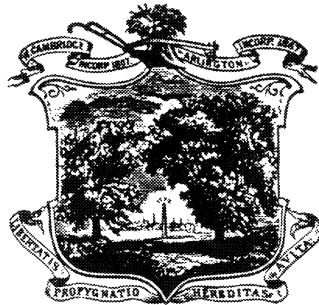


TOWN OF ARLINGTON
MASSACHUSETTS

REPORT OF THE

COMMUNITY PRESERVATION COMMITTEE



TO THE
ANNUAL TOWN MEETING
APRIL 2018

An expanded version of this report with CPA project maps and photos is online at
ArlingtonMA.gov/CommunityPreservation

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1. Introduction

The Arlington Community Preservation Committee is pleased to present six CPA projects and a budget for Town Meeting's consideration and approval. The projects are located in several Arlington neighborhoods and fall in all three CPA funding areas: historic preservation, affordable community housing, and open space and recreation.

The Committee is usually referred to informally as the "CPA Committee" or CPAC. We are tasked with evaluating Arlington's needs in those areas and making CPA funding recommendations to Town Meeting. As directed in the Town CPA bylaw, the CPAC consulted with the Capital Planning Committee, Finance Committee and the Board of Selectmen on our budget and project recommendations. We are grateful for the unanimous votes of support from each of these bodies.

2. About Warrant Article 39

Article 39 concerns financial actions pertaining to CPA for Fiscal Year 2019. The CPA Committee provides the main motions (recommended votes) on CPA warrant articles; they are printed at the end of this report beginning on page 11. The recommended votes are divided into three sections: (a) votes to transfer funds to temporary dedicated reserves, as explained in the vote comment; (b) votes on the six proposed CPA projects, and (c) votes on administrative expenses.

When Article 39 is debated, the CPAC will briefly present each project and budget recommendation, and will be available to answer questions with additional information. Town Meeting must approve all spending recommended by the CPAC with a majority vote. State law requires that every year, Town Meeting either spends or reserves a minimum of 10% of anticipated CPA revenues in each of the three CPA areas of interest (open space and recreation, community housing, and historic preservation).

3. The Community Preservation Act (CPA) in Massachusetts and in Arlington

The Community Preservation Act (CPA) allows participating cities and towns to reserve dedicated funds to preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities. The acquisition, creation and preservation of these community assets is financed through the Community Preservation Fund, comprised of local revenues collected from a property tax surcharge (in Arlington, 1.5% of the net tax levy), plus annual distributions from the Massachusetts Community Preservation Trust Fund.

The Community Preservation Act was passed in 2000 and signed by Governor Paul Cellucci. It has now been adopted by 172 communities, about 58% of the Commonwealth's municipalities. The Town of Arlington passed the CPA in November 2014. Annual Town Meeting in 2015 set up the structure for the CPAC and the process for consultation with other bodies. The Town of Arlington began collecting surcharge revenue on the August 3, 2015 tax bills, and received the first annual state CPA distribution, equal to about 19% of local revenues, in late 2016.

The Town of Arlington is privileged to have many important community assets. Preserved open space areas contain a scenic beauty that predates the Town itself. Historic resources provide a glimpse into Arlington's past, a way of measuring our progress throughout the years, and perhaps an insight as to

where the Town is headed. Recreational land provides a safe place to enjoy community-based activities and games, thereby strengthening the health and well-being of all its residents. Community housing allows a greater range of people to benefit from all aspects of Arlington, people who would otherwise not have the opportunity to contribute to the future of the Town.

The CPAC strives to help Arlington preserve the Town's precious assets through CPA funding. The CPA fund is a powerful resource for maintaining the character of Arlington. The CPA in Arlington is also a valuable fiscal tool for the Town, allowing qualifying capital projects to be funded with CPA revenues augmented by the state match.

4. The Community Preservation Committee and its Work

The nine-member Committee is comprised of five members who are representatives of existing Town entities as mandated by state law, and four members appointed by the Board of Selectmen. The five Town authorities with representation on the CPAC are the Arlington Conservation Commission, Arlington Historical Commission, Arlington Housing Authority, Arlington Park and Recreation Commission, and Arlington Redevelopment Board. A committee roster is at the end of this report.

Each year, the Committee:

- 1. Holds annual public meetings** to discuss the priorities and funding process for CPA, and maintains a Community Preservation Plan outlining community preservation needs, possibilities and resources in Arlington.
- 2. Tracks the local and state receipts** for the Arlington CPA fund, local CPA account balances, and CPAC administrative expenses.
- 3. Receives and processes applications for CPA projects each fiscal year** with a six-month process in which the Committee:
 - Screens preliminary project applications for CPA eligibility under state law, then provides feedback on application quality and relevant grant requirements (e.g., affordable housing or historic preservation restrictions, demonstration of public benefit).
 - Invites full applications, then performs extensive due diligence to evaluate community need, feasibility, sustainability, and other merits.
 - Hosts public presentations by applicants for each proposed CPA project.
- 4. Consults with the Board of Selectmen, Finance Committee, Capital Planning Committee** and other town bodies about our funding recommendations.
- 5. Presents the recommended votes for CPA to Town Meeting** comprised of CPA projects, reserve funds and administrative expenses.
- 6. Oversees Community Preservation projects** throughout their duration, tracks project expenditures and balances, and approves project payments.

5. Report on Prior Years' CPA Projects (FY2017 – FY2018)

Starting in 2016, Town Meeting began appropriating funds for CPA projects recommended by the Committee. Votes taken at two Annual Town Meetings and a Special Town Meeting in the fall of 2017 have funded 16 projects supporting community housing, historic preservation and open space/recreation projects across Arlington. Brief summaries and status of these projects follow; more detailed project descriptions are in prior Committee reports to Town Meeting.

OPEN SPACE AND RECREATIONAL LAND

Robbins Farm Park Field & ADA Renovation (FY2017) \$636,749

Town of Arlington Park and Recreation Commission.

Purpose: Playing field rehabilitation/upgrades and ADA access renovation of Robbins Farm Park.

Status: Nearing completion: Paths and basketball court are complete, new benches coming soon. The grass is continuing to establish and the playing field is expected to open in the fall.

Spy Pond Edge & Erosion Control Phase I (FY2017) \$49,760

Town of Arlington Conservation Commission

Purpose: Study options for shoreline preservation and erosion mitigation in four town-owned parcels of failed shoreline along Spy Pond.

Status: Study completed for \$48,000.

Spy Pond Edge & Erosion Control Phase II (FY2018) \$552,900

Sponsor: Town of Arlington Conservation Commission

Purpose: Bid documents and construction following Phase I.

Status: In progress and on schedule. The 60% design is complete. Permitting will be finished by fall of 2018, and RFPs will go out in winter of 2018. Construction will start in spring of 2019.

Whittemore Park Revitalization Study (FY2018) \$65,000

Town of Arlington Department of Planning & Community Development

Purpose: Develop a plan for the revitalization of the Town's Common next to the Dallin Museum.

Status: A design firm has been selected and public input is currently being sought. The study will be completed by the fall of 2018.

Mill Brook Linear Park Pilot Study (FY2018) \$56,783

Mystic River Watershed Association (MyRWA)

Purpose: Pilot study to determine whether a linear pathway along the brook could be established, including public outreach and an environmental assessment.

Status: The study will be completed in the spring of 2018. A design firm has been selected and public input is currently being sought. CPA funding for Phase II is requested for FY2019.

Arlington Reservoir Master Plan & Survey (FY2018) \$100,000

Town of Arlington Park and Recreation Commission; Conservation Commission

Purpose: Master plan, ecological assessment and land survey of the Arlington Reservoir.

Status: The Master Plan will be finalized in May, synthesizing information gathered from four public meetings and other work. The plan will be a guiding document for future improvements, annual maintenance, and applicable resources. CPA funding for Phase 1 construction is requested for FY2019.

HISTORIC PRESERVATION

Whittemore-Robbins Carriage House (FY2017) \$289,000

Arlington Department of Health and Human Services and the Arlington Historical Commission.

Purpose: Rehabilitate and preserve the Whittemore-Robbins Carriage House, an original part of the historic estate.

Status: Construction completed for \$273,200.

Jason Russell House (FY2017) \$35,000

Arlington Historical Society

Purpose: Preservation work and an engineering assessment of this treasured historic site.

Status: Study completed, producing a multi-year preservation plan. Construction completed. CPA funding directly leveraged an additional \$25,000 in state grants for the project.

Schwamb Mill Barn (FY2017) \$20,000

Schwamb Mill Preservation Trust

Purpose: New roof to protect the historically important barn outbuilding in the complex.

Status: Completed on budget. The CPA project directly stimulated \$14,000 in private donations for additional preservation work on the adjacent dry house outbuilding.

Robbins Town Garden Water Features (FY2018) \$643,213

Town of Arlington Historic Commission/Friends of the Robbins Town Hall Garden

Purpose: Restoration of the reflecting pool and fountain in the Town Garden between the Robbins Library and Town Hall.

Status: A design firm has been selected and restoration is slated for completion in autumn 2018.

Old Burying Ground / Mt. Pleasant Cemetery (FY2018) \$64,920

Town of Arlington Historic Commission and Cemetery Commission

Purpose: Comprehensive preservation plan for the Old Burying Ground on Pleasant Street, and to survey the condition of several historic tombs in Mt. Pleasant Cemetery for preservation planning and structural stability.

Status: A design firm has been selected and the plan is slated for completion by the fall of 2018.

Update Historic Resources Inventory (FY2018) \$115,000

Town of Arlington Department of Planning and Community Development; Historical Commission

Purpose: Update the town's *Inventory of Historically or Architecturally Significant Properties*.

Status: A historic resources consultant has been selected and the inventory update is anticipated to be completed by the spring of 2019.

(continued)

COMMUNITY HOUSING

Drake Village Window Replacement (FY2017) \$200,000

Arlington Housing Authority

Purpose: Help replace leaking windows at Drake Village; help qualify for federal funds.

Status: Project completed; \$3 million in federal funds leveraged with local CPA & CDBG funds.

Kimball Farmer House (FY2017) \$200,000

Housing Corporation of Arlington

Purpose: Support the creation of three units of new affordable housing in Arlington.

Status: Project completed, units occupied.

20 Westminster (FY2018) \$500,000

Housing Corporation of Arlington

Purpose: Support the creation of nine units of affordable housing in the historic church and former nursery school building at the corner of Westminster and Lowell Streets.

Status: Currently in construction; anticipated to be completed in the summer of 2018.

Downing Square (FY2018)

Applicant: Housing Corporation of Arlington (HCA) \$100,000

Purpose: Support the creation of 34 affordable housing units in two buildings, one at the corner of Lowell Street and Park Avenue extension (six units), and one farther along Lowell Street, running parallel to the Minuteman Bike Path (28 units).

Status: Project financing is underway; construction is expected to begin in early 2019 and be completed by the summer of 2020. An additional CPA appropriation to support this project and another on Broadway is requested for FY2019.

6. Recommended CPA Projects (FY2019)

The Committee is pleased to recommend the following six projects for FY2019 funding. Please visit ArlingtonMA.gov/CommunityPreservation for an expanded version of this report with maps and photographs.

OPEN SPACE AND RECREATIONAL LAND

Hardy Elementary Playground Study and Plans

Arlington Public Schools

Recommended funding: \$39,500

This project will produce a comprehensive recreational site study and plan for the playground needs at Hardy School in response to growing enrollment, limited space, and the six-classroom addition slated for completion in early 2019. Hardy is expanding towards Chandler Street, into the space of the current playground. This project will include a robust parent and public input process, and culminate in design and construction documents for a new Chandler Street playground. Actual construction would take place in the summer of 2019, the funds for which are in the town's capital plan for FY2020.

Arlington Reservoir Design and Engineering and Phase 1 Construction

Town of Arlington Park & Recreation Commission, Conservation Commission and Arlington Reservoir Committee

Recommended funding: \$991,000

The Reservoir Master Plan, funded by an earlier CPA appropriation, is in its final stages and the project is ready to proceed with Phase I construction to address the most urgent needs. The primary focus of Phase I is replacing the pump and filtration equipment for the bathing beach, which is in a dire state of repair and is an important revenue-generating asset of the Town. The pump house will also be gut-renovated. This work would commence in the spring of 2019 for completion in time for the summer season. Also included is a pilot area of perimeter trail improvements for erosion control, removal of invasive plant species, and new trail surfacing.

Mill Brook Linear Park Pilot - Wellington Park: Phase II

Mystic River Watershed Association (MyRWA)

Recommended funding: \$172,523

The Mystic River Watershed Association developed this initiative to follow up on the recommendations of the recent Master Plan, and of the Mill Brook Study of several years ago. For decades, the Town of Arlington has been exploring the possibility of developing a linear park along Mill Brook. The long-term goal of the present initiative is to expand both passive and active recreational opportunities in the Mill Brook Corridor (between Brattle and Grove Street) with a focus on Wellington Park, and to make Mill Brook an environmental, cultural and public health resource for the Town.

The Phase I Pilot study received CPA funding last year and is nearing completion. Phase II will produce a design and revitalization plan for the town-owned Wellington Park area (including 100% design and construction documents) to enhance the viewshed towards and along the Brook, restore public access, improve entrances and circulation within the park, and enhance the ecological value of the riparian edge of the brook. These plans will complement the efforts of the Park and Recreation Commission, which has slated Wellington Park for capital improvements. Proceeding with Phase II now will maintain the momentum from the pilot study, and with continued public outreach, will move the project to the “shovel-ready” stage necessary to begin identifying capital funding for construction. MyRWA will develop phasing, cost estimates and a public/private funding plan. The Committee will include terms in the Town’s CPA grant agreement with MyRWA that require formal progress reports to the Committee after major project milestones, before funding is released for the next phase.

(continued)

HISTORIC PRESERVATION

Restoration of the Jason Russell House

Arlington Historical Society

Recommended funding: \$72,348

The Jason Russell House is an important Revolutionary War site. It is visited by virtually every third grader in Arlington Public Schools and is open for regular public tours. Earlier CPA funding supported urgent structural stabilization work, and the creation of a comprehensive conditions assessment and multi-year preservation plan to ensure the long-term stability of this treasured historic resource. This project will fund further structural repair, envelope restoration and sprinkler and electrical upgrades. Arlington Historical Society is applying for state matching grant funds that, if awarded, could reduce the CPA budget by a significant amount, up to \$29,000.

Preservation of Exterior Envelope of Old Schwamb Mill

Schwamb Mill Preservation Trust

Recommended funding: \$82,000

The Old Schwamb Mill is another beloved historic resource in the town that is regularly open to the public for tours and events. This project will fund historically correct preservation, re-putting, and painting of window sashes in the main Mill building (approximately 87 windows); conservation and repainting of window sills; scraping and repainting of exterior clapboards, doors, and trim; and repointing and repair of the brick foundation in damaged areas. The total project budget includes a \$20,000 loan from the Arlington Preservation Fund to supplement the CPA funds requested.

COMMUNITY HOUSING

Downing Square/Broadway Initiative

Housing Corporation of Arlington (HCA)

Recommended funding: \$500,000

This project will create 48 units of affordable housing spread over two sites in Arlington. The Downing Square site will feature a six unit building on Park Avenue Extension, and a larger 28 unit building on Lowell Street along the Bikeway in the back. The Broadway site will have 14 units set above two retail spaces, one of which will be reserved for the Arlington Food Pantry. All units will be deeded affordable in perpetuity and count towards Arlington's affordable housing inventory.

The recommended \$500,000 in CPA support will be added to the \$100,000 CPA award approved to support this project last year. All CPA funds will be earmarked for hard construction costs in the grant agreement executed by the Town under the direction of the Committee. The total budget for the project is \$19.2 million and the project is on track to complete financing, permitting and environmental remediation in time for the start of construction in 2019 and full occupancy by early 2021.

7. CPA Budget for FY2019

The table on the next page shows anticipated CPA revenues and recommended expenditures for FY2019, which begins July 1.

CPA Revenues and Other Available Funds

As with the operating and capital budgets, Town Meeting appropriates CPA expenditures primarily from anticipated revenues for the coming fiscal year (est. \$1,582,467). Those revenues, which the Committee estimates very conservatively, are comprised of local receipts from the CPA property tax surcharge, and annual matching grant distributions from the state CPA trust fund.

Town Meeting may also appropriate CPA project funds from the unrestricted CPA fund balance, if any exists. The current balance (\$770,563) is largely comprised of prior years' CPA revenues that Town Meeting decided not to spend, and instead reserved for future CPA projects. The remainder of the balance consists of surplus revenues in excess of budgeted projections, plus unused funds from prior years' administrative expense appropriations.

CPA Expenditures

The committee is recommending a FY2019 CPA budget of \$1,936,494, comprised of \$1,857,371 for six CPA projects, and \$79,123 for the CPA administrative expenses account. As detailed in the recommended votes on page 11, the source for these appropriations includes \$365,098 from the unrestricted CPA fund balance, since this year's budget exceeds anticipated revenues.

The six recommended CPA projects are detailed in the prior section. All CPA awards to non-Town entities require a grant agreement between the Town and the awardee specifying terms and conditions required by the Committee or otherwise required by the Town. Funds for CPA projects are progressively disbursed upon documentation of actual expenses incurred. Undisbursed funds remaining after the completion of a project return to the local CPA fund balance for future CPA project appropriation by Town Meeting.

The CPA committee is once again requesting the maximum permitted appropriation for CPA administrative expenses, which is 5% of projected CPA revenues. The CPA Committee, which controls these funds, treats this account as a reserve to be used only as necessary. By law, the unspent balance is returned at the end of each fiscal year to Arlington's CPA fund for future projects. The purpose of the administrative expenses account is to protect the town's operating budget from CPA operating costs wherever allowed by law. Depending on the projects brought before the committee, such expenses could include legal consultation, environmental or land surveys, or other due diligence required of the committee to vet proposed CPA projects or administer funded ones. The CPA committee also requires staff support for administering the CPA program; using CPA administrative funds for this purpose avoids unnecessary use of the operating budget for town employee time.

FY2019 CPA Budget

FY19 AVAILABLE FUNDS (projected)

Estimated CPA Revenues	
FY19 Local CPA tax surcharge receipts (projected)	\$ 1,422,832
FY19 State matching funds (projected)	\$ 159,635
<i>total estimated revenues</i>	<i>\$ 1,582,467</i>
Additional Available Funds	
Unrestricted CPA fund balance ¹	\$ 770,563
TOTAL AVAILABLE FY19 CPA FUNDS	\$ 2,353,030

EXPENDITURES & RESERVES

CPA Projects	Open Space & Recreation	Historic Preservation	Community Housing	Other	TOTALS
Hardy Elementary Playground Study & Plans	\$ 39,500				\$ 39,500
Arlington Reservoir Design/Engineering & Phase 1 Construction	\$ 991,000				\$ 991,000
Mill Brook Linear Park Pilot Phase II	\$ 172,523				\$ 172,523
Restoration of the Jason Russell House		\$ 72,348			\$ 72,348
Preservation of Exterior Envelope of Old Schwamb Mill		\$ 82,000			\$ 82,000
Downing Square Broadway Initiative			\$ 500,000		\$ 500,000
Reserves & Expenses					
CPAC administrative expenses account				\$ 79,123	\$ 79,123
TOTAL EXPENDITURES & RESERVES	\$1,203,023	\$154,348	\$500,000	\$79,123	\$1,936,494

% of total expenditures and reserves by category ² 62% 8% 26% 4% 100%

¹ The unrestricted CPA fund balance is comprised of \$662,006 in CPA funds reserved by Town Meeting for future appropriation; \$39,141 in unspent funds from the FY17 CPAC administrative expenses account; and \$69,416 in surplus FY17 local CPA tax receipts and state matching funds that exceeded budget projections. FY18 turnbacks and surplus revenues will be added to the unrestricted CPA fund balance at fiscal year closeout but are not yet available for appropriation.

² Administrative expenses funds requested are the state maximum 5% of the next fiscal year revenues (not total funds available).

8. Recommended Votes – Article 39

ARTICLE 39

APPROPRIATION/ COMMUNITY PRESERVATION FUND

To see if the Town will vote to make appropriations from the Community Preservation Fund for eligible community preservation projects; for community preservation reserve accounts for historic preservation, open space and recreation, and affordable housing; for Community Preservation Committee administrative expenses or other eligible expenses; or take any action related thereto.

(Inserted at the request of the Community Preservation Committee)

VOTED:

(1) That the Town take the following actions regarding dedicated CPA project area reserves:

(a) Transfer the sum of \$158,247 from FY2019 Community Preservation Fund revenues to a CPA Open Space and Recreation Reserve account, for later Town Meeting appropriation for open space and recreational land purposes;

(b) Transfer the sum of \$158,247 from FY2019 Community Preservation Fund revenues to a CPA Community Housing Reserve account for later Town Meeting appropriation for community housing purposes; and

(c) Transfer the sum of \$158,247 from FY2019 Community Preservation Fund revenues to a CPA Historic Preservation Reserve account for later Town Meeting appropriation for historic preservation purposes.

COMMENT:

These accounting transfers, taken immediately prior to the CPA project appropriation votes that follow, ensure that the Town complies with the legal requirement to either appropriate or reserve at least 10% of expected annual CPA revenues (est. \$1,582,467).

Although the transferred funds are immediately recommended for appropriation in their entirety in the following CPA project votes, this action ensures that the Town maintains compliance should Town Meeting reduce or reject the recommended appropriations, or does not become retroactively out of compliance with state law should any approved project not proceed as planned.

(2) That the Town take the following actions to appropriate funds for FY2019 CPA projects, with each project considered a separate appropriation:

(a) Appropriate the sum of \$991,000 for the *Arlington Reservoir Design, Engineering and Phase 1 Construction* project for the preservation of open space and the rehabilitation of recreational land, with \$365,098 being appropriated from the unrestricted Community Preservation Fund balance and \$625,902 from Community Preservation Fund revenues, said funds to be expended under the direction of the Park and Recreation Commission and the Community Preservation Committee;

(b) Appropriate the sum of \$39,500 from Community Preservation Fund revenues for the *Hardy Elementary Playground Study and Plans* project for the rehabilitation of recreational land, said funds to be expended under the direction of the School Department and the Community Preservation Committee;

(c) Appropriate the sum of \$172,523 for the *Mill Brook Linear Park Pilot Phase II* project for the preservation of open space and the rehabilitation of recreational land, with \$158,247 being appropriated from the CPA Open Space and Recreation Reserve account and \$14,276 from Community Preservation Fund revenues, subject to the condition that a grant agreement between the Mystic River Watershed Association and the Town be executed, said funds to be expended under the direction of the Mystic River Watershed Association and the Community Preservation Committee;

(d) Appropriate the sum of \$72,348 from the CPA Historic Preservation Reserve account for the *Restoration of the Jason Russell House* project for the preservation of historic resources, subject to the conditions that a grant agreement between the Arlington Historical Society and the Town be executed, said funds to be expended under the direction of the Arlington Historical Society and the Community Preservation Committee;

(e) Appropriate the sum of \$82,000 from the CPA Historic Preservation Reserve account for the *Preservation of Exterior Envelope of Old Schwamb Mill* project for the preservation of historic resources, subject to the conditions that a grant agreement between the Schwamb Mill Preservation Trust and the Town be executed, said funds to be expended under the direction of the Schwamb Mill Preservation Trust and the Community Preservation Committee;

(f) Appropriate the sum of \$500,000 for the *Downing Square Broadway Initiative* project for the creation of community housing, \$158,247 being appropriated from the CPA Community Housing Reserve account and \$341,753 being appropriated from Community Preservation Fund revenues, subject to the condition that a grant agreement between the Housing Corporation of Arlington and the Town be executed, and subject to the further condition that an affordable housing deed restriction for the property be executed, such funds to be expended under the direction of the Housing Corporation of Arlington and the Community Preservation Committee;

COMMENT:

The Committee recommends the above CPA projects to Town Meeting for FY2019 funding, having carefully vetted each application for compliance with the CPA law, feasibility, importance, cost justification, sustainability and other criteria.

(3) That the Town take the following action regarding administrative expenses:

Appropriate \$79,123 from Community Preservation Fund revenues to the CPA Administrative Expenses account for eligible FY2019 administrative expenses, such funds to be expended under the direction of the Community Preservation Committee.

COMMENT: These expenses are explained on page 9.

The committee's vote on all recommendations was 8-0.

Respectfully submitted by:

Eric Helmuth, Chair

Andrew Bengtson, Vice Chair

Community Preservation Committee

Andrew Bengtson

Board of Selectmen appointee

Eugene Benson

Arlington Redevelopment Board

Eric Helmuth

Board of Selectmen appointee

Leslie Mayer

Arlington Park and Recreation Commission

Richard Murray

Arlington Housing Authority

JoAnn Robinson

Arlington Historical Commission

Chuck Tirone

Arlington Conservation Commission

Ann Woodward

Board of Selectmen appointee

Clarissa Rowe served on the Committee until December 2017, resigning in order to accept a vacancy appointment to the Board of Selectmen.

The Committee gratefully acknowledges the indispensable assistance of Jim Feeney, Assistant Town Manager, and Amy Fidalgo, Management Analyst, in administering the CPA program.