</b>	<b>-\$</b>	<b>1,077,400.00</b>	<b>\$ 1,556,156.03</b>
<b>Other Income</b>			
<b>Non-Operating Revenue</b>			
Interest Income		75,000.00	38,559.45
<b>Total Non-Operating Revenue</b>	<b>\$</b>	<b>75,000.00</b>	<b>\$ 38,559.45</b>
<b>Total Other Income</b>	<b>\$</b>	<b>75,000.00</b>	<b>\$ 38,559.45</b>
<b>Net Other Income</b>	<b>\$</b>	<b>75,000.00</b>	<b>\$ 38,559.45</b>
<b>Net Income</b>		<b>(1,002,400.00)</b>	<b>\$ 1,594,715.48</b>
			<b>(634,710.00)</b>

(a) In 2013, Medical Insurance for both Employees and Retirees was included in this line item. In 2014, they have been separated

(b) In 2013 Payroll expenses were one line item, which included Pension items, in 2014, these items have been separated

(c) In 2013, Liability Insurance was one line item, in 2014 it has been separated

(d) In 2013, Miscellaneous and Other Expenses were separated, In 2014, they are part of Office Expenses.

(e) In 2013, Legal Fees for Administrative and Projects were together, in 2014, they have been separated

## ***Charles Redmon, FAIA/Urban Design***

### **MEETING NOTES: Ames Street Development Design Scoping Progress Review Meeting on January 8, 2014**

*Attending:* Kathy Born (CRA), Barry Zevin (CRA), Tom Evans (CRA), Stuart Dash (CCD), Roger Boothe (CCD), David Steward (BP), Kevin Sheehan (BP), Michael O'Hearn (BP), John Schuyler (FXF), Larry Bluestone (BPG), Charles Redmon (CR/UD)

*Date:* January 10, 2014

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On 8 January 2014, the CRA's and the City's design review team met with Boston Properties (BP) and FXFowle (FXF) at BP's offices to start the design review process for the Ames Street Residential Development.

FXF and BP presented their design and program assumptions for the project, outlined below:

- Project Area: 200,000 GSF Residential and up to 8-16,000 GSF Retail (ground and potentially second floor retail.)
- Project Location: incorporating the two westerly bays of the Kendall Center Parking Garage, facing the re-aligned Ames Street to the newly established building line along Ames Street. Required a relocated service dock and garage entry /exit points.
- Project Height: 250 feet to highest occupied floor per the MXD guidelines, between 22 and 24 stories. The residential portion will be 9'-6" to 10'-6", depending upon the structural system employed. The lower retail base will have an 18-foot ground floor and 2-3 floors above, below the tower.
- Project Components: 241 Residential Units, including Studios (450-510SF), One-bedroom Units (650-750SF), and Two-bedroom Units (950-1090SF). Micro units may be considered as the project progresses. An amenity package for the residences is being developed.

### **Preliminary Design and Planning Approach**

FXF presented a power point show outlining the design assumptions and approach developed to date; key points are outlined below:

- Two bays of the Kendall Center Garage facing Ames Street will be demolished and reconstructed to support the new Residential Tower and base levels footprints.
- Loading & garage entry/exit to be relocated to the alley between the garage and 3CC.
- Space along Ames Street west of CC4 will be developed as retail frontage to a height consistent with the garage and lower podium of 3CC.
- The consideration of balconies was discussed and considered interesting if it had little impact on the gross area calculations. BP will come back with a suggested approach.
- The intention is to design a high-performance building consistent and/or exceeding the city's energy guidelines.
- The general impression by the design review teams was very positive about the approach presented by BP and FXF.

### **Next Steps**

The proposed time frame for delivering the project is to have completed construction documents for bidding before the end of the year. There will be several additional meetings with the CRA's and City's design review team prior to bring the project before the full CRA Board. The critical path item is to satisfy the CRA and then the City Planning Board sufficiently to activate the start of the Article 19 Process.

**18A Highland Avenue, Cambridge, MA 02139 / 617-875-7435**

**MEETING NOTES: Boston Properties Kendall Center (Parcel 4) Wayfinding Signage System Proposal Update & Ambit Creative Group Electronic Sign Proposal**

**Design Review Meeting on January 8, 2014**

*Attending:* Kathy Born (CRA), Barry Zevin (CRA), Tom Evans (CRA), Stuart Dash (CDD), Roger Boothe (CDD), Kevin Sheehan (BP), David Stuart (BP), Mike Ahern (BP), Chris Sheehan (Selbert Perkins), John Schuyler (FXFowle Architects), Chuck Redmon (C7A), and Larry Bluestone (BPG).

*Notes Submitted By:* Larry Bluestone on January 10, 2014

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On January 8, 2014, the CRA's Design Review Committee met with Boston Properties (BP) and their Selbert Perkins Design Collaborative team at Boston Properties' offices at 4CC to discuss:

- ☐ A proposal by Ambit Creative Consultants to install a video messaging sign monitor in their storefront window in the pedestrian passageway at the rear of 5CC; and
- ☐ A comprehensive wayfinding signage proposal update for 'Kendall Center' / Parcel 4.;

**1.0 Video Monitor Signage Proposal by Ambit Creative Group**

Kevin Sheehan introduced a proposal by Ambit Creative Group, a ground floor tenant at the rear of 5 CC, to install a video signage screen (approx. 40 in. x 50 in.) behind the glass of their storefront window along the rear passageway between 5CC and the Garage. The monitor will be hung from the ceiling. The tenant space is for meeting spaces for clients and not a retail space. Ambient also submitted several graphics showing what the changing message board will say.

In the discussion that followed, there was general support for Ambit's proposal. Electronic messaging was discussed as the wave of the future. However, several principles for electronic signage were discussed since the Ambit proposal may set precedents for approval of future electronic signs throughout Kendall Center. These principles need to be defined and perhaps incorporated into the draft Signage Protocol document now being crafted.

One issue is changing electronic messages. Ambit submitted illustrations of what their current messages are likely to be. But, it's also likely that they will change or add to those messages in the future. Therefore, what review does the Authority have over future message graphics? Tom Evans suggested that one of the principles should be that the Authority recognizes that messages will change over time, but that the messages should all directly relate only to on-site Ambient business.

Also, the frequency with which messages change was also discussed. This issue is usually raised about electronic signs facing roadways so that rapidly changing messages do not distract motorists and therefore threaten safety. In the case of the Ambient proposal, the message monitor only faces a pedestrian way.

Another issue raised was how far into the interior of a tenant space could the outward facing monitor be placed before it is no longer a 'sign' subject to design review and approval?

Tom Evans suggested that since this signage proposal may set precedent, it should go before the full Authority Board for approval. Additionally language should be developed in the Sign Protocol document setting out principals for electronic signs.

## **2.0 Wayfinding Signage Proposal / Parcel Four 'Kendall Center'**

Kevin Sheehan of BP introduced an update of Wayfinding signage proposal concepts presented earlier to the Authority.

BP and Selbert Perkins updated the Design Review Committee on: 1) their 'vine' graphics at the several stairtower and elevator entries to the Parcel 4 garage, 2) graphics at the vehicular entries to the Parcel 4 Garage, and 3) building address signage at the entries to Parcel 4 buildings. Also discussed as part of a continuing discussion was the use of the term 'Kendall Center' to re-brand Cambridge Center properties throughout the Cambridge Center development, but specifically on Parcel 4.

- ❑ There remains general support among Design Review members for the 'vine' wayfinding signage and graphic design proposals for the Garage Roof Park to be installed on the western side of 3CC and up the two garage / elevator stair towers to the Garage Roof Park on Broadway and along the east-west pedestrian Arcade passage. Although there are several ways to apply these wall graphics (vinyl, painted), BP and Selbert Perkins are leaning toward applying the graphics by painting them. There was also discussion about the nature and size of the vine graphics, concluding that the vine graphics on the walls should be very similar (color, size) to the vine graphics installed on the storefront glass at the 4CC- 5Cc building entry and at the stair elevator cores. There was some concern expressed regarding the effectiveness of the graphic as applied to the brick façade of 3CC.
- ❑ The issue of re-branding Parcel 4, and probably Parcels 2 and 3 as well in the future, with the name 'Kendall Center' at or near building entry lobbies remained a subject of discussion. It became clear from Kevin Sheehan that the name 'Kendall Center' was an important and well recognized *branding* name for Boston Properties' tenant marketing strategy. It was only secondarily a *wayfinding* strategy for visitors. After some discussion, it was recognized by the Design Review Committee that the branding name 'Kendall Center' should be retained as an important brand for BP, but not located at building entries or sized so as to be mistaken for or competing with new building street address signs (e.g. '240 Broadway'), which should visually take precedence.
- ❑ Parcel 4 Garage Entry Signage was discussed. The current proposal is to name each parcel garage (Parcels 2, 3 and 4) by a different *color* identifier rather than by either: a) entry street name such as the Ames Street Garage or Ames Street Entrance, or by direction, such as the 'East Garage'. And so, for example, the Parcel 4 Garage will be branded the 'Green Garage' at all its entrances. Over each garage entrance, in addition to the color garage name identifier, will also be the name 'Kendall Center'

At the conclusion of the Wayfinding Signage discussion, Tom Evans requested another progress update meeting on Wayfinding Signage from BP before a submission packet is completed and final conclusions are reached.

If you have any edits to these meeting notes, please forward them to Larry Bluestone at [lbluestone@bluestoneplangroup.com](mailto:lbluestone@bluestoneplangroup.com), or at 617.661.0725.



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in this area  
at any time

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**BOSTON PROPERTIES LIMITED PARTNERSHIP**

**c/o Boston Properties, Inc.  
800 Boylston Street, Suite 1900  
Boston, Massachusetts 02199**

January 6, 2014

Cambridge Redevelopment Authority  
One Cambridge Center  
Cambridge, Massachusetts 02142  
Attention: Mr. Thomas L. Evans,  
Executive Redevelopment Officer

Re: The Broad Institute, 75 Ames Street, Cambridge, MA

Ladies and Gentlemen:

As you are aware, Boston Properties Limited Partnership ("Boston Properties") on behalf of The Broad Institute is nearing completion on the construction of a 250,000 gross square foot Lab/Office building located at 75 Ames Street adjacent to and above the existing Cambridge Center West Garage. The 75 Ames Street building is hereinafter referred to as the "Improvements."

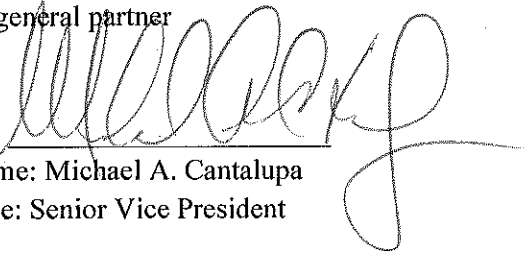
This letter is to request, on behalf of the Broad Institute, your support in Boston Properties' pursuit of a temporary certificate of occupancy from the City of Cambridge Inspectional Services Department allowing occupancy of the Improvements beginning January 30, 2014 for the purposes of commencing commissioning of scientific rooms and equipment, prior to the issuance of a Certificate of Completion for the Improvements.

Boston Properties acknowledges and agrees that the grant of this request by the Cambridge Redevelopment Authority (the "Authority") would in no way bind the Authority to take any other actions with respect to the Improvements. We will continue to work with the Authority to complete those items of work that would enable the Authority to issue a Certificate of Completion, the target date for which is April 1, 2014.

Please confirm your agreement with the foregoing by countersigning a copy of this letter in the space provided below. Thank you for your attention and cooperation.

**BOSTON PROPERTIES LIMITED  
PARTNERSHIP**

By: Boston Properties, Inc.,  
its general partner

By:   
Name: Michael A. Cantalupa  
Title: Senior Vice President

Agreed to and accepted this \_\_\_\_ day of \_\_\_\_\_, 2014

CAMBRIDGE REDEVELOPMENT AUTHORITY

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

# Cambridge Redevelopment Authority/City of Cambridge Budget Estimate

Fay, Spofford & Thorndike

Kendall Square Urban Renewal Area

Potential 2014 Transportation Engineering and Planning Services

Task	Description	Total Hours
<b>Task 1: Update Expanded Annual Kendall Square Traffic Report</b>		<b>118</b>
1A	Update Road Network Alterations and Area Context Data for Report	12
1B	Obtain full 7-day week of automatic traffic count data	4
1C	Obtain manual traffic count data	4
1D	Obtain a full week of garage data for East, West, and North Garages	4
1E	Conduct manual bicycle counts at the ATR cordon locations	2
1F	Analyze Data and Submit Draft report to the CRA/City of Cambridge	84
1G	Meet with CRA/City of Cambridge to discuss the 2014 Annual Update Report	8
1H	Prepare and submit final 2014 Annual Report	0
<b>Task 2A: Prepare a 'White Paper' on 1994-2014 Kendall Square Area Multi-modal Findings /Transferable Lessons Learned</b>		<b>114</b>
<b>Task 2B: Gather and Analyze Traffic Patterns and Traffic Data Based on Anticipated Kendall Square Up-Zoning (Kendall Square Report)</b>		<b>68</b>
<b>Task 2C: Conduct Future Traffic Projection Analysis Based on Kendall Square Land Use Proposal (Analysis to Focus on MXD and Volpe PUD Changes)</b>		<b>124</b>
<b>Task 3: Evaluate Alternative Innovation Boulevard (aka Galileo Galilei Way) Configurations to Accommodate an Enhanced Multi-modal Environment</b>		<b>196</b>
<b>Task 4: Gazebo Accessible Pathway Design</b>		<b>40</b>
<b>Total Hours</b>		<b>660</b>
<b>Total Labor Costs</b>		<b>\$83,234.48</b>
Printing, Reproduction & Plotting		\$500.00
Traffic Counting Subconsultant (Data for Tasks 1B/1C/1E and 3)		\$8,000.00
Peer Review of Task 3 Above		\$5,000.00
Travel		\$250.00
		<b>\$13,750.00</b>
<b>Total Fee w/New Scope as of 1-7-14</b>		<b>\$96,984.48</b>