

Personnel Policies



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THE CAMBRIDGE REDEVELOPMENT AUTHORITY

CRA MISSION

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

PERSONNEL POLICY GOALS

This personnel policy enumerates specific CRA personnel policies that are governed by the CRA Board. Policies governed by the CRA Board include those related to reporting discrimination and harassment, ethics and responsibility to report fraud, paid time away from work, employee benefits, and compensation. This document is a companion to the CRA Employee Handbook, which is a more comprehensive document that includes the policies identified herein that are governed by the CRA Board as well as a broader set of organizational policies that are governed exclusively by the Executive Director.

In the event of a conflict or inconsistency between any of the provisions in this policy and applicable state or local law, the CRA will be guided by the applicable state or local laws. This Personnel Policy document and the CRA Employee Handbook are intended to always be updated in unison such that there should not be an inconsistency between this document and the CRA Employee Handbook. However, in the event that a conflict or inconsistency between any of the provisions in this policy and the CRA Employee Handbook does exist, the CRA will be guided by this Personnel Policy document.

RIGHT TO AMEND PERSONNEL POLICIES

This personnel policy document may be updated or changed as needed on a variable timeframe by vote of a majority of the members of the CRA Board with or without notice to any employee. The Executive Director may from time to time adjust internal procedures to better implement the personnel policies. The CRA will inform staff whenever changes, deletions, revisions, or amendments are made to any part of the personnel policies.

CREATING A WORKPLACE WHERE ALL CAN THRIVE

COMMITMENT TO EQUITY, DIVERSITY, INCLUSION, AND ANTI-RACISM

The CRA is an anti-racism and anti-discrimination organization. The CRA is committed to supporting and promoting principles of equity, diversity, and inclusion. We believe in fostering an authentic sense of belonging through the diversity of thoughts, ideas, beliefs, experiences, and the inclusion and equality of people regardless of their gender identity, race, color, sexual orientation, language, national origin, religion, disability, or age. The CRA is committed to maintaining an environment where all employees, consultants, clients, partners, and friends feel safe to voice their ideas and know they are valued.

The CRA purposefully identifies and challenges issues of equity, diversity, inclusion, and racism, and the impacts they have on the organization, external stakeholders, and the greater community.

The CRA is an equal opportunity employer that values diversity of all kinds (race, religious creed, color, national origin or ancestry, age, sex, sexual orientation, pregnancy, gender, gender preference or identity, disability, genetic information, marital status, or veteran status). The CRA is committed to making any reasonable accommodation necessary to support an individual's employment with the CRA.

REPORTING DISCRIMINATION AND HARASSMENT

Discrimination and harassment have no legitimate purpose and are disruptive to the workplace that the CRA strives to create. Any employee who believes that they have been discriminated or harassed, or have witnessed, or hears about a potential violation of this policy should report that conduct to the Executive Director so that it can be investigated and resolved. Harassment may also be reported to one's manager or any management representative with whom the employee feels comfortable, including the Chair of the Board or another member of the Board as an alternative.

The CRA takes allegations of discrimination and unlawful harassment seriously and will respond promptly to complaints of discrimination or harassment. The CRA will promptly investigate claims of harassment. Such investigation may include discussions with all involved parties, questioning of witnesses to gather and verify information, and other appropriate actions. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable. If the CRA's investigation reveals that unlawful discrimination or harassment of any kind 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.

Employees also have the right to file a formal claim of harassment or discrimination with state and federal discrimination agencies. The state agency responsible for enforcing the laws prohibiting harassment is the Massachusetts Commission Against Discrimination (MCAD), located at One Ashburton Place, Boston, Massachusetts, 02108. Phone: 617-994-6000. Website: <https://www.mass.gov/service-details/mcad-guidance-on-the-pregnant-workers-fairness-act>.

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. Phone: 800-669-4000. Website: <https://www.eeoc.gov>.

DISCIPLINE FOR NONCOMPLIANCE WITH POLICIES

The CRA strives to create an inclusive workplace, bringing together people from a variety of backgrounds and life experiences, towards achieving its mission. To be successful, we must provide policies, procedures, and an organizational culture that capitalizes on the energy of our staff for the benefit of the Cambridge community. While we hope the situation does not arise, it is important for employees to know that willful or inadvertent violations of policies in this handbook or any other CRA policies, rules, or procedures, may result in disciplinary

action, up to and including termination. The guide is not to be considered all-inclusive or expected to address all possible applications of, or exceptions to, the policies described.

ETHICS AND DUTY TO REPORT

ETHICS AND CONFLICT OF INTEREST

As a public agency, CRA 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 will participate in all required training and acknowledgement regarding the State Ethics Laws for public employees.

The reporting of concerns regarding violations of the State Ethics Law are subject to the procedures and protections set forth in this document in the section Reporting. To learn more, see the State Ethics Commission website: www.mass.gov/orgs/state-ethics-commission.

RESPONSIBILITY TO REPORT FRAUD

This policy is intended to encourage and enable Board members, volunteers and employees to raise concerns related to fraud within the organization for investigation and appropriate action. Anyone who retaliates against an individual who has reported a concern in good faith is subject to discipline, up to and including termination.

If an employee has any concern, they should first discuss their concern with their immediate manager. If, after speaking with their manager, the individual continues to have reasonable grounds to believe the concern is valid, or if the individual is uncomfortable speaking with their manager, or the manager is a subject of the concern, the individual should report their concern directly to the CRA Treasurer. Concerns can also be registered with the Confidential Fraud, Waste and Abuse Hotline of the Commonwealth of Massachusetts at (800) 322-1323. Website: <https://www.mass.gov/oig-confidential-fraud-waste-and-abuse-reporting-hotline>.

Board members and employees of the CRA have an obligation to report questionable or improper activity related to accounting or auditing irregularities, ethics, and conflicts of interest. All such concerns shall be forwarded to the Executive Director or the CRA Treasurer in accordance with the procedures set forth herein.

The CRA Treasurer will immediately notify each member of the Board and the Executive Director of any such report. The CRA Treasurer will notify the complainant and acknowledge receipt of the concern within five business days, if possible. If the Executive Director or CRA Treasurer, for any reason, does not promptly forward the concern to the Board, the reporting individual should report the concern directly to the Board Chair. Concerns may also be submitted anonymously. Such anonymous concerns should be in writing and sent directly to the CRA Treasurer. It will not be possible to acknowledge receipt of anonymously submitted concerns.

All reports will be promptly investigated by the CRA Treasurer and Assistant Treasurer, and appropriate corrective action will be recommended to the Board, if warranted by the

investigation. Action taken must include a conclusion and/or follow-up with the complainant for complete closure of the concern.

WORKHOURS, FLEXIBLE SCHEDULES AND “COMP” TIME

COMPENSATORY TIME (“COMP TIME”) FOR EXEMPT EMPLOYEES

Work in excess of the 75-hour two-week pay period may be required in the interest of efficient operation of CRA activity in order to attend meetings scheduled outside Core Hours or to meet specific critical work production deadlines. Exempt Employees are expected to cooperate when the need for such work arises. Since Exempt Employees are not entitled to receive overtime, the CRA allows these employees to earn Compensatory (Comp) Time for these hours.

PAID TIME AWAY FROM WORK

The CRA offers a suite of policies covering a range of circumstances where employees are away from work while maintaining their employment. For Holidays, Vacations, Personal Time, and Sick Time, eligible employees who are working a part-time schedule will accrue or be credited these categories of time off at a prorated rate.

HOLIDAYS

Fourteen specific holidays are recognized by the CRA in alignment with the City of Cambridge and the State of Massachusetts. Employees may use Personal Time for other holidays based on their own personal, cultural, or religious observation. At the discretion of the CRA, any other day being observed by the municipality or the state may be included as a holiday with pay.

For each of these days, full-time staff receive full pay (7.5 hours) for time off and regular part-time staff receive a percentage of pay equivalent to the percentage of work hours. (For example, a part-time employee working 25 hours a week or 67% time would receive 5 hours of pay on holidays.)

The following City, State, and Federal holidays are currently observed by the CRA:

New Year's Day	Labor Day
Martin Luther King Day	Indigenous People's Day
President's Day	Veteran's Day
Patriots' Day	Thanksgiving Day
Memorial Day	Day After Thanksgiving
Juneteenth	Day Before Christmas
Independence Day	Christmas Day

VACATIONS

Employees are encouraged to take Vacation Time away from the office during the year to invest in their wellness – to rest, to relax, and to regenerate. Staff are encouraged to use their full allotment of vacation each year for this purpose. Vacation hours are accrued in the last pay-cycle of each month. Eligible new employees begin accruing paid vacation time in

the last pay-cycle of their first month of work. If eligible employees start at the CRA in on the 1st through 15th of the month, they will accrue a full allocation of Vacation Time for that month. If eligible employees start at the CRA on the 16th through 31st of the month, they will accrue a half allocation of Vacation Time for that month. Part-time employees accrue vacation time at a prorated rate.

Vacation Time accrues based on the following:

- Employees with less than 2 years of service are provided with 15 days (112.5 hours) of vacation per year, to accrue at a rate of 1.25 days (9.375 hours) a month.
- Employees with 3-5 years of service are provided with 17 days (127.5 hours) of vacation per year, to accrue at a rate of 1.42 days (10.625 hours) a month.
- Employees with 5-10 years of service are provided with 20 days (150 hours) per year, to accrue at a rate of 1.67 days (12.50 hours) a month.
- Employees with greater than 10 years of service are to be provided with 25 days (187.5 hours) of vacation per year, to accrue at a rate of 2.08 days (15.625 hours) per month.

PERSONAL TIME

Personal Time is compensated time away from work for employees to use as they see fit to observe holidays, facilitate voting, conduct personal business, or additional time off. Regular Employees are provided 4 days (30 hours) of Personal Time per year. The time is credited in the first pay-period of the year. Because Personal Time is credited rather than accrued, it can be clawed back or provided as needed on a proportionate basis to reflect unpaid leaves or changes in schedule that affect the employee’s full-time status.

For new employees, time is prorated based on the start day of employment and credited in an employee’s first pay-period.

<u>Start of Employment</u>	<u>Personal Leave Granted</u>
January 1 – March 31	4 days (30 hours)
April 1 – June 30	3 days (22.5 hours)
July 1 – September 30	2 days (15 hours)
October 1 – December 31	1 day (7.5 hours)

SICK TIME

Regular Employees and Defined-Term Employees earn Sick Time. Full-time employees earn 1.25 days (9.375 hours) of Sick Time in the last pay-cycle of each month, starting with the first month of employment. If eligible employees start at the CRA in on the 1st through 15th of the month, they will accrue a full allocation of Sick Time for that month. If eligible employees start at the CRA on the 16th through 31st of the month, they will accrue a half allocation of Sick Time for that month. Eligible part-time employees earn a pro-rated amount of Sick Time. Sick Time may be accumulated for up to a total of 120 days (900 hours) and carried over year to year.

PARENTAL LEAVE

In the event of the birth, adoption, or foster care placement of a child, employees of the CRA can be eligible to leverage both paid time off from the CRA as well as paid leave through the

Massachusetts Paid Family Medical Leave (PFML).

Regular Employees of the CRA, who have worked for at least 12 months and for at least 1,250 hours in the 12 months immediately prior to the date of leave, are eligible for six (6) weeks of paid parental leave for the birth and/or care of a child, or the adoption or foster care placement of a child. Employees may also use up to the full balance of any accrued paid time off, including Sick Time, for additional paid leave. All insurance benefits remain in effect.

EMPLOYEE BENEFITS

The CRA is committed to investing in staff members by offering comprehensive benefits to promote physical, mental, and financial wellness. The CRA provides benefits for Regular Employees who work at least 19 hours in a 37.5-hour workweek. All benefits are described below.

HEALTH INSURANCE, LIFE INSURANCE, LONG-TERM DISABILITY, AND FLEXIBLE SPENDING PLANS

The GIC provides health insurance, life insurance, and other benefit options to public employees in the Commonwealth. Benefits and premiums from the GIC referenced in these policies are described more fully in benefit plan documents on the GIC website: <https://www.mass.gov/orgs/group-insurance-commission>. Those documents are controlling if there are any inconsistencies with the descriptions herein. New or revised information is communicated to employees in the form of supplements or policy addenda.

Coverage begins on the first day of the month following 60 days or two full calendar months of employment, whichever comes first. Employee portions of premiums are deducted from pre-taxed dollars on a monthly basis from a covered employee's paycheck. All GIC premiums are taken one month in advance of coverage. Benefits from the GIC are:

- Basic Life Insurance
- Health insurance and Prescription Drug Benefits
- Wellness Benefits (Mass4You Employee Assistance Program, which includes counseling visits as well as legal and financial consultations)
- Optional Life Insurance
- Long-term Disability (optional)
- Flexible Spending Account (optional)
 - Health Care Spending Account
 - Dependent Care Assistance Program

Benefits Where the CRA and the Employee Share the Cost

Regular Employees must carry a GIC basic life insurance coverage and GIC health care plan, unless they opt-out with proof of coverage from another source. Currently, participating employees have 75% of their elected plan's cost covered by the CRA. Employees contribute 25% of their premiums via monthly payroll deductions in the last paycheck of each month. All GIC health plans provide prescription drugs benefits using a tiered co-payment structure. The specific program coverages and premiums for health insurance and basic life insurance are set by the GIC and are adjusted annually.

Once an employee selects a plan, that coverage continues until the next annual open enrollment period, or until a qualifying life event occurs, (e.g. marriage, addition of child, etc.)

Optional Benefits Fully Paid by the Employee

These optional benefits are offered by the GIC or their selected agency. If an employee elects to enroll in these benefits, the costs are fully covered by the employee through payroll deductions. Employees should consult the GIC website for more information about these benefits.

- Optional Life and Accidental Death Insurance
- Long-term Disability
- Flexible Spending Account (Health Care and Dependent Care Assistance Program)

DENTAL INSURANCE

The CRA procures its own dental insurance, currently through the Altus Dental Plus Plan. All employees may opt into an individual or family plan on the first day of the month following 60 days or two full calendar months of employment, whichever comes first. The CRA pays 100% of the premium for Regular Employees. Plan documents with specific details about the scope of coverage are available through the Operations Director.

GREEN COMMUTING

The CRA encourages employees to utilize non-car options whenever possible for commuting and travel required for work.

- **Public Transportation:** The CRA will compensate Regular Employees to cover the costs of commuting via public transportation, including commuter parking fees. The CRA will compensate Regular Employees up to 150% of the cost of a monthly MBTA LinkPass in the most economical package available. Depending on special circumstances including the frequency of an employee's use of public transit, the CRA may compensate employees up to 200% of the cost of a monthly MBTA LinkPass on a case-by-case basis. The maximum transit reimbursement level will be pro-rated for part-time employees.

MOBILE PHONE REIMBURSEMENT

Regular employees whose job duties include the need for a cell phone will receive a mobile phone reimbursement to cover business-related costs on their personal cell phone. Employees may choose the cellular service provider, plan design, and phone number of their choice. Eligible employees will receive up to \$40 per month.

RETIREMENT PLAN

Pension: The CRA participates in the Cambridge Retirement System (CRS). The CRS is one of 104 contributory retirement systems in the Commonwealth of Massachusetts. Full-time employees and part-time employees working at least 19 hours per week, must be members of the Cambridge Retirement System (CRS). Retirement contributions and benefits will be in accordance with the requirements of the Cambridge Retirement System.

Starting with the first paycheck, employees automatically have 9% of their gross pay deducted plus an additional 2% of the amount of their gross pay less \$30,000. CRA pays the mandated employer contribution which is defined by the CRS.

The CRS pension is a defined benefit plan, in which an employee is vested through 10 years of collective service, in roles covered by the CRS (at the CRA and/or a job with the City of Cambridge or the Housing Authority) For more information, see the CRS website: <http://www.cambridgeretirementma.gov>. For additional information, including information about exceptions to each provision, please visit the Social Security Administration website: <http://www.socialsecurity.gov/>.

NOTE: In Massachusetts, public employees do not contribute to Social Security so earnings are not covered under Social Security When an employee retires, or if they become disabled, the employee may receive a pension based on earnings from the CRA job. The employee may also be entitled to a benefit from Social Security based on either their own work elsewhere or the work of their spouse, or former spouse. Pension amounts may affect the amount of the Social Security benefit. Medicare benefits, however, will not be affected. Under the Social Security law, Social Security benefit amounts may be affected via the Windfall Elimination Provision or the Government Pension Offset Provision. For more information, Social Security publications, and additional information, including information about exceptions to each provision, please visit www.socialsecurity.gov.

457 Retirement Plan: In addition to the Cambridge Retirement System pension plan, a CRA employee may also choose to enroll in the Massachusetts Deferred Compensation 457 SMART Plan. This is a retirement savings program where eligible employees can save and invest before-tax and after-tax dollars through salary deferrals into a wide array of low fee investments options. The 457 plan is a tax advantaged deferred-compensation retirement plan, similar to a 401k/403b but only for government employees. The CRA provides the plan and the employee may make biweekly contributions, taken from the paycheck on a pre-tax or after-tax basis. There is no employer match. You may enroll at any time or change the amount of your deduction once each quarter. More information, including enrollment forms, can be found at <https://www.mass.gov/smart-plan-for-public-employees>

PERFORMANCE MANAGEMENT AND PROFESSIONAL DEVELOPMENT

PERFORMANCE MANAGEMENT

Managers are expected to help employees perform their jobs by providing clear direction and meaningful feedback on their performance. This includes defining work responsibilities, setting goals, providing opportunities for employees to develop skills, coaching employees, providing regular feedback both in discussions and through performance reviews, and providing opportunities to develop skills and receive training. Managers should hold monthly professional development check-ins with employees who report to them to establish a defined forum to provide feedback and coaching. These activities should continue throughout the employee's employment with the CRA. The CRA encourages employees to take initiative to increase their skill set and improve their work performance.

COMPENSATION

The Board shall set the compensation for the Executive Director. Appropriate salary ranges for all other jobs are set by the Executive Director guided by periodic market benchmarking

against comparative roles performed in similar agencies and organizations and aligned with the CRA's Strategic Plan.

Compensation for other CRA employees is overseen by the Board through its budget approval process. It is based on the review and evaluation of the responsibilities associated with the various roles performed across the organization. Changes in compensation are based on a variety of factors, including the employee's performance. There is no guarantee of an employee receiving a raise year to year.

A Cost-of-Living Assessment (COLA) for Regular Employees is considered through the budget process each year referencing COLA adjustments implemented by the City of Cambridge and other peer organizations.

TRAVEL AND REIMBURSEMENT

Official, long-distance travel by CRA employees and consultants, must be authorized in advance by both their manager and the Executive Director. The costs for this travel will be reimbursed by the CRA provided that the necessary documentation is submitted to and approved by the manager.

AMENDMENTS

All provisions and policies herein are subject to change by the CRA. The amendment of policy provisions shall be by vote of a majority of the members of the CRA Board with or without advance notice to any employee.