



NOTICE OF PUBLIC 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 (CRA).

CRA public meetings are being held remotely in accordance with a law, that was signed by Governor Baker on July 16, 2022, *An Act Relative to Extending Certain State of Emergency Accommodations*, which among other things, extends the expiration of the provisions pertaining to the Open Meeting Law to March 31, 2023.

Members of the public can participate in meetings online or by telephone as provided below. Additionally, members of the public may provide comments on proposed agenda items by 5:00 P.M. the day of the meeting to planning@cambridgeredevelopment.org.

Regular Board Meeting Wednesday, March 15, 2023 at 5:30 PM

Participate Remotely via Zoom Link:

<https://us02web.zoom.us/j/85914880503?pwd=cVljY1REZUdzeGkzMEx3TWY2MTIXUT09>

or join via phone at 1-301-715-8592

Webinar ID: 859 1488 0503 **Passcode:** 523303

MEETING AGENDA *

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

Call Roll

Public Comment

Minutes

1. Motion: *To accept the minutes of the Annual Meeting of the Board on February 15, 2023*

Communications

2. Written communications received since the publication of this meeting notice.

Administrative Actions

3. Staff Program Report (Vangel)
4. Monthly Financial Report (Evans)
5. Internal Controls and Financial Oversight (Evans)

Draft Motion: *Approving minor revisions to the CRA Internal Controls Policy*

Draft Motion: *Authorizing the Executive Director to negotiate a scope of services through a purchase order under existing State of Massachusetts COMMBUYS contract PRF 78 with Winthum for financial accounting services.*

Projects and Programs

6. Margaret Fuller Neighborhood House MOU (Vangel)

Draft Motion: *Authorizing the Executive Director to enter into a new Memorandum of Understanding with the Margaret Fuller Neighborhood House for continued work on the design and real estate agreements toward the renovation and redevelopment of 71 Cherry Street.*

7. Danny Lewin Park Redevelopment and Main Street Adaptor Letter of Credit (Levering)

Draft Motion: *Authorizing the Executive Director to amend the conditions of the 145 Broadway approval requiring the delivery of the Adaptor Project at 255 Main Street and repurposing the funding commitment toward Danny Lewin Park construction and other public realm investments in the MXD District.*

8. Strategic Plan Update (Vangel)

Other Business

At 7:30 PM, the Board will enter into Executive Session to discuss personnel matters related to CRA staff.

Motion: *To enter into Executive Session for a strategy session to discuss personnel matters.*

If the Board has concluded all of the business set forth on the regular agenda by the starting time of the Executive Session, the Board will not reconvene in open session thereafter.

Adjournment of CRA Board Meeting

* CRA Board packet of supporting materials posted at:
www.cambridgeredevelopment.org/next-meeting/

Upcoming Meetings: Regular CRA Board Meeting: 5:30 PM on April 12, 2023
Proposed Regular CRA Board Meeting: 5:30 PM on May 10, 2023

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.



Annual Board Meeting of the Cambridge Redevelopment Authority

Wednesday, February 15, 2022 at 5:30 p.m.

Due to the COVID-19 pandemic, this meeting was held virtually via Zoom

DRAFT Meeting Minutes

Meeting Files

- [Agenda and Notice](#)
 - [Draft Minutes of the Regular Meeting of the Board on January 18, 2023](#)
 - [Draft 2022 Annual Report](#)
 - [Bishop Allen Contract Update Memo](#)
 - [Foundry Update Memo](#)
 - [Strategic Planning Update Presentation](#)
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Opening Statement

At 5:37 p.m., Ellen Shore, CRA Operations Director, said that on July 16 2022, Governor Baker signed a law which extended provisions to the Open Meeting Law to March 31 2023. In accordance, tonight's CRA board meeting will be held remotely. There will be opportunities for public comment at the start of this meeting and at the discretion of the chair. She then explained how to provide public comment. Reading materials can be found on the CRA's next meeting webpage. This meeting is also being recorded, including all video, audio, and chat messages.

Call Roll

Chair Kathleen Born called the annual meeting of CRA Board. A roll call of Board members and the Executive Director was taken.

Vice Chair Conrad Crawford – present

Treasurer Christopher Bator – present, but will leave the meeting for a brief period around 6:00 p.m. and then rejoin via phone.

Asst. Treasurer Barry Zevin - present

Asst. Secretary Margaret Drury – absent, due to technical difficulties

Executive Director, Tom Evans - present

Other CRA staff members were also present. Ms. Born said that because this is a remote meeting, all votes will be taken by roll call and that Mr. Evans will repeat the responses.

Public Comment

No requests for public comment were offered.

1. Review of January 18, 2023 Minutes

No comments were offered.

A motion was moved by Mr. Bator to accept the minutes of the Regular Meeting on January 18, 2023. A roll call was taken by Mr. Evans.

Chris Bator – yes

Kathy Born – yes

Conrad Crawford – yes

Margaret Drury - absent
Barry Zevin – yes
The motion carried.

Communications

2. Written communications received since the publication of this meeting notice.

No communications were received.

Administrative Items

3. Election of Officers

Mr. Evans read the proposed slate of officers, which has not changed from last year.

Kathy Born – Chair
Conrad Crawford – Vice Chair
Christophe Bator – Treasurer
Barry Zevin – Assistant Treasurer
Margaret Drury – Assistant Secretary

Ms. Born noted that Margaret Drury will not be seeking reappointment when her term expires in April. The City Manager has asked for volunteers for this board position and will be making the decision.

A motion was moved by Mr. Bator to approve the proposed slate of officers. A roll call was taken by Mr. Evans.

Chris Bator – yes

Kathy Born – yes

Conrad Crawford – yes

Margaret Drury – absent

Barry Zevin - yes

The motion carried.

4. Presentation of the Draft 2022 Annual Report

Mr. Evans said Cecelia Cobb, CRA Project Planner, put the entire report together, with staff input. Unfortunately, she is not feeling well tonight. Mr. Evans summarized the 66th CRA Annual Report. He asked the Board to send edits to staff to incorporate into a final document which will then be sent to the City and the state

The Board was very pleased with the report. Mr. Evans said that report was done entirely in-house and that Ms. Cobb used her graphic vision to give the format new life and color.

Projects and Programs

5. Bishop Allen Update

Mr. Evans said that final construction work is in progress. To close out all permitting issues, a final Fire Department sign-off is needed, as well as a final sign-off of the elevator. This was delayed because of the back-order of required light beacons, which finally arrived and were installed.

There will be a change order for the contractor to do brick repair on some interior walls that have shown deterioration, as this was not in the initial scope. Another back-order issue involves repair of two glass panels that were vandalized. This work will be a separate work order outside of the current construction contract.

The solar panel installation project has been delayed due to supply-chain and labor supply issues. Once the panels are installed, the CRA will submit an interconnection permit with Eversource. The heating system performed well during the previous cold period.

Regarding the motion, Mr. Evans said that there was a logistical mishap with Erica Schwarz's departure from the CRA. There were two amendments being discussed simultaneously but only one was brought to the Board. He expects this to be the last soft costs expense for the project. He emphasized that the project is still below the total budget with over \$130,000 remaining in contingencies. Although the project has taken longer, with change orders along the way, there was a good cushion in the budget. The plan is to start a capital reserve fund with any remaining contingencies. Mr. Evans said that STA has been a good owner's project manager and Tim MacKay has been a valuable resource.

Mr. MacKay added that the total remaining contingency after this last add services is \$180,324.

Mr. Evans said that he would come back to the Board with a final close out and lessons-learned analysis. He also noted that staff is working on implementing a more robust tracking structure.

Mr. Bator rejoined the meeting by phone.

A motion, was moved by Mr. Crawford, authorizing the Executive Director and Chair to amend the contract with STA for an additional twenty-six thousand and three hundred forty dollars (\$26,340) for a total amount not to exceed seven hundred eighty-nine thousand and one hundred and sixty dollars (\$789,160) to cover additional design work and technical studies undertaken during construction administration and project close out. A roll call was taken by Mr. Evans.

Chris Bator – yes

Kathy Born – yes

Conrad Crawford – yes

Margaret Drury – absent

Barry Zevin - yes

The motion carried.

Ms. Born thanked Mr. MacKay, and added that his project management organization is superb.

6. Foundry Advisory Committee Update

Matthew Heller-Trulli, CRA Senior Asset Manager, said that three new members of the Foundry Advisory Committee (FAC) – Ruben Mancha, Connie Chin, and Barbara Thomas – were appointed by City Council on Monday, February 13. Their backgrounds can be found in the Board packet memo. They were introduced at the FAC's February 10th public meeting, where the Foundry Consortium also presented their usage and revenue data from October through December of 2022

With respect to Foundry construction updates, the stairway railing in the community hallway was replaced last week. It was changed from wood to metal. The door between the Food Lab and the Vester kitchen was also installed last week allowing them to fully operate their food service while construction is happening in the food lab. The city is currently working on required paperwork to turn on the solar panels and adjust the solar meters to get an accurate net read on the building's electricity. Warranty issues, such as concealed door closers for some of the shop doors, and other items are currently being worked through with the contractor and TSNE, the property manager. The CRA has entered into a design contract with Cambridge Seven to look into building modifications outside the original scope of work.

7. Strategic Planning Update

Kathryn Madden, CRA Strategic Planner, said that tonight's meeting will focus on the overview, the financial considerations, and the external activities of the strategic plan. The plan was drafted in September, and, since then, more detail has been added. For the past two-plus years, work has focused on internal operations while also educating the Strategic Advisory Group (SAG) about the work of the CRA. It has been valuable to have more people in the community understand the work of the CRA. The goal is to have her work done by March 31.

Ms. Madden summarized the strategic plan framework. She emphasized key points of the mission statement. From conversations with the Board, she developed a vision statement for the CRA. Ms. Madden urged the Board to raise any issues during the presentation.

In terms of the vision, a key part of CRA's work involves stewardship of long-term obligations. This is fundamental because it affects its financial resources. No matter what other projects there are to take on, the CRA is obligated to the MXD until 2028, the Kendall Square Urban Redevelopment Plan until 2035, and the Foundry until 2072. The CRA owns open spaces and the Bishop Allen building forever. The 2023 vision of the CRA includes creative development opportunities, economic opportunity, and climate change adaptations.

Ms. Madden said that there are a lot of active groups in Cambridge - nonprofits, the private sector, and the City. Identifying projects in the Envision Cambridge document that intersect with what the CRA can do has been part of a recent conversation with the city. The CRA has staff expertise in certain areas and can use various distinctive redevelopment tools.

Ms. Madden spoke about the financial considerations. She discussed the CRA's asset and liabilities. \$110 million is expected in development fees by 2024. The financial strategy needs to consider various types of projects. For the last decade, the CRA has been doing mostly spend-down projects - maintaining open spaces, the Forward Fund grant program, capital investments in the Foundry and Bishop Allen, transit studies, and other initiatives. These are projects that use the money received from the redevelopment of Kendall Square for the benefit of the community. There are also revenue neutral projects which are, hopefully, the operations of the Foundry and Bishop Allen. The revenue-generating projects are the development agreements but there are not many more anticipated. She noted that mission-based real estate investments have potential for generating revenue. She emphasized that \$110 million is not a lot of money in Cambridge. Partnering with the City on the Foundry helped the CRA money go further.

Analyzing operating expenses to sustain the office solely for stewardship projects is important to incorporate into the financial model. These include personnel costs, consultants (lawyers, architects, engineers, accountants, etc.), vendors, office administration (rent, supplies, technology, medical and pension benefits for retirees, etc.) and property management (snow clearing, landscaping, etc.). Staff will need to increase. The projected annual operating costs are \$2.4 million assuming an increase in staff and a decreased need for professional services.

A financial strategy, consisting of three components, was explained. The first component sets aside money to sustain CRA's long term stewardship role through 2072 via an endowment. The second component continues with the spend-down and revenue neutral activities as that is part of the CRA mission. The third component invests in two or three significant projects that could generate revenue. This money would replenish funds and thus allow the CRA to continue do more things.

The plan assumes there is roughly \$120 million of new money and money that the CRA already has. Half of that would be set aside for an endowment and invested. The income would pay to run the office. Another quarter would be used for the spend-down activities. Another quarter would be set aside to do revenue generating projects that could then allow the CRA to do more with its money in the future.

Hema Kailasam, CRA Director of Finance and Operations, noted that the plan can change and funds can be reallocated. This is a plan for the next five years. It is possible that a \$60 million stewardship isn't needed, especially if the \$2.4 million in expenses decreases.

Mr. Bator said that the CRA currently has an investment strategy and sophisticated professional management of its liquid assets with the help of an investment advisor. The generated investment income has covered significant parts of CRA's basic operating expenses for staff. He thought the idea of an endowment was interesting. He feels that the current investment strategy, which limits equities to 30%, is overly conservative, even for a public entity. He thinks that the limit could be raised prudently and gradually.

Ms. Madden said that this strategy assumes a 4% rate so that for every \$25 million invested, \$1 million in income is generated. Ms. Madden agreed with Ms. Kailasam in that this is a way to move forward but that this should be revisited from time to time. She emphasized that currently the expenses are estimated at \$2.4 million since that is how the budget has been allocated in the past. However, moving forward, budgets should be set aside for

development projects. For example, the Bolton Street project would not be part of the regular operations budget but rather managed as a project with its own budget, hiring its own designers.

Mr. Zevin asked which category the following scenario would fall into: What if the City asked the CRA to act in more of a traditional redevelopment authority capacity to assemble land and do infrastructure in a place like Alewife, or on a smaller scale in Central Square? Ms. Madden said that such a project would fall on the left side of that chart in the orange and the green because it is not a stewardship obligation. It would be a new project.

Mr. Crawford said that infrastructure comes with fee assessment at times. A utility of some sort might be of value as well.

Mr. Evans said that regarding the CRA's stewardship role in Kendall, the CRA has been able to create infrastructure without spending a lot of resources by leveraging development, such as the Eversource vault and the streetscape improvements. The CRA has been central in this idea of trading development rights for public improvements. From a financial standpoint, the CRA cost is staff time, tracking projects to make sure public improvements happen. Ms. Madden agreed with Mr. Evans that it is important to leverage other dollars, so that the CRA's work goes further. In this case, there is some spend-down, but not all of it is CRA's money.

Ms. Born said that she is pleased to see the resolve of the Board today, which will hopefully be passed on to successive iterations of the Board. She agreed with using the money from the development fees like a nonprofit foundation and putting the endowment in a relatively untouchable position.

Mr. Bator agreed and added that these funds are precious. The highest obligation for the CRA is use them and spend them so that they have maximum impact on the good of Cambridge. The money will be used to do large important things. He feels that the holdings should be managed, if possible, so that the CRA is able to respond in large force to a sudden, enormous need. Mr. Zevin said that the City needs to understand that the CRA is here to do things like that. Had the CRA been asked to manage the reconstruction of the Berkshire Street residences, the rebuilding could perhaps have been done in a less vulnerable manner.

Mr. Vangel explained that a revenue generating project would be a real estate project that is mission aligned. It would involve preserving desirable housing uses, commercial uses, potentially industrial uses, or retail uses in a financial structure where the CRA is making some level of return. It would not be as much as a private developer's level of return, otherwise, the private market would effectively be doing it.

Ms. Born asked if it was realistic to think that the public would accept that the CRA was generating revenue through rents. Ms. Madden said that the CRA would be investing in something so that it gets paid back for what it did, whether it's housing, commercial or industrial, and get a modest return which it would use to reinvest in another mission-oriented project.

Ms. Born asked if Bishop Allen building falls into this category. Ms. Kailasam said that the goal of the Bishop Allen project was that it be a self-sustaining entity. Rents are way below market-rate. Any profits will go into an operations or capital reserve. This is not a project that generates excess income for use in other projects. The capital investment of the building was a spend-down project but operationally, it is a revenue-neutral project.

Mr. Vangel said that the SAG was very helpful in finalizing goals for CRA external activities. The CRA should identify gaps in the Cambridge ecosystem, avoid redundancy, focus on stated priorities, and practice more due diligence before moving forward with new projects. He said that the CRA needs to leverage its partnerships, recognizing the strengths each party brings to the table. He discussed an alignment of benefits and various partners of the CRA, including the public sector (city or state), civic organizations, non-profit developers, and for-profit developers. The goal is to yield community benefit. He restated the long-term stewardship obligations of oversight and asset management. Beyond that, there are creative development opportunities, economic opportunity and mobility, and climate change adaptations.

Mr. Vangel said that a survey was sent to CRA Board members last week that included initiatives or external activities, many of which were taken from city planning documents. Board members were asked to identify their top two priorities in each of the categories – creative development opportunities; economic opportunity and mobility; and climate change adaptations. Not every board member submitted the survey. Some responses were received

via email. A strong agreement among the responses for high priority initiatives are highlighted in green. Priorities that were mixed are highlighted in yellow. Initiatives that are not highlighted were not rated as high priorities. Mr. Vangel said that this meeting is an opportunity to further discuss the results.

Mr. Zevin said that he feels that facilitating success of BIPOC-owned businesses is a high priority. A network of "active" ground-floor space often emerges as an aspiration for projects everywhere in Cambridge, and it is often unmet because there's not enough residential density to support it. Regarding mixed-use development models, industry and housing are not necessarily good neighbors. Light industrial space is an interesting idea and there are such spaces just across the line in Somerville, which are probably about to be taken over by new development. Warehousing and minor fabrication businesses were abundant in the Kendall area in the late 1960s. He questioned whether building in Alewife is a wise decision considering the frightening storm surge flood projection maps. Efforts to get the state to seriously looking into climate change might be a better use of CRA efforts. A durable solution involves more than propping up buildings a couple of feet.

Mr. Crawford agreed. It is important to look at the livability and quality of life when mixing "nuisance" industrial with a residential neighborhood. It is important to think of Alewife's resiliency and how that impacts the build out of the area.

Mr. Bator said that the discussion is worthwhile but noted that conditions change, sometimes dramatically. While it is important to be granular and define core activities, he emphasized his desire for the CRA to be able to move quickly in emergency situations even if that does not fit nicely into a core focus of a redevelopment authority.

Mr. Vangel said that in finalizing the strategic plan, it is important for staff to define where the Board members' interests lie.

Mr. Zevin said that he would take exception to assembling land in Alewife to pursue mixed-use development models if mixed-use included housing. Mr. Vangel said that there is consensus, however, that a high priority is to assemble land in Alewife.

Mr. Zevin said that he was baffled by the mixed feedback regarding the Central Square library. The building is good as it stands. There are two other giant lots that are empty on Bishop Allen Drive. Ms. Born explained that the library is part of the Central Square garage which, she understands, is in an advanced state of deterioration. Mr. Vangel said that the CRA could study facilitating a relocation. Ms. Born said that the Central Square community deserves a better facility.

Mr. Bator restated that while this exercise is enormously important to guide the CRA in assessing possible activities as they present themselves, there will still be circumstances that warrant changes. Ms. Madden explained that with the Board's direction, staff can be more proactive than reactive and focus on projects in the Envision Plan that align with the Board's goals and vision. She added that the \$60 million endowment would provide "cushioning" if there was an unforeseen situation.

Mr. Vangel spoke about the external activities that were identified regarding economic opportunity and mobility. The CRA is currently working with Just-A-Start, the owner of Rindge Commons, to plan for connectivity improvements around the Alewife property. The CRA is currently undertaking a study of transit feasibility options for the Grand Junction.

Mr. Crawford said that workforce development or sustaining jobs in growth industries is an unsolved challenge and rated this as a high priority activity. Mr. Zevin noted that MIT might be a good partner for this. He also said that activating transit use on the Grand Junction would be an enormous win. Mr. Bator said that technical training is a high priority. Mr. Vangel said that restoration of Cambridge's urban forest canopy directly relates to work that is about to commence in East Cambridge with Green Cambridge

Mr. Zevin said that he has noticed many places where the Housing Authority could plant trees. Mr. Crawford noted that the Housing Authority is well positioned to support other infrastructure, such as telecom and broadband. Mr. Bator agreed. Mr. Zevin said that aggregating solar panel infrastructure among multiple buildings might be a more efficient setup than doing it one by one.

Mr. Vangel noted holistic plans for Alewife, Central Square, and the recent Cambridge Street study that call for significant amounts of work to be implemented.

Mr. Vangel thanked the Board for their feedback and welcomed additional feedback at any time. As for next steps, a full draft of the entire document will be brought to the Board for approval in next month's meeting. In the meantime, staff will be continuing conversations with the City of Cambridge on some of these ideas. There is a plan to have a meeting with the Community Development Department in March to talk about opportunities.

The survey is still open so Board members who haven't taken it yet, or want to take it again, informed by this conversation, are encouraged to do so. Any avenue for continued feedback is welcomed. The survey was considered a conversation starter.

Other Business

At 7:53 p.m., Ms. Born said that the Board had concluded all the business set forth on the regular agenda so it would not be reconvening in an open session after the executive session.

A motion was made to enter into Executive Session to enter into Executive Session to consider terms of a potential real estate transaction for the Foundry Building at 101 Rogers Street. A roll call was taken by Mr. Evans and each member's vote was repeated.

Chris Bator – yes

Kathy Born – yes

Conrad Crawford – yes

Margaret Drury - absent

Barry Zevin – yes

The motion carried.

Ms. Shore will send a new Zoom link to the Board and staff for the Executive Session which will start at 8:00 p.m.

Staff Report to the Board: *March 15, 2023*

Personnel and Hiring Updates

Staff Transitions and Hiring

Director of Finance and Operations Hema Kailasam left the CRA on February 28 after three years with the organization. CRA staff are grateful for Hema's significant contributions and steady leadership within the organization, and will greatly miss her warm collegiality and sharp financial acumen. CRA staff will begin advertising the Director of Finance and Administration position (renamed from Director of Finance and Operations) this week after finalizing the job announcement.

The CRA is currently advertising for two permanent positions with the Planning and Development team, a Senior Project Manager or Project Manager and a Project Planner. CRA staff have advertised the positions widely, including posting the positions with several colleges and universities we have not previously worked with. Applications for the positions are due on March 27.

The CRA has also advertised for part-time Engagement Coordinators who will facilitate community engagement related to the Rindge Connectivity project. Community outreach efforts will focus on engaging residents of the Rindge Tower and Fresh Pond Apartment complexes. Applications for these positions are also due on March 27.

Diversity, Equity, and Inclusion Training

CRA staff who have joined the organization in the past year will be participating in the Kendall Square Association's **Inclusion Drives Innovation** training beginning later this month. This 10-week professional development program focuses on building anti-racist organizations, and the participation of all CRA staff is a priority of the organization's Diversity, Equity, and Inclusion Action Plan. All longer-tenured CRA staff and two Board members have previously participated in the program.

Additionally, the Executive Director will be participating in the Kendall Square Association's **2023 Executive Leadership Equity Group**. This group convenes senior leaders who are committed to equity and anti-racism in a structured space where they can share equity-related dilemmas in order to be pushed in their thinking and gain additional perspective.

Forward Calendar

- Bishop Allen Close-Out
- Foundry Close-Out
- Morgan Stanley Annual Investment Report
- Strategic Plan Adoption (May)
- Annual Transportation Report (May)

Project Updates

99 Bishop Allen Update

Construction close-out continues to proceed concurrently with the completion of the solar array installation on the roof. Interior masonry work will be taking place on the lower level and third floor where some of the non-load bearing masonry is deteriorating. This was outside of the original project scope. Solar installation is complete and awaiting an inspection from the building inspector along with a finalized Permission to Operate from Eversource. On February 16, TSNE management staff and CRA staff held the quarterly meeting with tenants of the building to discuss building issues such as cleaning, construction updates, parking and setting up an outdoor event for the spring meeting.

Foundry Update

Construction close-out continues with punch list items and warranty items being managed by the GC, WT Rich, and our partners at TSNE. The CRA has been working with Cambridge Seven and Newmark on concepts for subdividing office suite 3B in hopes that smaller spaces would be quicker to lease. The Foundry Consortium hosted their first annual festival during the week of February 23 which saw the building full of community members engaging in a variety of activities such as painting, dance, and circus.

325 Main Street Project Close-Out

The CRA Board approved the Certificate of Completion for the 325 Main Street project in June, 2022, pending an Escrow Agreement identifying a punch list of outstanding items. Since June, BXP has completed most of the remaining items, with a few still pending completion. Outstanding items include: paving around the North Kendall Headhouse, Main Street bus shelter relocation, installation of the Roof Garden truss sign, inclusion of an art bike rack on Main Street, and the Proto Bike Cage ground level reconstruction for public access. The most significant public benefit that remains incomplete is the reconstruction of the North Kendall Headhouse. While BXP is prepared to initiate construction, the MBTA's legal agreement is still outstanding. To capture a portion of this outstanding work, the CRA has included the installation of the pavers on the upper, publicly accessible portion of the headhouse as a line item in the Escrow Agreement.

MXD Eversource Update

The Blue Garage parking structure on Parcel 2 has fully come down. Machinery is still onsite working to remove the rubble. Utility relocation work is ongoing, and slurry wall construction is expected to start the first week of April. The BXP and Eversource construction teams have also started occupying their 90 Broadway Construction Office, previously the Meadhall space, which will soon include a model of Kendall Square and a screen providing construction and project updates that will be visible to the public.





Bus Shelter Roof Replacement

After being damaged in the fall of 2022, the bus shelter located in front of 500 Main Street had its canopy and one glass panel replaced on January 19, 2023. The bus shelter is now back in full working order and ready for riders of the EZride and MIT Tech Shuttle.

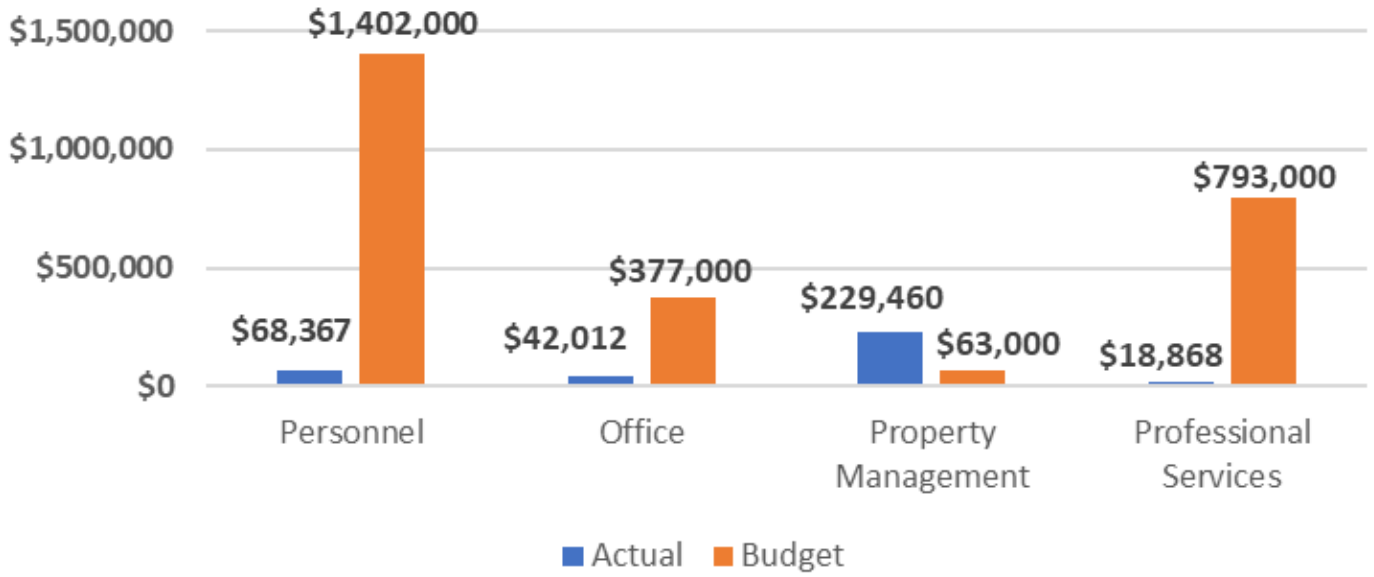
Black History Poster Exhibit Event

On February 4, the Cambridge community came together to celebrate the opening of the 2023 Black History Poster Exhibit, which honored black entrepreneurs and philanthropists in the city. The opening celebration was well attended, and speakers included City Councilor Denise Simmons, City Manager Yi-An Huang, and Rev. Dr. Cheryl Townsend Gilkes. The exhibit showcased fifteen individuals with posters telling how each left a mark on Cambridge by shaping, supporting, and uplifting their communities. The exhibit was located in the Kendall Public Lobby (355-325 Main Street) through March 14.

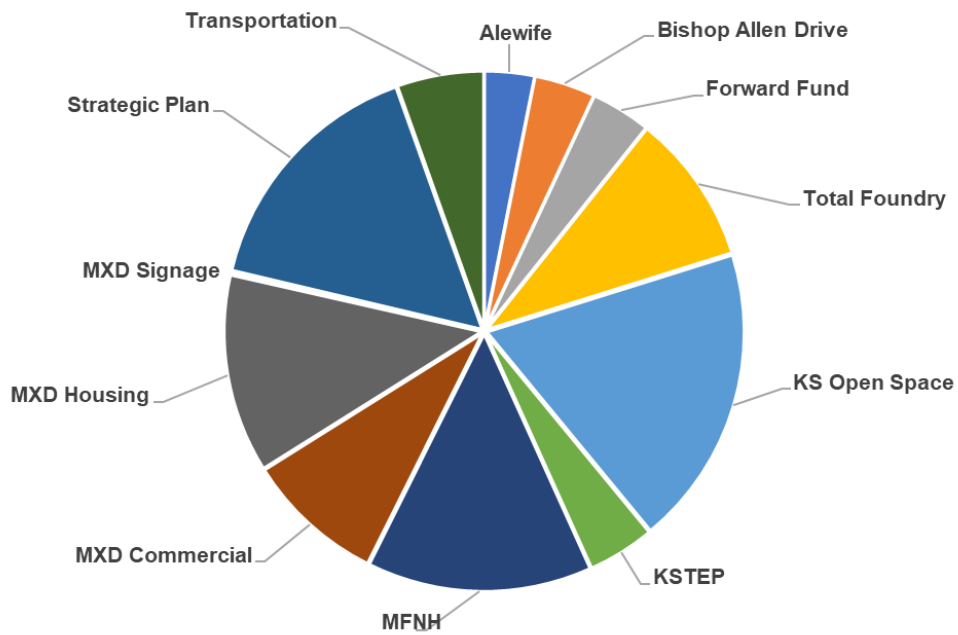


| Budget vs. Actuals (through January 2023) | | |
|---|--------------------|----------------------|
| | Actuals | Budget |
| 4000 Income | | |
| 4200 Operating Revenue | \$193,635 | \$475,000 |
| 4300 Investment Income | (\$32,144) | \$0 |
| Total 4000 Income | \$161,490 | \$475,000 |
| TOTAL INCOME | \$161,490 | \$475,000 |
| 6000 Operating Expenses | | |
| 6100 Personnel | \$68,367 | \$1,402,000 |
| 6200 Office | \$42,012 | \$377,000 |
| 6300 Property Management | \$229,460 | \$63,000 |
| Total 6000 Operating Expenses | \$339,839 | \$1,842,000 |
| 7000 Professional Services | | |
| 7001 Construction Management | \$3,510 | \$50,000 |
| 7002 Design - Architects | \$0 | \$85,000 |
| 7003 Design - Landscape Architects | \$0 | \$190,000 |
| 7005 Legal | \$6,023 | \$60,000 |
| 7006 Real Estate & Finance | \$0 | \$100,000 |
| 7007 Planning and Policy | \$1,473 | \$70,000 |
| 7009 Accounting | \$0 | \$20,000 |
| 7010 Marketing / Graphic Design | \$0 | \$2,000 |
| 7011 Temp and Contract Labor | \$0 | \$25,000 |
| 7012 Web Design / GIS / IT | \$0 | \$2,000 |
| 7014 Records Management / Archivist | \$0 | \$25,000 |
| 7017 Transportation Planning | \$0 | \$60,000 |
| 7018 Investment Services | \$6,327 | \$75,000 |
| 7020 Information Technology Services | \$1,536 | \$18,000 |
| 7021 Insurance Consultant | \$0 | \$5,000 |
| 7024 Recruiter/HR Consulting | \$0 | \$6,000 |
| Total 7000 Professional Services | \$18,868 | \$793,000 |
| 8000 Redevelopment Investments | | |
| 8200 Forward Fund | | \$100,000 |
| 8300 Real Estate Acquisitions | | \$600,000 |
| 8400 Foundry | | |
| 8500 KSTEP | | |
| Total 8000 Redevelopment Investments | | \$700,000 |
| TOTAL EXPENSES | \$358,706 | \$3,335,000 |
| NET INCOME | (\$197,216) | (\$2,860,000) |

Budget vs. Actuals Expenses (through January 2023)



Total Expenses by Project





MEMORANDUM

To: CRA Board
From: Tom Evans
Date: March 15, 2023
Re: Financial Management Update

BACKGROUND

Over the past several years, CRA Staff have developed new policies and procedures to provide oversight and separation of duties to further protect the CRA's resources. Likewise, the CRA projects have grown in complexity and its financial resources have grown by an order of magnitude. Thus, the Internal Controls Policies have been updated to reflect the organization's maturation. The departure of the Director of Finance has left the staff with a large capacity gap in its financial management, as well as a missing link within its Internal Controls and financial operating procedures. The policy revisions proposed are designed to provide more redundancy and back-up for financial duties as well as expand a few areas requiring policy clarity.

INTERNAL CONTROLS POLICY REVISIONS

As stated in the policy document itself, Internal Controls are defined as the financial policies of the organization to safeguard the CRA's assets and insure the reliability of its financial records. They are designed to:

- Protect resources against waste, fraud, and inefficiency,
- Promote accuracy and reliability in accounting records,
- Measure compliance with local and state agency policies,
- Evaluate the efficiency of financial operations in all projects and programs of the CRA, and
- Provide procedures for oversight of assets and finances by the CRA Board of Directors.

Staff recommend moving forward with the revisions to the policies as regular updates and amendments were anticipated in the policy document. These revisions will provide additional operating layers of review and control for financial procedures. The significant policy updates include the following:

- a) Clarification of terms
- b) Emphasis on staff training on policies and procedures
- c) Added provision for outside vendor assistance with financial reporting
- d) Expansion of Leadership Team roles in financial procedures

- e) Clarification of accounts payable approval roles and their application to wired transfers
- f) Additional section about contract management
- g) Updated document security provisions
- h) Expanded equipment inventory expectations

COMMBUYS PROCESS FOR FINANCIAL CONSULTANT SELECTION

The Commonwealth of Massachusetts' Operational Services Division (OSD) has established a wide range of Statewide Contracts for use by eligible public agencies, as authorized under the state law governing the purchase of goods and services, 30B. Buying goods and services through Statewide Contracts can offer significant benefits to the CRA, including time savings, obtaining best value at competitive prices, and an establishment of long-term relationships with vendors. OSD operates the COMMBUYS website as an online resource for advertising bids and finding Statewide Contracts. CRA staff have re-registered the organization with COMMBUYS in order to access State Wide Contract opportunities.

The financial operations of the CRA had become dependent on the Director of Finance position to provide regular support in scheduled financial reporting and establish comptroller functions. Before the creation of this position, the Operations Director with support of small contracts with outside vendors handled some of these duties. As the complexity of the CRA's projects and operations have increased tremendously, these financial oversight functions have also grown in their complexity. Furthermore, the insight of the Finance Director raised the depth and quality of financial reporting. Thus the CRA Staff seek an outside vendor to take over these responsibilities for the time being, while a new Director of Finance search takes place.

Additionally, with the anticipated significant accounts receivable from development in the MXD District, the CRA will require advise on how to manage this income. The financial chapter of the draft Strategic Plan sets out a number of initiatives that will require guidance for implementation.

Withum is a financial management company with a diverse set of specialists in the areas of government accounting, non-profit financial management, and investment accounts. Withum was recommended by two Cambridge nonprofit organizations. The Executive Director has interviewed the local team that would be assigned to the CRA account, and they demonstrated a strong understanding of the CRA's unique financial needs.

CONTRACT TERM

The Statewide Contract PRF 78 is set to expire at the end of 2024. The CRA would establish a purchase order under this contract. The CRA expects to enter into a contract that will start as soon as possible and conclude in late 2024.

MOTIONS

DRAFT: Approving the proposed revisions to the CRA Internal Controls Policies

DRAFT: Authorizing the Executive Director to negotiate a scope of services through a purchase order under existing State of Massachusetts COMMBUYS contract PRF 78 with Withum for financial accounting services.

EXHIBITS

Exhibit A: Proposed revisions to the CRA Internal Controls Policy

Exhibit B: Draft Scope for Financial Accounting Services

Cambridge Redevelopment Authority
Internal Controls Policy
Amended and Restated December 2020
V1. Approved 5.18.22
(Proposed Updates 2023)



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A. INTRODUCTION

Internal Controls are defined by the Cambridge Redevelopment Authority (CRA) as the financial policies of the organization to safeguard the CRA's assets and insure the reliability of its financial records. The CRA shall develop, enforce, and evaluate financial controls for both prevention and detection. The internal controls policies and procedures should be documented and regularly re-evaluated. All employees will have their financial management duties clearly defined. The internal controls of the CRA are designed to accomplish the following:

- Protect resources against waste, fraud, and inefficiency,
- Promote accuracy and reliability in accounting records,
- Measure compliance with local and state agency policies,
- Evaluate the efficiency of financial operations in all projects and programs of the CRA, and
- Provide procedures for oversight of assets and finances by the CRA Board of Directors.

B. GENERAL POLICIES

1. Policy and Procedure Amendments

- a. All Internal Controls Policy changes must be approved by a majority quorum of Board members at a public meeting.
- b. Financial Operations Internal Controls Procedures may be revised with the approval of the Treasurer, and Assistant Treasurer, ~~Executive Director, Operations Director and Director of Finance.~~
- c. The Financial Operations Accounting Procedures, procurement policies and procedures, records retention policies, and the chart of accounts must be reviewed on an annual basis to eliminate outdated information and include current project updates information.

2. Segregation of Duties

- a. The CRA will segregate financial duties to the greatest extent possible. Record keeping duties are to be separated from operational and custodial duties.
- b. Staff will be cross trained to maintain business functions during employee absences.
- c. The CRA will maintain an organization chart with updated job descriptions.
- d. All staff involved in contracting and vendor relations, will be trained on the Internal Controls Policies and Internal Controls Procedures.

3. Conflict of Interest

- a. As a public agency, the CRA requires all staff and Board members to be diligent in avoiding conflicts of interest or the perception of conflicts of interest in conducting CRA business.
- b. The CRA requires an annual acknowledgement of the [Commonwealth's conflict of interest training and](#) policy by all employees and Board members.
- c. Partisan political activity by CRA personnel is prohibited while representing the organization.

4. Lending Policies

- a. Loans to employees are prohibited, including payroll advances
- b. Loans against pension plans are prohibited by the Cambridge Retirement System. Loans against an employee's 457 Plan may be allowed according to the Massachusetts Deferred Compensation 457 SMART Plan. Employees should consult the plan administrator for guidelines on borrowing from the 457 SMART Plan.
- c. Any community or business loan program that results in loans being made by the CRA will need Board approval.
- d. The Board may delegate the selection of specific recipients within a program to CRA Staff or a designated committee, with a requirement for reporting to the Board of final disbursements.

5. Conference and Travel Expenses

Expenses for CRA staff requires prior approval. The Executive Director will approve staff travel. Travel for the Executive Director will be authorized by the Treasurer and/or Chair.

- a. Employees will pay for conference fees directly and seek reimbursement, [unless the CRA holds a membership or other organizational arrangement with the program provider.](#) Trainings required or directed by the employee's manager may be paid for directly by the CRA.
- b. Travel expenses (lodging, ~~air~~ transportation, [meals](#)) and conference fees) that are expected to exceed \$1,500 [per individual staff member](#) must be pre-approved by the [Chair or](#) Treasurer.
- c. Travel reimbursements will be provided upon the submission of paid receipts.
- d. The CRA will not be responsible for travel expenses incurred by family members or guests.
- ~~d.e.~~ [Details about professional development planning and travel reimbursements are to be included in the Employee Handbook.](#)

C. GOVERNANCE AND REPORTING

1. Treasurer, Assistant Treasurer and Staff

- a. The Treasurer and Assistant Treasurer will oversee the financial management of the CRA.

- b. The Executive Director will meet with the Board Treasurer, and the Director of Finance and the Operations Director. This group will meet, at a minimum, once a quarter ~~to review~~. The group will ~~to~~ review the budget, investment accounts, and capital expenditures of \$5,000 and greater. The Executive Director may also request the advice of the Assistant Treasurer.
- c. The Finance and Operations staff will manage the day-to-day operations of the CRA's finances and carry out the Internal Controls procedures in support of the CRA's programs. The Finance and Operations staff members include the Executive Director, the Director of Finance, and the Operations Director.
- ~~e.~~ d. The Executive Director, with Board approval, may utilize third-party accounting and financial services to provide additional oversight and support for staff.

2. Annual Budget

- a. CRA Board shall adopt a formal budget each year that directs the expenditures of the CRA for the course of the fiscal year.
- b. The Executive Director has discretion within broader budget accounts sections except for Professional Services (Personnel, Office, Professional Services, Project Initiatives and Property Investment) to reallocate up to 10% - amount based on 10% of the lesser sub-account amount
- c. Any abnormalities or significant variances of the budget exceeding 10%, shall be reviewed with the Board. As requested by the Board, other budget information will be provided, including accounts of active projects or initiatives.
- d. As needed, the Board shall review and approve major budget adjustments during the year.
- e. Federal, State, local and private grant funds shall be accepted and approved by the Board. All grants will be administered to adhere to their specific compliance and reporting requirements.

3. Board Meetings

- a. Monthly CRA Board meetings shall be held in accordance with the By-Laws and recorded with detailed minutes, which are approved monthly and maintained indefinitely.
- b. At such monthly meetings, a monthly financial report shall be provided by the staff or third-party contractors, which shall include a summary of Year-to-Date actual expenses in comparison to annual budget, expenses by category, and expenses by project initiative.
- c. On a ~~Q~~ quarterly basis, a more comprehensive report will be prepared by staff or third-party contractors to include the monthly financial report along with the additional reports information below:
 - i. Details of the past quarter's expenditures
 - ii. Balance sheet
 - iii. Statement of cash flows
 - iv. Special reports as needed or requested by the Board

4. Staff Training

All CRA staff will receive training about the internal controls system and their individual responsibilities within the financial management system.

5. Annual Audit

An annual audit shall be completed by an independent auditor. The CRA shall utilize an open selection process to procure auditing services every 5-10 years.

D. FINANCIAL OPERATIONS

1. Cash

- a. No cash should be received or collected by the CRA staff.
- b. Petty cash of \$100 (maximum) will be held in a locked cabinet or safe. Access to petty cash is limited to the Executive Director, Operations Director and Director of Finance.

2. CRA Depository Accounts

- a. All bank accounts including the investment accounts shall be authorized by the Board of Directors.
- b. The Treasurer, Assistant Treasurer, Executive Director and Director of Finance shall be the signatories on all bank and investment accounts. As needed for separation of duties and business continuity, the Executive Director and Treasurer may designate the Director of Projects and Planning as a signatory of limited operating accounts, as authorized by the Treasurer. This will provide back up for the Executive Director.

3. Credit Card Policy

- a. The Executive Director and Operations-all Directors will be issued credit cards to conduct CRA business. The credit limit for the organization shall not exceed \$10,000.
- b. The credit cards shall be used only to conduct CRA business.
- c. An expense report that details the accounts to be charged and purpose of the expenditures, along with credit card statements, invoices and/or receipts will be reviewed by the Director of Finance or Executive Director.
- d. Once approved by the Director of Finance, the payment of the credit card balance will be scheduled by the Operations Director.

4. Insurance Coverage

- a. An insurance schedule is to be maintained and updated annually by the Director of Finance. The schedule shall list insurance carriers, coverage limits, premiums, deductibles, and expiration dates. This schedule will be reviewed by the Executive Director annually.
- b. Insurance coverage limits for property, worker's compensation, and general liability are to be reviewed periodically by a professional in the insurance field to ensure that coverage amounts are adequate.

- c. The CRA Treasurer, Assistant Treasurer and any signer of bank accounts shall be bonded for an amount no less than \$250,000.
- d. All staff members are to be covered by a Professional Liability and Employment Practices Liability. All Board Members shall be covered by Director's and Officer's coverage. This coverage shall be in an amount not less than \$2,000,000.
- e. All contracts will require vendors to carry appropriate levels of insurance coverage to protect the CRA.

5. Purchases

- a. Purchasing of goods and services must follow the CRA Procurement Policy and State regulations, as well as the approved annual budget, ~~with the exceptions outlined below:~~
- b. Routine office expenses and maintenance supplies may be procured by the Operations Director within budget guidelines. Otherwise, purchases by the Operations Director requires an approval by the Executive Director or Director of Finance.
- ~~b.c.~~ The CRA may utilize Statewide Contracts for purchasing good and services through the COMMBUYS website operated by the Commonwealth of Massachusetts' Operational Services Division (OSD).
- ~~e.d.~~ Purchases more than \$2,500 that are not in the budget must be approved by the Treasurer or Assistant Treasurer.
- ~~d.e.~~ Food purchases for meetings shall be approved by the Executive Director, ~~or~~ the Director of Finance, or the Director of Projects and Planning before ordering.
- e.f. Purchasing shall be independent of the receiving and payment function.
- f.g. To the extent possible, the CRA will establish vendor accounts and receive invoices for purchases.
- ~~g.h.~~ All vendors not otherwise covered by a contract, must be approved by the Executive Director; such vendors will provide account, W9 (if applicable), and payment instructions to operations and finance for entry into the system.
- ~~h.~~ No payment for consultant services over the original contracted amount will be made without Executive Director or Board approval of a contract amendment per procurement laws.
- ~~i.~~ Invoice amounts that exceed executed contracts values will be not paid until contracts are amended and signed by the Board Chair and/or Executive Director.
- ~~j.i.~~ Vendors require regular performance reviews. Some metrics for consideration are KPIs – mutually agreed upon performance targets, contract compliance, in-house satisfaction, including vendor relationships with key team members, and vendor risk based on company goals, market performance and social and financial presence.
- j. Payments by check or electronic fund transfer (EFT) up to \$5,000 can be authorized by the Executive ~~and~~ Director or the Director of Finance. Above \$5,000, both Executive Director and Director of Finance must sign or authorize payments. In the absence of one of the Director positions, the Treasurer or Assistant Treasurer may serve as the second authorization of payment. All payments above \$10,000 require the signature and or written authorization of the Treasurer or Assistant Treasurer.
- k. The same controls as above shall be applicable for wire transfers for payments to external vendors or accounts. Wire transfers between CRA accounts may proceed with the approval of the Executive Director or the Director of Finance.
- l. Blank paper checks will kept in a secured locked location at the CRA offices.

6. Contract Management

- a. Contracts up to \$10,000 may be authorized by the Executive Director. Any contract valued for an amount over \$10,000, must be approved in writing by the Chair.
- b. All contractors must provide a W9 and Certificates of Insurance (per the coverage levels above along with any specific contract specifications), before initial payments are made. Insurance coverage must be maintained per contract expectations.
- c. Unless a contract provides for an exception, consultants and contractors must provide a written invoice describing work performed and/or materials provided before payment is issued.
- d. No payment for consultant services over the original contracted amount will be made without Executive Director or Board approval of a contract amendment.
- e. Invoice amounts that exceed executed contracts values will be not paid until contracts are amended and signed by the Board Chair and/or Executive Director.

~~6.7.~~ Records Retention

- a. As a quasi-statepublic agency, the CRA follows the rules of the Statewide Agencies Records Retention Schedule.
- b. Physical personnel records will be kept in a secure locked cabinet.
- ~~b.c.~~ Digital personnel records and payroll reports shall be saved only in secure locations on the CRA server, and shall be encrypted whenever possible. Such records shall not be transmitted by email.
- ~~e.d.~~ A more complete schedule of record retention is found in the CRA Records Retention Policy.

~~7.8.~~ Asset Management

- a. The CRA will maintain an inventory of secured and unsecured assets. Although some equipment may depreciate beyond a value required for audit reporting, the CRA shall maintain this inventory of all furniture and major equipment in its offices and buildings for [ES1].
- b. Capital investment plans, depreciation and replacement schedules will be reviewed annually by the Executive Director and Director of Finance with program staff.
- c. Board approval is required for real property acquisition or disposal
- d. Board approval by resolution is required for disposition of assets maintained in the general ledger (in accordance with property disposition policy).

~~8.9.~~ Investment Policy

CRA investments and pledged securities shall be obtained, recorded (including investment gains and losses, realized gains and losses, interest and dividend income, taxes, and fees) and reviewed in accordance with the CRA Iinvestment Ppolicy.

9.10. Business Continuity Plan

- a. The CRA is committed to its stakeholders and its project partners, and will establish procedures for tracking project information and financial records that provide redundancy of institutional knowledge.
- b. The Executive Director shall provide the Board with an Emergency Succession Plan, and make regular updates to this plan as needed.
- c. To ensure the effective continuity of the responsibilities of the CRA, the Directors staff will develop, update and train staff of a comprehensive business continuity, disaster prevention and total organizational recovery plan.

Exhibit B

Draft CRA Financial Consulting Scope 3.15.23

Immediate Transition Support

With the departure of the Director of Finance and Operations, the CRA is in need of financial services to assist the Operations Director, Senior Asset Manager, and the Executive Director with numerous regular accounting functions. Specific functions will include but not limited to:

- Preparation of monthly Financial Reports for the Staff and Board
- Preparation of more in-depth quarterly reports in compliance with the CRA Internal Controls
- Assist in closing out and making adjustment to the 2022 fiscal year and support audit preparations
- Conduct bank account reconciliation
- Serve as a general comptroller for CRA staff
- Assist with property tax abatement filing

Long-Term Advice and Consulting

Utilizing the exposure to the regular CRA accounting systems and in anticipation of implementation activities coming out of the new Strategic Plan, the CRA, including a to-be-hired Director of Finance, will benefit from ongoing support and advise for longer term financial strategies and systems management. Potential areas of consulting assistance include:

- Review Financial Management Procedures and provide feedback
- Assist staff in revising accounts receivable and deliverable and budget tracking systems
- Make recommendations on financial software systems
- Assist with the establishment of an operational endowment
- Create separate sub-business lines with segregated fund accounts for individual properties

MEMORANDUM

To: CRA Board

From: Kyle Vangel

Date: March 15, 2023

Re: Margaret Fuller Neighborhood House – Memorandum of Understanding

BACKGROUND

CRA Staff have been working with staff and Board Members from the Margaret Fuller Neighborhood House (MFNH) regarding a mission-driven redevelopment project on the property owned by MFNH at 71 Cherry Street in Cambridge since 2018, when the CRA and MFNH executed a Letter of Intent to begin work on the project. The project has been refined in several ways since 2018 to reflect the CRA's focus on affordable housing development, and MFNH's strategic priorities and programmatic space needs. In early 2022, the parties, working with the CRA's selected architect and OPM (Design Team), embarked on a new phase of refined schematic design based upon the third and most recent cooperation agreement between the parties executed on January 10, 2022. In the fall of 2022, the CRA secured five hundred thousand dollars (\$500,000) from the Community Preservation Act (CPA) fund.

In the past fourteen months, additional changes to the project timeline and the MFNH Addition and Building Renovation program (MFNH Scope) have occurred that warrant a renewed agreement between the parties. First, staff departures from both the CRA and MFNH have contributed to a delay in the completion of the Schematic Design Phase for the project. Additionally, in February 2023, MFNH announced that it would be closing its after-school program at the conclusion of the 2022-2023 school year to focus on its Food Services and Community Advancement programs. Providing additional space for the after-school program was a significant motivating factor in the schematic design advanced in 2022, and the removal of this program requires revisions to the schematic design concept advanced by the Design Team, as well as the financial plan that included state grants for childcare facilities. The scope of the CPA funded improvements is not changed by the revisions to the MFNH Scope.

While these changes to the MFNH Scope of the project are material, the program and design of the CRA Housing portion of the project remains more settled. The CRA's intent continues to

be to create 10,000 - 12,000 square feet of affordable ownership housing on what is today a surface parking lot on the rear of the parcel. This affordable ownership housing will assist the CRA in meeting its Affordable Home Ownership Commitment as part of the MXD Zoning Amendment.

MEMORANDUM OF UNDERSTANDING

The attached draft Memorandum of Understanding (MOU) (Exhibit A) supersedes the earlier Cooperation Agreement and sets out a refined project timeline to deliver the re-scoped project. CRA staff are encouraged that this smaller project scope for the MFNH Scope represents a more feasible project insofar as it offers significant construction cost savings.

The MOU establishes refined terms under which the project design and funding will progress:

- **Funding:** To help fill the remaining gap in the MFNH project budget, the CRA increases its land offer for the Parking Lot by \$500,000 to \$3,500,000. The MOU also specifies that the parties may enter into a future finance agreement to support project development as needed.
- **Milestones:** A key tenet of the MOU is establishing a series of project milestones representing key decision points for the parties that will keep the project on a pathway for success. These milestones are intended to break down the project down into discrete phases prior to committing to subsequent rounds of resource allocation, and also provide optionality for the parties to make decisions to advance their key goals in each phase of the project.
- **Schematic Design:** The parties will complete Schematic Design by the end of the third quarter of 2023. If moving forward, the parties will execute an Option Agreement granting the CRA a real estate option on the purchase of the parking lot.
- **Design Development:** The parties will advance the project through design development in early 2024. If moving forward, the parties will execute a Development Agreement specifying the approach to delivering both the CRA Housing and MFNH Addition and Building Renovation. The individual project elements could proceed independently following this point should either party choose to discontinue its participation.
- **Design Team and Cost Sharing:** The Design Team will continue to support both parties in advancing project development. The parties agree to continue to support the professional services costs of the Design Team through Schematic Design, with MFNH's contribution limited by the remaining value of its \$250,000 loan from the CRA.

The CRA will fund pre-development work beyond the Schematic Design phase with an Option Agreement in place.

The MFNH Staff and Board is also reviewing this MOU this month. If both parties agree to execute this agreement, CRA staff would hope to get the Design Team reactivated in April to advance a new Schematic Design.

PROPOSED BOARD MOTION

Motion: Authorizing the Executive Director to enter into a new Memorandum of Understanding with the Margaret Fuller Neighborhood House for continued work on the design and real estate agreements toward the renovation and redevelopment of 71 Cherry Street.

ATTACHMENTS

Attachment A – Proposed MOU by and between the CRA and the MFNH

**MEMORANDUM OF UNDERSTANDING
BY AND BETWEEN
THE CAMBRIDGE REDEVELOPMENT AUTHORITY
AND
The MARGARET FULLER NEIGHBORHOOD HOUSE**

This Memorandum of Understanding (the "MOU") is entered into as of March __, 2023 by and between the Cambridge Redevelopment Authority (hereinafter the "CRA"), a public body politic created pursuant to G.L. c. 121B, § and the MARGARET FULLER NEIGHBORHOOD HOUSE. (Hereinafter "MFNH"), a nonprofit organization organized under the laws of the Commonwealth of Massachusetts. The CRA and MFNH may hereinafter be collectively referred to as the "Parties."

WHEREAS the Parties entered into a Letter of Intent on December 10, 2018, in order to plan for a potential mission-driven development project ("Project") on the property owned by MFNH at 71 Cherry Street in Cambridge ("the Site");

WHEREAS the MFNH has provided community programs and has been a vital part of the social service network within the City of Cambridge (the "City") for decades. Through this planning effort for the Project and a separate strategic planning process, the MFNH has been exploring its programmatic future and its long-term financial sustainability;

WHEREAS the Parties entered into a loan agreement in May 17, 2019 to provide short-term financial support for the MFNH;

WHEREAS the Site is located within the Port neighborhood of the City proximate to Kendall Square, where the CRA has long been active through the Kendall Square Urban Redevelopment Plan ("KSURP");

WHEREAS the CRA is implementing a final phase of the successful Kendall Square Urban Redevelopment Plan. Over the last several years, the CRA has explored ways to share the financial benefits of the success of this redevelopment project with other areas of the City;

WHEREAS The City has declared that increasing access to affordable housing is a top priority;

WHEREAS the CRA signed a letter of commitment to the City on January 28, 2021, to develop 20,000 SF of affordable and middle-income home ownership housing as a commitment (the "Affordable Home Ownership Commitment") in connection the MXD Zoning petition accompanying the KSURP amendment;

WHEREAS the Parties entered into an initial cooperation agreement on April 18, 2019, to further the Project and have amended this agreement on three occasions (December 19, 2020, June 22, 2020, and January 10, 2022, together the Cooperation Agreement") to refine the Project and adjust the budget and the planning timeframe to meet the needs of the Parties and the Project;

WHEREAS the MFNH announced on February 3, 2023 that it is closing their After-School Program at the end of the 2022-2023 school year to focus on its Food Services and

Community Advancement programs, necessitating changes to the draft plans and budget of the Project;

NOW, THEREFORE, the Parties agree to cooperate in the next phase of planning for the Project and further enter into this MOU together to define responsibilities for the management and financing of the Project and agree to the following:

ARTICLE 1: PURPOSE AND PROJECT DEFINITION

1.1 Improvements for Margaret Fuller Neighborhood House

The Project seeks to apply the value of undeveloped land owned by MFNH (the “Parking Lot”) to reinvest in the capital assets of the MFNH which will expand the organization’s capacity, enhance program facilities, and strengthen MFNH’s long-term financial position. This capital investment includes revitalizing the historic Margaret Fuller House and building a new addition to accommodate the MFNH community programs (the “Building Renovation” and the “Addition” respectively).

1.2 Affordable Housing

The project further seeks to assist the CRA in satisfying its Affordable Home Ownership Commitment by utilizing the Parking Lot as an affordable housing site (the “CRA Housing”).

1.3 Program

The Parties, through the Cooperation Agreement, have refined the Project to include an approximately five thousand square feet (“5,000 SF”) new Addition on the site of the current submerged childcare structure, an extensive Building Renovation of the four thousand square foot (4,000 SF) historic Margaret Fuller House, and the construction of approximately twelve thousand and five hundred square feet (“12,500 SF”) of new affordable housing.

ARTICLE 2: PROJECT STATUS

2.1 Design Progress

The Parties have collaboratively put together a technical project team to provide design and project management assistance (the “Design Team”) for the Building Renovation and the Addition. The same professional team is consulting the CRA on the design of the CRA Housing.

The Design Team conducted a thorough Needs Assessment of the historic Margaret Fuller House. The Design Team worked closely with the MFNH to refine a building program that aligns with the MFNH staff assessments. The MFNH Board has undertaken a strategic planning effort resulting in a revised set of program needs to be incorporated in revised conceptual plans.

The CRA facilitated meetings between the City and the Design Team to refine the conceptual plans for the CRA Housing. This planning effort includes site planning and landscape designs for the full Site.

The Design Team conducted a Preliminary Cost Estimate for the Building Renovation and the Addition to provide a conservative budget figure for this MOU.

2.2 Secured Funding

The CRA assisted the MFNH with obtaining a two-million-dollar (\$2,000,000) grant from Biomed Reality to support the MFNH immediate programmatic needs as well as to provide a significant capital contribution to the Project.

Based on the Needs Assessment and the Preliminary Cost Estimate, the CRA applied and receive five hundred thousand dollars (\$500,000) of grant funding from the Community Preservation Act toward the Building Renovation.

The CRA has committed to funding the Project with three million and five hundred thousand dollars (\$3,500,000) in consideration for the Parking Lot parcel to be utilized for the CRA Housing development.

2.3 Future Funding

The Parties anticipate applying for state and federal historic tax credits to assist the Building Renovation. The Design Team includes expertise to facilitate future applications for federal and state historic tax credits, as well as other sources of capital.

The MFNH will engage in a capital fundraising campaign to meet the current funding gap required to construct the Addition and the Building Renovation.

To fill any additional construction capital, the Parties may enter into a finance agreement which can also cover a project contingency or cost overruns during the project's execution, to be defined at a later time in the Development Agreement.

ARTICLE 3: TIMELINE AND INITIAL TERMS

3.1 Overview

Recognizing that the Parties have required additional time to refine the plans for the Project along with staffing transitions that affected immediate organizational priorities over the course of the previous Cooperation Agreements, the MOU lays out a new timeline for collaborative work on the Project targeting key grant funding milestones. The Project timeline seeks to establish decision points for commitments by both Parties to keep the Project on a pathway for success. See Exhibit A, to be included with future version of this MOU.

Complex redevelopment efforts such as this Project requires iterative planning and refinement. The Parties agree to take concrete steps toward project commitments and work collectively on the timeline to refine plans through various stages of design (Schematic Design, Design Development, Construction Drawings), complete design estimates upon the completion of each of the design stages, and make decisions to benefits the Parties' collective goals in the Project.

3.2 Schematic Design

The Design Team will begin to advance Schematic Designs upon the execution of the MOU. The Schematic Design and the First Cost Estimate will be completed by the end of the third quarter of 2023 (September 30, 2023).

The Parties will collectively review the Schematic Design and the First Cost Estimate and determine whether to move forward to the next level of design development and entitlement work ("First Decision Point"). If moving forward, the Parties will enter into an Option Agreement whereby the CRA shall forgive the MFNH pre-development debt up to the to date of the First Decision Point, to reserve the option to purchase the parking lot for affordable housing development at the Land Payment price of \$3,500,000. Substantially in the form of Exhibit B, to be included with future version of this MOU.

3.3 Design Development

Assuming the Option Agreement is executed at the First Decision Point, the Design Team will advance the Project to Design Development level so that a Second Cost Estimate can be completed. This will also provide the Parties with enough information to begin applications for various sources of grant and tax credit funding sources. After completing the Second Cost Estimate the Parties will negotiate a Development Agreement whereby the CRA will continue to facilitate the Project on behalf of the Parties utilizing the Land Payment to fund the Addition and Renovation. ("Second Decision Point")

If (1) the MFNH determines it does not wish to continue with the Project, (2) the Parties are unable to come to terms on the details of the Development Agreement, or (3) the Parties mutually agree it is beneficial for the Project to be divided into the CRA Housing component and MFNH Addition and Building Renovation component, such that the individual components are not jointly facilitated by the CRA, the CRA will have the option to pay the MFNH the Land Payment or forgo its land purchase option. The MFNH will continue to facilitate the Addition and Building Renovation itself or discontinue its portion of the Project. If entering into a Development Agreement, the CRA will apply for authorization to follow a Chapter 149a Public Construction process utilizing a Construction Manager At-Risk (CM) procurement process.

3.4 Funding Sources

An immediate task to undertake after the Schematic Design is complete is for the CRA to prepare applications for historic tax credits, and the MFNH to begin a Capital Fundraising campaign.

3.5 Construction Documents

The Design Team shall lead the efforts to carry the architectural drawings and permit requirements for all elements of the Project. The Development Agreement shall include an Initial Phasing Plan, which will determine the sequence of construction and the plans for MFNH program relocation. Once a CM is hired by the CRA, the Parties will set a Final Phasing Plan. At that point, the Design Team will prepare Construction Drawings and a bid set for filed sub-bid contractors.

ARTICLE 4: PRE-DEVELOPMENT AGREEMENT RESPONSIBILITIES

4.1 Design Team

The CRA will continue the contractual arrangement with the Design Team whose scope of work will be calibrated with the timeline milestones outlined above in Article 3. The Design Team will meet regularly with designees of the MFNH as the Concept Design is refined in subsequent design phases. The MFNH will continue to provide the Design Team with access to the facility and the Design Team shall seek to minimize any impacts their site work might have on MFNH programming. Any exploratory demolition within the building would require written permission of MFNH.

4.2 Cost Sharing

The Parties will continue to split the professional services cost of the Design Team through Schematic Design. The MFNH portion of these costs will be booked against the Loan Agreement up to the maximum loan value of \$250,000. After the execution of an Option Agreement, further pre-development work involving the Design Team and other consultants taking the drawings to Design Development will be paid for by the CRA.

4.3 Program Continuity

The Parties will cooperatively seek to minimize the impact on the Project upon the ongoing programs of the MFNH and will seek temporary alternative facilities wherever possible should the Project displace such activities.

4.4 Funding Applications

The CRA and the Design Team will lead in preparing of funding applications and grant agreements to known grant and tax credit sources. In some cases, the official funding recipient may be the MFNH, and the CRA will facilitate such arrangement on behalf of the MFNH. The MFNH will provide assistance as needs to funding applications.

4.5 Neighborhood Infrastructure

The City is conducting numerous streetscape and public infrastructure projects within the Port neighborhood. The CRA will coordinate with the Design Team any proposals that affect the Project, and will communicate any anticipated impacts of those public works projects to the MFNH.

4.6 Community Outreach

The Parties will jointly conduct outreach to the community about the Project. The CRA will be required to host at least two community meetings under the regulations of the Affordable Housing Overlay, and all aspects of the Project will be covered in those meetings.

4.7 Permitting

It is anticipated that through the Development Agreement, the CRA and Design Team will lead all aspects of project permitting. Some preliminary permitting activity may begin between the Schematic Design and Design Development phases of work. The MFNH will actively and publicly support any applications as necessary in official hearings and unofficial community-based venues.

ARTICLE 5: GENERAL

5.1 Cooperation Agreement

Unless specifically mentioned in this MOU, the provisions and obligations of the earlier Cooperation Agreement and its amendments shall be superseded by this MOU.

5.2 Assignment

The rights and obligations within the MOU may not be assigned to other third-parties unless agreed to in writing by the Parties.

5.3 Legal Provisions

The CRA as a public entity shall follow appropriate provisions of Mass General Law in the procurement of vendors and real estate, acting as an urban renewal authority under this MOU. Likewise, the MFNH shall follow the regulations applicable to charitable organizations in the disposition of property. The Parties shall cooperate with each other in meeting all legal requirements of this agreement and future transactions.

AGREED and ASSENTED TO:

CAMBRIDGE REDEVELOPMENT AUTHORITY

Thomas Evans, Executive Director

MARGARET FULLER NEIGHBORHOOD HOUSE

By:

Attachments:

Exhibit A: Proposed Project Schedule – to be included with future version of this MOU

Exhibit B: Draft Option Agreement – to be included with future version of this MOU



MEMORANDUM

To: CRA Board
From: Alexandra Levering
Date: March 15, 2023
Re: 145 Broadway Escrow Agreement Funding Reallocation

OVERVIEW

Since 2019, the CRA has held a Letter of Credit with Boston Properties (BXP) for the completion of the 255 Main Street Retail project, also referred to as The Adapter. Due to reasons outside the control of BXP, The Adapter project is not able to be implemented. At the same time, costs for the improvements at Danny Lewin Park have exceeded original estimates set into the development agreement between the CRA and BXP. As such, CRA staff propose repurposing the Adapter's funding commitment held in the Letter of Credit to fund a portion of (1) the Danny Lewin Park reconstruction and (2) other public realm improvements in the MXD.

255 MAIN STREET RETAIL PROJECT - THE ADAPTER

The CRA Board approved the MXD Infill Development Concept Plan (IDCP) amendment on January 17, 2017 with a condition that BXP would design and construct a retail space in 255 Main Street. This retail space would be located in an existing void between an MBTA substation contained within 255 Main Street building, and the venting louvers on Main Street. In total, the space consisted of roughly 1,000 SF of GFA.

In 2019, BXP designed the 255 Main Street space to include a retail program. BXP presented the designs to the CRA design review committee in March of 2019, and the schematic designs were approved by the CRA Board in April of 2019.

Subsequently, BXP submitted The Adaptor's plans to the MBTA for review. Through that process, design concerns arose from the MBTA regarding egress pathways, code concerns, and ventilation needs for the substation. These issues significantly impacted the ability for The Adaptor area to be modified and used as occupied space as originally planned.

145 BROADWAY ESCROW AGREEMENT

On September 16, 2019, the CRA Board voted to approve the 145 Broadway Escrow Agreement between Boston Properties, Eleven Cambridge Center Trust, and the CRA. The agreement included a punch list of incomplete items of work. To date, all the items on the punch list have been completed, with the exception of The Adapter project. The Letter of Credit amount for The Adapter is \$1,520,630.28.

DANNY LEWIN PARK UPDATE

The CRA has worked with MYKD, BXP, and Residence Inn to establish a cohesive design for Danny Lewin Park. The CRA and BXP outlined commitments for reconstructing the park in the 2021 Amendment to Development Agreements approved by the CRA Board on December 15, 2021. That agreement identified a cost-sharing structure between the CRA and BXP to complete the park's reconstruction. This included BXP paying for the design and construction costs of the park up to a limit of \$1,200,000. Due to escalating construction pricing, BXP's construction bids for the park are higher than anticipated, roughly \$1,900,000. Thus, to complete the park's reconstruction, staff recommend using approximately half of the Letter of Credit to fund the park's work.

FUNDING REALLOCATION RECOMMENDATION

CRA staff and BXP agree that constructing a retail space within the Adapter is not feasible due to the MBTA's concerns. As such, the Letter of Credit funds need to be reappropriated by the CRA Board. The agreement identifies that any reallocation of funds should prioritize a project or projects that achieve the following goals:

- Activate a well-travelled, main street in Kendall Square in close proximity to transit,
- Provide a broader market mix of retail options and,
- Provide entrepreneurship opportunities for small business owners and their employees.

CRA Staff recommend that the Board reallocate the funds to (1) Danny Lewin Park construction, and (2) other public realm improvements in the MXD district, to be informed by the CRA's strategic plan.

Staff see the reallocation of these funds to Danny Lewin Park as a way to better activate Broadway, and to make the park space feel more inclusive and publicly accessible.

Staff recommend allocating the remainder of the funds from the Letter of Credit to other public realm improvements in Kendall Square, with a retail and entrepreneurship focus. Staff intend for the CRA's strategic planning process to help inform project selection, and ideas will be presented to the Board at a later date.

PROPOSED BOARD MOTION

Draft Motion: Authorizing the Executive Director to amend the conditions of the 145 Broadway Escrow Agreement requiring the delivery of the 255 Main Street Retail Project (the Adapter) and repurposing the funding commitment toward Danny Lewin Park construction and public realm improvements in the MXD.



Strategic Plan

March 15, 2023

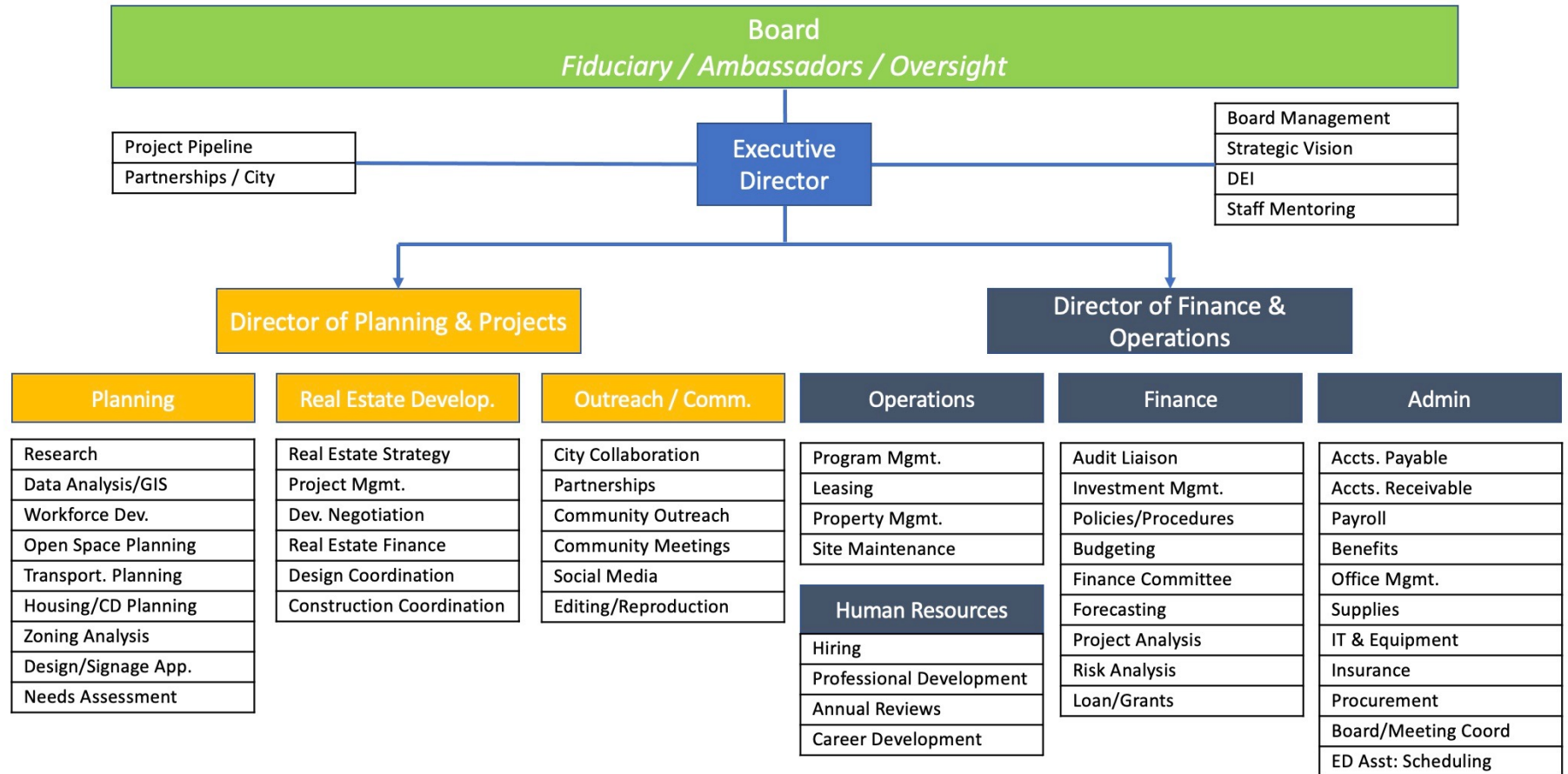
AGENDA

1. Overview of Strategic Plan
2. External Activities and Projects
3. Financial Strategy
4. Internal Operations
5. Engagement
6. Next Steps



Dance class at the Foundry

INTERNAL OPERATIONS: CURRENT ORGANIZATIONAL STRUCTURE



INTERNAL OPERATIONS: SUPERVISION AND MENTORING

Goals: Build Leadership Team and Encourage Staff Retention



Kyle Vangel
Director, Projects/Planning



Tom Evans
Executive Director



Director, Finance/
Administration



Fabiola Alikpokou,
Senior Planner



Cecelia Cobb, Project
Planner



Alexandra Levering, Senior
Project Manager



Matt Heller-Trulli,
Senior Asset
Manager



Ellen Shore,
Operations Director



Finance
Manager



Project
Manager

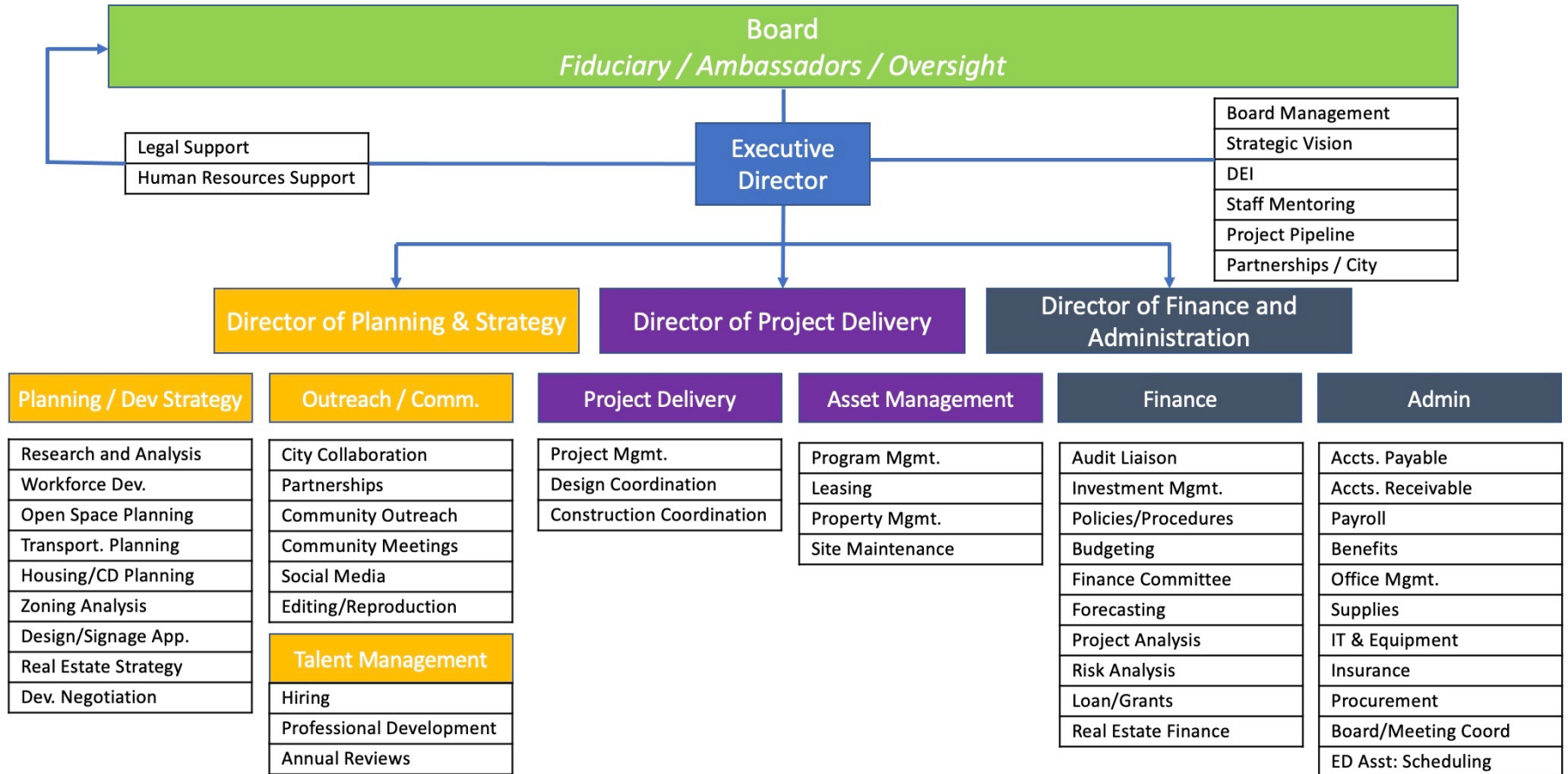


Project
Planner

INTERNAL OPERATIONS: KEY CHALLENGES OF CURRENT STRUCTURE

1. Human Resources function not adequately defined – floating in space
2. Real estate finance separated from Director of Finance and Admin
3. Very wide purview of two Director positions – spread thin

INTERNAL OPERATIONS: RECOMMENDED ORGANIZATIONAL STRUCTURE



INTERNAL OPERATIONS: KEY RECOMMENDED CHANGES

1. Creation of third Director position focused on Project Delivery and Asset Management
 - Consolidates Director responsibilities
 - New position to be filled once enough projects approach construction phase
2. Human Resources function defined and allocated
 - Talent Management under Director of Planning and Strategy
 - Outside HR Support (and Legal) report to ED with direct line to the Board
3. Real estate finance unified with Director of Finance and Admin

PROJECT WORKFLOWS

Goals: Define Staff Roles and Responsibilities for Project Lifecycle

Four most common project/initiative types:

1. Real Estate Development
2. Community Infrastructure
3. Funding and Financial Products
4. Research and Design

Example: Real Estate Development Project Workflow

| Phase I: Due Diligence | Phase II: Planning & Design | Phase III: Production/Delivery | Phase IV: Transition | Phase V: Asset Management |
|---|---|---|--|---------------------------------------|
| 3 months | 6 - 12 months | 18 - 24 months | 6 months | Ongoing |
| Level of Effort: 4 | Level of Effort 2 | Level of Effort: 5 | | Level of Effort: 2 |
| Personnel (Functional Role) | | | | |
| Sr. Leader: Dir. Of Projects & Planning | | | Sr. Leader: Director of Finance & Administration | |
| Sr. Advisors | Sr. Advisors | Sr. Advisors | Sr. Advisors | Sr. Advisors |
| Project Manager | Project Manager | Project Manager | Project Manager and Asset Manager | Asset Manager |
| Project Planner | Project Planner | Project Planner | | |
| Consultants (Report to Project Manager) | Consultants (Report to Project Manager) | Consultants (Report to Project Manager) | Consultants (Report to Project Manager) | Consultants (Report to Asset Manager) |
| Architecture | Architecture | Engineering | Construction (GM) | Site Management |
| Engineering | Engineering | Construction (GM) | Site Management | Legal |
| Cost Analysis | Cost Analysis | Site Management | Legal | Realty |
| Surveying | Surveying | Legal | Realty | Maintenance Firm(s) |
| | Design | | | |

INTERNAL OPERATIONS: PROJECT MANAGEMENT

Goals: Implement better tools and training for staff

Project Management Tools

- **Smartsheet** implemented to develop and track project schedules
- Enhanced billing and contract management procedures
- New schedule of project-specific check-ins across organization



Foundry Construction Site

INTERNAL OPERATIONS: PROFESSIONAL DEVELOPMENT

Learning and Growth

- Professional development budget established for each staff member to pursue trainings, conferences, and courses
- Enhanced focus on check-ins and mentoring
- CRA as a model, developing talent of the future

Transformation

- Implementation of DEI Action Plan
- Growth of organization in staff and responsibilities
- Reflective practitioners: performance reviews as process tool for individuals and organization to grow and learn
- Long term success is CRA's ability to form allies at every level and sector



Culture of belonging, contribution, and teamwork

INTERNAL OPERATIONS: CONTRACT MANAGEMENT

Goals: Standard terms and conditions; rigorous negotiation of scopes and fees, legal review, and management of payments according to deliverables

Project-based

- Legal
- Design: architecture, urban design, landscape architecture
- Engineering and cost estimating
- Real estate: finance, brokerage, appraisals

Administrative

- Legal
- Property management/site maintenance
- Audit
- Human resources
- IT / technology / equipment
- Financial: investment management, banking
- Insurance



95-99 Bishop Allen Construction Site

Contracts may be multi-year service agreements, tied to specific scopes of service, or house doctor contracts

INTERNAL OPERATIONS: OFFICE CULTURE

Ongoing initiatives

- Follow-through on DEI Action Plan
- Preparing to recruit human resources function
- Implemented efficient new structure for weekly staff meetings
- Weekly Lunch and Learn sessions alternating between organizational and project-specific content
- Clarified approach to permanent hybrid office environment with in-office collaboration days



Team pride in project completion

INTERNAL OPERATIONS: BOARD STRUCTURE

Five members:

- Staggered terms
- Four appointed by City Manager
- One appointed by State

Succession strategy:

- Define attributes needed on board
- Align with City processes
- Draw on networks of partners (SAG, FAC, FF, other)

Portfolios and Subcommittees:

- Existing: Finance, Design
- Recommended: Personnel



INTERNAL OPERATIONS: ATTRIBUTES NEEDED ON BOARD

Specific Expertise and Knowledge

- Finance and Budgets
- Real Estate Development
- Small Business and Entrepreneurship
- Energy Efficiency and Climate Resilience
- Legal
- Broad Capacity and Range
- Ambassador for the CRA

Work Style

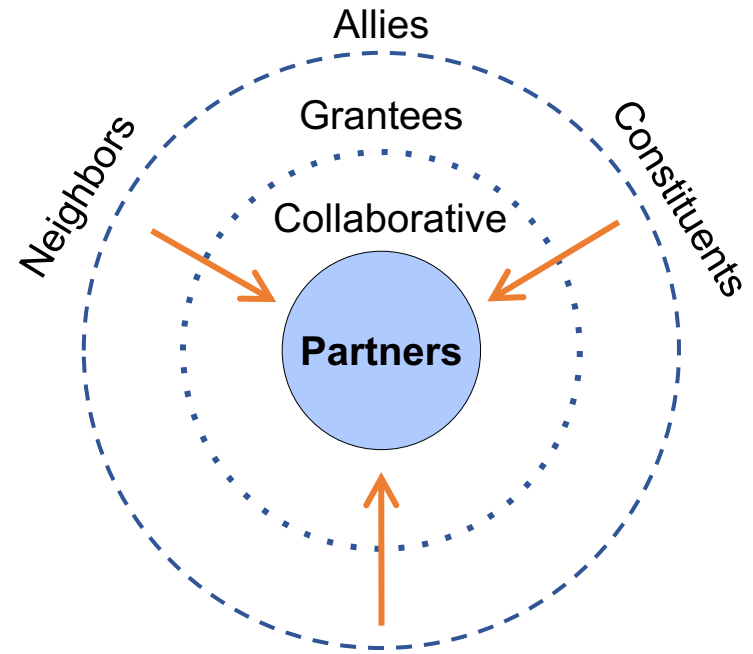
- Versatile
- Confronts challenges
- Makes decisions
- Has time availability
- Sees the overall perspective
- Collaborative
- Navigates change

ENGAGEMENT: RELATIONSHIPS WITH PARTNERS

- Realize shared interests, minimize redundancy, fill gaps
- Culture of investment in long-term relationships
- Nurture informal and grantee relationships; be present and “on the ground”
- Leadership development through FAC, SAG, and other



Forward Fund and other programs expand our network



Partner Relationship Diagram

ENGAGEMENT: ECOSYSTEM MAPPING

Chart of City, CRA, and Non-Profit Sector Roles

| ISSUES | City | CRA | CDC's (HRI, JAS) | BID | Other Partners |
|--|---|--|---|-------------------------------------|---|
| Affordable Space for Small Business/ Non-Profits | Citywide: data, programs, resources, COVID-19 funds | Forward Fund, COVID-19 funds, 99 Bishop Allen, Foundry | | Marketing Ambassadors Clean/Safe | Business Assoc's; Black Business Network, Chamber |
| Affordable Housing | Citywide: inclusionary housing, Trust Fund, CPA, homebuyer classes and financing, CHA | JAS loans; Margaret Fuller lot; MXD off-site housing | Affordable housing development, preservation, and resident services | | Housing advocacy organizations |
| Culture | Cambridge Arts Council | Foundry; Forward Fund | | Marketing; pop-ups; murals; events | Many dance, theater, arts, youth orgs. |
| Workforce | Neighborhood Jobs Trust; youth and other programs | The Link; Foundry; research studies | Workforce training (JAS) | | Many education and training providers |
| Parks/ Civic Spaces | Citywide: planning, design, construction, maintenance | Parcel 6, Point Park, Kendall Sq. activation | | Activation | Open space advocacy groups |
| Transportation | Citywide: planning, design, maintenance of bike lanes, sidewalks, streets | KSTEP, Kendall Square studies, 6 th Street, Binney Street | | | Bike and transit advocacy groups |
| Climate Change and Energy | Citywide: planning and policies | Project-based sustainability | Project-based sustainability | | Environmental advocacy groups |
| Development Approvals | Citywide: design review; zoning and permitting | MXD development and design review | | | |

ENGAGEMENT: STRATEGIC ADVISORY GROUP

- Preliminary Finding of Strategic Plan in 2021
- Purpose: amplify community networks, outreach, local knowledge, and special areas of expertise
- Inform Strategic Plan and its implementation
- Established Fall 2021, 12 members, with one-year terms
- Seven meetings: CRA Overview, Bishop Allen/Central Square, Kendall Square projects and walking tour, DEI, and Strategic Plan review sessions



SAG members on walking tour of Kendall Square

Jason Alves | Tony Clark | Esther Hanig | George Metzger | Miriam Ortiz | Cheryl Patterson Munroe
Allan Sadun | Elena Sokolow-Kaufman | Richard Thal | Mark Tang | Ben Turpin | Nicola Williams

ENGAGEMENT: STRATEGIC ADVISORY GROUP

- An experiment in enhanced community input for the CRA
- Term expires after April 2023 meeting
- Future commitment to the model of the Strategic Advisory Group



SAG members on walking tour of Kendall Square

Jason Alves | Tony Clark | Esther Hanig | George Metzger | Miriam Ortiz | Cheryl Patterson Munroe
Allan Sadun | Elena Sokolow-Kaufman | Richard Thal | Mark Tang | Ben Turpin | Nicola Williams

NEXT STEPS

SCHEDULE

| | | |
|----------|---------------|---|
| Mar 2023 | Board Meeting | Review Internal Operations and Engagement |
| Apr 2023 | SAG Meeting | Review Final Draft |
| Apr 2023 | Board Meeting | Review Final Draft |
| May 2023 | Board Meeting | Adopt Strategic Plan |



Strategic Plan

March 15, 2023