

# RFP

## Annual Transportation Report *Kendall Square Urban Renewal Plan*

### NOTICE

#### REQUEST FOR PROPOSALS (RFP) FOR TRANSPORTATION DATA REPORTING SERVICES

Sealed proposals will be received at the Cambridge Redevelopment Authority, 8<sup>th</sup> Floor, 255 Main Street, Cambridge, MA 02142 until 4:00pm local time on Monday **3/26/2018**. Proposals will be date and time stamped as they are received by CRA office staff, for furnishing the following to the CRA:

The CRA seeks proposals from appropriately qualified and experienced transportation planners and engineers with data visualization and mapping expertise to develop the next generation annual transportation data report for Kendall Square Urban Renewal Plan (KSURP) area. The CRA seeks to create a report that reflects the multi-modal goals of the City of Cambridge building off the 20-years of data reports generated by the CRA. The goals, outline of expected scope of services, and submission requirements are outlined herein.

Copies of this proposal are available online in PDF format at [www.cambridgeredevelopment.org](http://www.cambridgeredevelopment.org) in the About > Jobs/Contracting section. Teams are encouraged to submit a proposal if desired.

### 1.0 PROJECT INTRODUCTION

#### 1.1 CONTEXT

The CRA has jurisdictional responsibility for the Kendall Square Urban Renewal Plan (KSURP) area. As part of a 1994 update to the original 1977 Environmental Impact Report (EIR) covering development within the KSURP, the Massachusetts Environmental Policy Act (MEPA) Office of the Department of Energy and Environmental Affairs, required the CRA to conduct an annual traffic study and analysis. This CRA *KSURP Annual Traffic Report* (Annual Traffic Report) has been published continuously on an annual basis from 1994-2014. In 2015, traffic and tenant survey data were collected but not analyzed and no report was published. In 2016 and 2017 only tenant survey data was collected, but no traffic data was collected and no report was published due to the anomalies created by the Main Street reconstruction project, the Longfellow Bridge closure, and the closure of several streets due to the ongoing MIT “NoMA and SoMA” development construction project.

In the 2016 approved EIR Notice of Project Change (NPC) (EEA#1891), the CRA committed to continue to conduct the annual traffic study and analysis of the KSURP area by building on the 20 years of vehicle traffic data collected in compliance with the original 1994 requirement, but to update the scope of the monitoring program to reflect the evolution of Cambridge’s transportation priorities for the multi-modal urban environment of Kendall Square. The CRA committed to improving what had been called the *Annual Traffic Report* by re-naming it the *Annual Transportation Report*, and by better utilizing the most up to date development square footage and traffic

projections as well as more holistically considering additional data on bicycles, pedestrians, travel behavior, and transit service as it becomes available. A summary of initial brainstorming ideas about desired changes to the *Annual Traffic Report* are outlined in an Appendix of this RFP. Having such a consistent longitudinal 20-year data set for a fast-growing urban district such as Kendall Square is invaluable, and any changes and upgrades to the data gathering and reporting should preserve the value and continuity of that historic data set into the next 20 years of data collection.

The CRA has been a participant in the Kendall Square Mobility Task Force (KSMTF), which issued a final report with recommended transportation capacity improvements in summer 2017. A link is provided in the Appendix. The CRA has also established the Kendall Square Transit Enhancement Program (KSTEP), which is a fund designed to take contributions from real estate development and use it to increase the capacity of transit serving Kendall Square.

Cambridge is consistently rated one of the most walkable, transit-rich, and bicycle-friendly cities in North America and has one of the nation's highest bike and walk to work rates. The City has been on the forefront of using progressive street design principles and national best practices to continuously improve the comfort of the pedestrian and bicycle experience as well as the quality, coverage, capacity and speed of public transit service. This project is intended to be an extension of that progressive transportation planning philosophy, as this can only continue with good data and data reporting.

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## 1.2 STATEMENT OF PURPOSE

*To maintain and expand a longitudinal data set to monitor the transportation patterns within the fast-growing urban district of Kendall Square and provide clear data reports for a broad civic audience.*

### PROJECT GOALS

- Tell intuitive data stories about the state of the transportation network in Kendall Square, increase awareness of transportation issues, and the accuracy of the district-wide conversation about transportation
- Create a flexible encyclopedic transportation data reference to be used by a variety of stakeholders/user groups, in order to work from a common trusted independent longitudinal data set
- Maintain comparability and historic continuity with existing 20-year data set, extending the value of that historic data set into the future
- Establish a comprehensive baseline of transportation in Kendall Square as the capacity of public transit and roadways begins to approach their respective limits of capacity and performance during peak hours

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## 1.3 STAKEHOLDERS / USER GROUPS

- CRA Staff and Board
- City transportation and traffic planning staff (CDD, TPT, DPW)
- State transportation and environmental agencies
- Kendall Square Association (KSA)
- Regional Planning Agencies / Metropolitan Planning Organization (RPA/MPO)
- General public
- Developers
- Transportation planning consultants working for the City or developers
- Prospective new/existing employers looking to locate/expand an office or business in Kendall Square
- Local/state elected officials

- Transportation advocacy organizations
- Graduate students and researchers
- Local media

## 2.0 SCOPE, PROCESS, SCHEDULE

The first-year scope for this project will involve exploration, design, creation and overall reinvention of the report, laying the foundations for a new report including data points, collection strategy, analysis, and format. The subsequent years will be a more routinized work flow including annual data collection, analysis and the publishing of an annual report. The first year is anticipated to be more level of effort, while the following years are anticipated to be reduced in span of time, hours, and cost as the project becomes more standardized.

### 2.1 SCOPE YEAR 1

#### Task 1

The opening of the Longfellow Bridge is a unique opportunity for a natural experiment in traffic counting. For the 2018 calendar year the project will replicate the data collection scope from the most recent *Annual Traffic Report* collection year in 2015, for both before and after the opening of all of the travel lanes on the Longfellow Bridge. The bridge is anticipated to open at the end of May 2018. The exact timing of those counts surrounding the opening of the bridge will be determined closer to that date with the selected consultant team, as there are many variables to consider in that decision.

#### Task 2

- Deliverable: Improvements Memo
  - o Provide an analysis of the strengths and weaknesses of the 20-year old former *Annual Traffic Report*
  - o Develop a recommended new annual data and information package starting with the suggestions summarized in this document in the “*Desired Improvements*” Appendix. Each suggested data or information point should have a clearly laid out justification for why it would be of value for the CRA to track, what issue(s) it addresses, what stakeholders/user groups would be interested in it, and how it meets the purpose and goals of this project as stated in this RFP in the *Statement of Purpose* section.
  - o Identify the annual availability of each suggested data or information point, and evaluate the ease and level of effort in hours necessary to collect each.
  - o Based on the proposed new reporting scope, identify which components of the previous 20 years of the *Annual Traffic Report* that will still be utilized and how the historic data would be carried forward. It is imperative that the new report align and match up as much of the historic data to create a continuous multi-decade transportation data story
- Estimated Time Period: 2 months
- Meetings: This task will primarily involve meetings with CRA Staff, but could also involve discovery interviews with staff from other city departments as necessary (CDD, TPT, DPW).
- Work Product Format: Memo may include maps, charts, graphs, photos, and links to sources as needed. This is expected to be an iterative process with CRA Staff, and therefore multiple drafts may be required before one is finalized. Handouts will be needed to bring to meetings during this task.
- Decision Point: CRA will determine what recommended improvements are acceptable, and which are unnecessary or will not be included in the new report.

### Task 3

- Deliverable: Geographic Coverage Area and Collaboration Opportunities
  - o Based on the final work product from Task 1 and 2, develop three (3) geographic coverage area scenarios. Lay out the data collection for each scenario on a map. Estimate the differences between the approximate data collection cost for each of the three scenarios:
    - One which focuses primarily on the KSURP/MXD district as had been the case in the prior 20 years of work
    - Two optional geographic coverage area scenarios that go beyond the KSURP/MXD boundary, and provide sound transportation data justification for each one.
  - o Analyze the overlap of each geographic coverage area scenario with existing reporting efforts by TPT, and developers who are required to provide annual reporting due to various permit requirements
- Estimated Time Period: 2 months
- Meetings: This task will primarily involve meetings with CRA staff, but may also involve one or more meetings with TPT or developers with their consultant teams to discuss areas of overlap.
- Work Product Format: Memo with maps, charts, graphs, and cost estimate. Handouts will be needed to bring to meetings during this task.
- Decision Point: CRA will utilize the scenarios and information provided during this task to decide what the final geographic coverage area will be for the new report, and memorialize that in a final approved memo document for this task.

### Task 4

- Deliverable: New report table of contents outline, format, graphic, web and video design and mockup
  - o New report visual identity that unifies each of the reporting distribution formats and the PowerPoint slideshow including a new report name and logo
  - o A table of contents for the new report
  - o A mockup for the PDF version with placeholder text, and graphs and charts using data obtained in the past 20 years or dummy data as necessary
  - o A mockup of the online interactive website, including all chapters and pages
  - o A story board of the explanatory video to help define format, style, and approach [note this video is only going to be produced in year 3]
- Estimated Time Period: 2-3 months
- Meetings: Meetings on this task will be working design meetings with CRA Staff
- Work Product Format: Electronic mockups in PDFs, StoryMaps, Videos, and PowerPoints. This is expected to be an iterative process with CRA Staff, and therefore multiple drafts will be required before one is finalized. A budget must be provided for each format listed in this task in order to help determine final scope of years 2 and 3. CRA reserves the right to not proceed with a format if it is deemed too costly for the value it provides to the project outcomes.
- Decision Point: After reviewing and refining several draft versions and their associated budgets, CRA Staff will approve the final mockups and formats to be used in the subsequent years

### Task 5

- Deliverable: Annual implementation plan for years 2-3
  - o Data collection strategy for each data point, with sources, responsibilities and communication plan.
  - o Detailed annual work schedule covering each data point, and each delivery format with appropriate time built in for review periods by CRA Staff and others.

- Estimated Time Period: 2 months
- Meetings: May require meetings with data sources/collectors/providers to outline a detailed data collection strategy and annual work schedule. May include a CRA Board meeting in this task.
- Work Product Format: Implementation plan in memo format
- Decision Point: CRA will review drafts, provide edits, and approve the final annual implementation plan document. This annual implementation plan combined with the final deliverables from Tasks 2,3, and 4 will make up the final scope of work for years 2-3.

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## 2.2 SCOPE YEARS 2 & 3

The precise details of the scope for years 2-3 will be determined by the work during year one. The annual implementation plan from Task 5 combined with the final CRA approved results from Tasks 2-4 will make up the final scope of work for years 2-3. Generally, the scope will include the following items for year 2-3 as well as any subsequent 1-year renewal:

- Data collection and associated QA/QC
- Analysis
- Report writing and associated visuals
- Creation of deliverables as outlined in section 3.3 entitled *Expected Work Product and Format*
- Appropriate allocation of time and effort for CRA review of drafts
- A feedback system to capture suggestions for improvement from stakeholders/users
- After Action Review and Continuous Improvement/Lessons Learned Memo in year 2 only (see 3.2 below)
- Explanatory video in year 3 only

## 3.0 PROJECT ADMINISTRATION

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### 3.1 CONTRACTING TIME PERIOD

This RFP is seeking a consultant for a 3-year contract for three data collection years and three published annual reports, with a 1-year extension option. Depending on the performance of the consultant team, the success of the new report format in achieving the purpose and goals above, and availability of any surplus funds at the end of the third year, the contract may be renewed up to one (1) year for one (1) additional annual data collection and report. This 1-year extension option will be at the discretion of the CRA Board.

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### 3.2 MEETINGS, PRESENTATIONS, COORDINATION

The project will be managed by CRA Staff. Tenant surveys and any proposed changes will be coordinated through building managers, primarily Boston Properties. CRA Staff may utilize the technical advice of City departments including Traffic Parking and Transportation (TPT) and the Community Development Department (CDD) in the process of defining the new report format, and in subsequent years during the editing of report drafts. The review of each draft document may take 1-2 weeks or more, and this time lag should be accounted for when developing a proposed project schedule.

Please note that the consultant is expected to prepare meeting agendas, handouts and presentations as needed, as well as take and send out action item meeting notes at most meetings whether in person or over phone/web conference, this includes all bi-weekly project management meetings with the CRA.

## FIRST YEAR

Bi-weekly project management meetings will be held preferably in person, or by phone or web conference with CRA Staff project manager(s) beginning as soon as the contract is finalized in the first year until the scope is completed for the first year (estimated to be spring through fall). Some of these project management meetings should be expected to be 1.5hr working meetings to develop concepts and review ideas. Other meetings may include but not be limited to:

- 1 interdepartmental meeting with TPT, CDD, and DPW present
- 1 presentation to the CRA Board for the implementation plan [Task 5]
- Meetings with various developers and their consultant teams, as well as data providers and stakeholder groups as necessary

## YEARS TWO & THREE

From about 4 weeks prior to the scheduled annual start of the data collection process until the report is published each year (estimated spring through summer), bi-weekly project management meetings will be held preferably in person, or by phone or web conference with CRA Staff project manager(s). Other annual meetings will include but not be limited to:

- 1 interdepartmental meeting with TPT, CDD, and DPW present
- At the end of the scope of work for year 2 *only* - an “After Action Review” meeting to perform a continuous improvement assessment of lessons learned. The meeting should cover what can be modified about the report itself (data, graphics, analysis), the data collection process, consultant-CRA-City coordination, or the report editing and publishing process in order to gain greater time and cost efficiency, improve accuracy, establish more consistent processes, and continue to make the data and its presentation more valuable, relevant, and intuitive to stakeholders/user groups. The consultant will be expected to summarize the outcome of this meeting in an annual Continuous Improvement/Lessons Learned Memo to be submitted within 2 months of publishing the final annual report for year 2 only.

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## 3.3 EXPECTED WORK PRODUCT AND FORMAT

### PRECEDENTS

*Reference Documents* section 8.0 contains examples of similar projects with graphically compelling interactive web, PDF and print formats, which use well-designed graphs, charts, maps, illustrations, videos and infographics to tell a complex story in an intuitive manner. Some precedents are transportation related and others are not, but they all express the type of report look and feel we are seeking to achieve with this project.

### ANNUAL REPORT DELIVERY FORMAT

- PDF report for web viewing and printing
- 35 printed bound booklets
- Editable Microsoft PowerPoint slideshow to accompany each annual report, for use by CRA staff in an annual “roadshow” to relevant stakeholder groups
- A written one-page press release to highlight the major findings of each annual data report
- Interactive web report version (i.e.: ESRI StoryMap interactive web report or similar).
- At the end of the scope of work for year 3 *only* – a 60-90 second explanatory video integrated into the online content, and uploaded to a public video service compatible with social media streams.
- File transfer to the CRA at the conclusion of each reporting year that includes:

- All charts, graphs, infographics used in the final report and slide show, saved as separate files in appropriate editable image format
- A well organized, full compilation of original data files in an editable format
- The full PDF report and the original editable format
- The annual transfer of the online content. The ongoing hosting strategy and fees associated with such an online service will be addressed during the contract negotiation.
- Original video files should also be transferred to CRA electronically for storage

Please note that the CRA considers all of the original raw data files and graphics that go into creating this report on an annual basis to be the property of the CRA. All files by the consultant team should be kept in an organized file structure and transferred electronically to the CRA at the end of each reporting year.

## 4.0 SUBMISSION REQUIREMENTS

### 4.1 QUALIFICATIONS & EXPERIENCE

Demonstrated knowledge of areas of expertise as necessitated by the scope of work, including but not limited to:

- Multi-modal transportation data collection, reporting and objective analysis
  - Vehicle traffic counting using technologies *other* than the traditional rubber tube method
  - Bicycle and pedestrian counting
  - Parking counting
  - Tenant travel surveys and associated data analysis
- Complex transportation data analytics for core urban districts or regions
- Telling transportation data stories to a variety of stakeholders/user groups
- Use of transportation data to inform and shape policy, planning and implementation decision making
- Graphic design capabilities involving communicating complex transportation data in an intuitive manner in electronic and print mediums
- Online interactive transportation data content delivery (i.e.: ESRI StoryMap or similar)
- Creation of explanatory videos
- Familiarity with the multi-modal goals of the City of Cambridge, it's Vision Zero and Complete Streets policies

### 4.2 FORMAT & CONTENT OF RFP RESPONSES

#### FORMAT

The RFP responses must be submitted in paper *and* electronic PDF format. Five (5) paper bound copies of the proposal including project budget and one electronic PDF copy on a USB flash drive. The electronic version may have links to outside websites, videos and online resources if desired. The page limit for the core proposal is 20 pages excluding the budget and excluding any appendices. Each proposal should contain the smallest necessary amount of information in sufficient detail and be organized so that the CRA can conduct an informed and fair selection process.

#### CONTENT

The purpose of information requested in this section is to assist the CRA in evaluating the applicant's overall qualifications, including its methodologies and technical abilities, and proven prior experience.

1. Provide a table of contents and easily discernable labeled sections with cover letter.
2. New Report Format:
  - a. Give an outline or preview of what you may prepare in year 1 for tasks 2-5. This should be based on existing *Annual Traffic Reports* on the CRA website, the information provided in this RFP and reference documents, and your professional experience as a firm. This should be no more than a total of 5 pages. This may include ideas or feedback on the *Report Improvements Brainstorm* section in the Appendix and the *Expected Work Product and Format* sections of this RFP document.
3. Proposed Project Schedule:
  - a. The project schedule should use months and weeks, not exact dates.
  - b. The project schedule for year 1 is expected to be different than for years 2-3.
4. Demonstration of Experience: Demonstrate how the applicant meets the minimum qualifications set forth in the RFP (see *Qualifications & Experience* section 4.1).
  - a. *Notes about relevant projects:* When demonstrating previous relevant project experience of the applicant, emphasize those projects which have been completed to date. Project examples should clearly indicate which project team members (the company and the individuals) have worked on each project, and what their role was (prime, sub-consultant for a specific specialty, etc.), services provided, the project location, the client, the date and duration. Project examples should have associated images, illustrations, screen shots, and if applicable links to web versions, videos or other interactive sites so CRA Staff can get the deepest possible understanding for the project examples being used to demonstrate the team's experience.
  - b. *Notes about graphic representation examples:* When providing graphic samples, they should be specific to transportation planning. These samples may be delivered in a variety of formats – paper, PDF, video, online interactive links, etc. For reference, precedents attached to this RFP in *Reference Documents* section 8.0 show the graphic representation expectations of the CRA for this project.
5. Team Responsibilities and Resumes: A description of team structure and responsibilities in the form of an organizational diagram should be included. A team leader for the project team must be designated – this is the person who would interact with the CRA project manager on a daily basis during the project (not the “principal-in-charge”). Demonstrate that individual team personnel have the specific education and experience necessary to deliver the scope outlined in this RFP. Include résumés of all persons participating in the project, including, but not limited to, the principals and sub consultants including their individual responsibilities and relevant licenses or certifications.
6. References: References will be contacted to determine if the proposer is responsive and responsible. References will be asked about their overall impression of the proposer, quality of work performed, understanding of factors affecting implementation, and the timeliness of the product, among other qualities.
  - a. A list of at least three entities that are *not* an agency/department of the City of Cambridge, two of which must be in the public sector, for which members of the team have conducted similar services. Please include the name and telephone number of the contact person at each



reference, the year of the contract, and the nature of the project. It should be clearly indicated which company on the team and individual personnel worked with each reference, what their role was and services provided. This should include references that have experience working with the team leader assigned to the project (not the principal-in-charge).

- b. Include a separate list of any and all projects completed by members (firms or personnel) of the project team within the last 5 years for any City of Cambridge agency/department, and references associated with those projects. The CRA reserves the right to use itself or other agencies/departments of the City of Cambridge as a reference.

## 7. Budget

- a. A distinct budget table for each of the years of the contract (1,2,3)
  - i. Year 1: Tasks 1-4: This should include budgeted project cost for that year as well as task and subtask, linked to associated hours by project role and labor category. Task subtotals should indicate their percentage of the total budgeted cost for that year.
  - ii. Years 2-3: This should be generalized schematic estimates/ranges for each year, to be refined by Tasks 3 & 4. Please include an estimated placeholder allowance for 35 printed bound copies annually.
- b. Standard hourly rates tables for the prime and sub consultants should also be included

## 8. A signed Truth in Negotiations Certificate

## 9. A signed Anti Collusion/ Tax Compliance Form

## 10. A copy of the W9 for the team lead company

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### 4.3 QUESTIONS & ADDENDUMS TO RFP

Requests for clarifications or questions concerning the RFP may be submitted via email to [jzogg@cambridgeredevelopment.org](mailto:jzogg@cambridgeredevelopment.org) by 12:00pm on **Wednesday 3/7/2018** to Jason Zogg, Project Director, at the email address above. The name, address and email of the person to whom answers should be sent must be provided. Answers will be sent out by Friday 3/9/2018 at 5pm to all who asked questions, those who were originally sent the RFP, or expressed interest in the RFP in some other manner. Answers will also be posted to the CRA website under the Jobs/Contracting section. Any additional addendums to the RFP will be posted and notified in the same manner.

## 5.0 RFP EVALUATION

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### 5.1 SELECTION CRITERIA

CRA Staff will evaluate each RFP response based on the following evaluation/selection criteria in order to choose any number of finalists to invite for interviews.

#### A. QUALITY OF PREVIOUS WORK

The previous work examples provided to the CRA should represent the highest level of achievement in transportation planning, data analytics and engineering best practices relevant to the scope herein. The previous work is well edited, creative, comprehensive, technically correct, and intuitively represents information to a variety of audiences.

#### B. EXPERIENCE AND QUALIFICATION OF FIRM & PERSONNEL

The personnel assigned to the project and the firms making up the team, especially the firm with the position of team lead, have well rounded experience in each of the items listed above in *“Qualifications and Experience.”* The personnel and firms making up the team have specifically been involved in and be able to document experience and understanding of multi-modal and active transportation not just vehicular modes. The proposer has shown examples of successful projects over the most recent 5 years. Experience working for urban municipalities and other government agencies is preferred.

#### C. PROPOSED IMPROVEMENTS & NEW FORMAT

The outline preview of the new report format is compelling, thoroughly innovative and realistic. It shows that the proposer has the ingenuity, vision, and critical thinking necessary for this project. The applicant exhibits that the team has a solid understanding of the project purpose and goals as outlined in the *“Statement of Purpose”* section, and has a clear philosophical approach to the challenge.

#### F. GRAPHIC REPRESENTATION CAPABILITIES

The proposal provides examples to show the team’s ability to produce high quality graphics to intuitively and compellingly represent all aspects of the project to stakeholders. These work samples should be specific to transportation planning, relate to precedents referenced by this RFP and the deliverables described in the *“Expected Work Product & Format”* section 3.3.

#### G. QUALITY OF REFERENCES

References are able to comment substantively on their experiences with the team (especially the firm serving as team lead) and with the proposed personnel assigned to the project. References have the highest praise for the firm(s) and the personnel in terms of schedule, team coordination, content and comprehensiveness of deliverables, project management, adherence to budget, quality assurance, technical capabilities, capacity of firm, vision, attention to detail, strengths of each firm as well as proficiency and effectiveness of talent.

#### H. BUDGET

The proposed budget is reasonable for the work proposed, and competitive against other finalists and their proposed work.

#### I. TIMELINESS AND CAPACITY

The project’s proposed schedule is realistic, efficient, and fulfills the CRA’s needs. The project team appears to have the local capacity to undertake this project in a timely manner. The CRA is looking for a team that can masterfully coordinate multiple stakeholders and facilitate a comprehensive process but still keep the project in scope.

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## 5.2 EVALUATION PROCESS

All proposals will be reviewed by CRA Staff. CRA Staff may select any number of applicants to be interviewed. Proposers should therefore be prepared to travel to Cambridge for this interview, which should include the team leader and additional key personnel who will be working on the project on a day-to-day basis. The CRA will not assume any travel costs related to these interviews. The applicants chosen for interviews will be notified, by email and telephone of the date, time and place for their interviews. Instructions regarding what to prepare for the interviews will be communicated at the time the interview is scheduled. All interviews will be scheduled on Tuesday 4/3/2018, teams must be prepared to interview on that day if asked.

After the interviews, the CRA Staff will forward its recommendation of the top ranked applicant to the CRA Board at the next regularly scheduled monthly CRA Board meeting planned for 4/11/2018. A representative from the recommended finalist, may be asked to be present at this CRA Board meeting. The CRA Board may at this time accept or reject the ranking.

## 6.0 CONTRACTING

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### 6.1 AWARD OF CONTRACT

The CRA will award one contract for all three years. The CRA reserves the right to reject any and all proposals if it determines that it is in the best interest of the CRA to do so. The CRA may enter into a contract with a person, a corporation, a partnership, or a joint venture (“Project Team”).

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### 6.2 BUDGET NEGOTIATION

After notification of the CRA Board’s final selection, the CRA will then enter into negotiations regarding contract terms, scope, budget, and schedule for the first year with the proposer using the estimated scope outlined in this RFP and in their proposal. Adjustments may be requested where the CRA feels the team has budgeted inadequately for a task/subtask, has an unnecessary task/subtask, or alignment between the CRA’s goals and the proposed work calls for minor adjustments in the proposed work.

Negotiations will continue until an acceptable combination of scope, schedule, and budget has been reached. In the event negotiations are unsuccessful, the CRA will request the second ranked finalist, then if necessary the third ranked finalist. In the unlikely event negotiations are unsuccessful with the three top finalists, the CRA may re-advertise the RFP or may select additional finalists from the original pool of applicants.

Once successful negotiations have concluded and the final contract has been set, the CRA will prepare the final contract and submit it to the awardee for signature. Upon receipt of the executed contract and all other required documents, the CRA will have the contract counter-signed by the CRA Board Chair.

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### 6.3 CONTRACT RENEWAL

The contract may be renewed up to one (1) time for an additional one (1) annual data collection and report. Within 90 days after the completion of work and the final invoice for the third year of the contract, the CRA will notify the contractor of the CRA’s intention to enter into renewal negotiations or end the contract and issue a new RFP or scope of work. The CRA will utilize the annual Continuous Improvement / Lessons Learned documentation described in the “Scope Years 2-3” section above to make minor modifications to the scope of work if the contract renewal option is executed.

The renewal decision will be largely based on the performance of the consultant team, the success of the new report format in achieving the purpose and goals above, availability of any surplus funds at the end of the third year, the magnitude of any changes/improvements contemplated to the scope of work as desired by the CRA, among other factors. The decision to renew or not to renew is at the discretion of the CRA Board.

## 7.0 GENERAL TERMS & CONDITIONS

Acceptance: Any proposals received after the due date will not be accepted. Delivery to any other City office or department does not constitute compliance. It is the responsibility of the applicant to assure proper and timely delivery. As a courtesy, please call the day before to notify us approximately what time you plan to arrive to drop off the submission, in order to ensure someone is available to receive it properly and enter the name into the building security system. The CRA reserves the right to reject any or all proposals, waive any minor informalities in the proposal process, and accept the proposal deemed to be in the best interest of the CRA.

Failure to follow instructions: Failure to answer any question, complete any form, or to provide the documentation required will be deemed non-responsive and result in an automatic rejection of the proposal unless the CRA determines that such failure constitutes a minor informality.

Correction, modification, or withdrawal of proposal: Prior to the deadline for receipt of proposals, an applicant may correct, modify, or withdraw its proposal by making the request in writing. All corrections, modifications, or withdrawals must be delivered to the CRA in a sealed envelope with a notation on the envelope indicating the title of the project, the deadline for the receipt of the proposals and a notation that the envelope contains a correction, modification, or withdrawal of the original proposal submitted for the particular project.

Duration of RFP responses: A response will remain in effect for a period of 365 calendar days from the deadline for submission of proposals, until it is formally withdrawn according to the procedures set forth herein, a contract is executed, or this RFP is cancelled, whichever occurs first. The CRA reserves the right to reject any and all proposals, or portions thereof.

Equal Opportunity: The successful offeror must be an Equal Opportunity Employer

Insurance: Certification regarding insurance will be required at the execution of the contract. Minimum required insurance will be outlined for the selected applicant at that time.

MBE/WBE Participation: The CRA encourages the use of MBE/WBE principles and subcontractors if subcontractors are used.

Public Records Law: Public Records Law. All responses and information submitted in response to this RFP are subject to the provisions of the Massachusetts Public Records Law, M.G.L. c. 66, § 10 and c. 4, §7(26) and 950 CMR 32. M.G.L. c. 4, § 7(26)(h) exempts from the definition of “public record,” among other things, “proposals and bids to enter into any contract or agreement until the time for the opening of bids to be opened publicly, and until the time for the receipt of bids or proposals has expired in all other cases,” as well as intra- or inter- agency communications made with respect to reviewing bids and proposals, prior to a decision to enter into negotiations or award contracts. M.G.L. c. 4, §7(26)(g) exempts “trade secrets or commercial or financial information voluntarily provided to an agency for use in developing governmental policy and upon a promise of confidentiality,” though this exemption does not apply to information “submitted [...] as a condition of receiving a governmental contract.”

## 8.0 REFERENCE DOCUMENTS

- 2010, 2012, 2013, 2014 KSURP Annual Traffic Report, data compilation from 2015. (<http://www.cambridgeredevelopment.org/plans-reports/>)
- CRA's KSURP EIR October 2015 & June 2016 (<http://www.cambridgeredevelopment.org/kendall-square-1/>)
- K2C2 Plan (<http://www.cambridgema.gov/cdd/projects/planning/k2c2.aspx> )
- Bicycle Network Plan (<http://www.cambridgema.gov/CDD/Transportation/bikesincambridge/bicyclenetworkplan.aspx> )
- Transit Strategic Plan (<http://www.cambridgema.gov/CDD/Transportation/regionalplanning/masstransit> )
- Vision Zero Action Plan: (<http://www.cambridgema.gov/traffic/sustainabletransportation/visionzero>)
- Open Data Portal: (<http://www.cambridgema.gov/departments/opendata>)
- CDD PTDM website: (<http://www.cambridgema.gov/CDD/Transportation/fordevelopers/tdm>)
- KSMTF website: (<http://www.cambridgema.gov/CDD/Projects/Transportation/kendallsquaremobilitytaskforce>)
- City of Cambridge Interactive Development Log Dashboard: (<http://www.cambridgema.gov/CDD/developmentlog>)
- Precedents
  - o 2015 PHS Annual Report StoryMap digital version (<https://phsonline.org/about/annual-report/>)
  - o Go Boston 2030 Transportation Plan (<https://www.boston.gov/departments/transportation/go-boston-2030>)
  - o Vox Explanatory Videos (<https://www.vox.com/explainers>)

## 9.0 APPENDICES

- **Appendix A: Non-collusion, Non-Discrimination, Tax/Employment Statements.** These statements must be signed and returned with your RFP submission.
- **Appendix B: Report Improvements Brainstorm**
- **Appendix C: Availability of Data & Known Challenges**
- **Appendix D: Copies of current tenant survey**
- **Appendix E: Map of KSURP** and development covered by the tenant survey
- **Appendix F: CRA standard consultant services agreement.** *NOTE: This appendix was not available at the time of RFP release, and will be released as an RFP addendum sometime before the RFP due date of 3/26/2018.* By submitting a proposal for this RFP, the consultant is acknowledging having read the CRA's standard consultant services agreement and is agreeing to use it to govern a contract with the CRA if awarded.

# APPENDIX A

## Non-Collusion, Non-Discrimination, and Tax/Employment Statements

### **NON-COLLUSION STATEMENT**

State of Massachusetts, County of Middlesex.

\_\_\_\_\_ (*name*), being first duly sworn deposes and says that:

1.0 He/she is (owner, partner, officer, representative, or agent) of \_\_\_\_\_, the Respondent that has submitted the attached Proposal;

2.0 He/she is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

3.0 Such Proposal is genuine and is not a collusive or sham Proposal;

4.0 Neither the said Respondent nor any of the officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Respondent, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has been submitted or to refrain from submitting a proposal in connection with such Contract, or has in any manner, directly or indirectly sought by agreement of collusion or communication or conference with any other Respondent, firm or person to fix the price or prices in the attached Proposal or of any other Respondent, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Respondent or to secure through any collusion conspiracy, connivance or unlawful agreement any advantage against the Cambridge Redevelopment Authority, the City of Cambridge or any person interested in the proposed Contract; and

5.0 The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Respondent or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

Signed (type name): \_\_\_\_\_

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

Date: \_\_\_\_\_

**NONDISCRIMINATION STATEMENT**

The Consultant agrees:

1. The Consultant shall not, in connection with the services under this Contract, discriminate by segregation or otherwise against any employee or applicant for employment on the basis of race, color, national or ethnic origin, age, religion, disability, sex, sexual orientation, gender identity and expression, veteran status or any other characteristic protected under applicable federal or state law.
2. The Consultant shall provide information and reports requested by the Cambridge Redevelopment Authority pertaining to its obligations hereunder, and will permit access to its facilities and any books, records, accounts or other sources of information which may be determined by the Cambridge Redevelopment Authority to affect the Consultant's obligations.
3. The Consultant shall comply with all federal and state laws pertaining to civil rights and equal opportunity including executive orders and rules and regulations of appropriate federal and state agencies unless otherwise exempt therein.
4. The Consultant's non-compliance with the provisions hereof shall constitute a material breach of this Contract, for which the Cambridge Redevelopment Authority may, in its discretion, upon failure to cure said breach within thirty (30) days of written notice thereof, terminate this Contract.
5. The Consultant shall indemnify and save harmless the Cambridge Redevelopment Authority from any claims and demands of third persons resulting from the Consultant's non-compliance with any provisions hereof, and shall provide the Cambridge Redevelopment Authority with proof of applicable insurance.

Signed (type name):

\_\_\_\_\_

Title:

\_\_\_\_\_

Date:

\_\_\_\_\_

**CERTIFICATE OF TAX, EMPLOYMENT SECURITY, AND CHILD CARE COMPLIANCE**

Pursuant to Massachusetts General Laws Chapter 62C, §49A and Chapter 151A, §19A(b) and Chapter 521 of the Massachusetts Acts of 1990, as amended by Chapter 329 of the Massachusetts Acts of 1991,

I \_\_\_\_\_ (Name) whose principal place of business is located at \_\_\_\_\_ (Address), do hereby certify that:

- A. The above-named Respondent has made all required filings of state taxes, has paid all state taxes required under law, and has no outstanding obligation to the Commonwealth's Department of Revenue.
- B. The above-named Respondent/Employer has complied with all laws of the Commonwealth relating to unemployment compensation contributions and payments in lieu of contributions.
- C. The undersigned hereby certifies that the Respondent/Employer (please check applicable item):
  - 1. \_\_\_\_\_ employs fewer than fifty (50) full-time employees; or
  - 2. \_\_\_\_\_ offers either a dependent care assistance program or a cafeteria plan whose benefits include a dependent care assistance program; or
  - 3. \_\_\_\_\_ offers child care tuition assistance, or on-site or near-site subsidized child care placements.

Signed under the penalties of perjury this \_\_\_\_\_ day of \_\_\_\_\_, 201\_\_.

\_\_\_\_\_  
Federal Identification Number

Signed (type name): \_\_\_\_\_

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

Date: \_\_\_\_\_



## APPENDIX B: REPORT IMPROVEMENTS BRAINSTORM

The following list of ideas are representative of CRA staff brainstorming and suggestions that have been made by others to improve the report, bring it in line with Cambridge's multi-modal goals and make it a more relevant tool for a broader range of stakeholders. Significant transportation mitigation programs have been approved or proposed related to multiple development projects in the area based on specific mode split expectations for the future. This report will help track progress as a district toward those future mode split assumptions. It is more vital than ever to have a comprehensive view of transportation in Kendall Square as public transit and roadways approach and exceed the limits of their capacity and performance (whether perceived or real), in order to be able to make adjustments to plans or better decisions regarding future investments and mitigation commitments.

The following list is a suggestion, and should be considered incomplete, as a part of the scope of this project is development of a new report. This new report should utilize emerging pedestrian, bicycle and traffic counting technologies as they become feasible, cost effective and comparable to existing datasets.

### Tenant Questionnaire

- The standard PTDM tenant survey was updated by the City (CDD) in 2017. Evaluate the standard tenant survey to assess including additional non-standard questions that may add value to the KSURP transportation report including items such as:
  - More specifics on mode split – differentiating the type of bus (MBTA, EZRide), new Transportation Network Companies (TNC's), working remotely, etc.
  - Consider issues such as employee awareness of TDM programs, perceptions of safety, capturing employee/tenant recommendations, and overall satisfaction with their current trip or available trip options.

### Automobile

- Re-evaluate and update the cordon counting locations (while keeping those necessary for historical data continuity), and use the latest technology that would help separate local and through trips. Note that most counts in Cambridge are done on a standard schedule according to the PTDM Officer, often in April, May, or June with the exception of specific school vacation and graduation weeks.
- Differentiate between transient and monthly parkers in the garage data collection process.

### Bike and Pedestrian

- Begin tracking bicycle parking usage, and if possible differentiate between general public, visitor, and resident/employee bike parking.
- Evaluate new bicycle count locations that are able to better identify bikes entering Kendall via certain routes and differentiate those traveling through or dispersing throughout the district. Locations should be considered so that this report can easily track changes that occur due to the installation of new bicycle facilities that are planned during future streetscape reconstruction projects.
- Add pedestrian counts at key places, using cost-effective technologies for collection

- Using Hubway's Open Data set, include a Hubway usage mini-report relevant to Kendall Square

## **Public Transit**

- Automated camera data collection of Red Line entrances and exits into the Kendall Square Station at the 4 station entrances. This data would be used to understand the demand at the station by entrance and determine the estimated percentage of trips beginning/ending within the area (combining with employee survey data).
  - Data collection would occur the same time periods as the traffic monitoring data collection
    - Week long collection (7 days)
    - AM/PM peak hours are most essential, but with a growing off-peak commute base and increased retail in the area, other times of day (particularly on weekends) would be valuable information to collect
- Report any year-to-year progress on MassDOT and MBTA Red Line improvement projects that have impacts on service at Kendall Station, potentially including but not limited to:
  - Replacement Red Line Car Update
  - Red Line Floating Slab Project Update
  - Red Line Signal Upgrades Update
  - MIT and BP Kendall head house upgrades (special permit conditions)
- Report the latest MBTA Annual Performance Report measures specifically related to Kendall Station services including, but not limited to:
  - On-time Performance metrics
  - Mean Miles Between Failures (MMBF)
- Report the latest MBTA Annual Ridership ("Blue Book") boardings and alightings at the Kendall Square Station including both subway and bus, as reported by the MBTA. Consider a separate independent data collection depending on accuracy of MBTA data for boardings and alightings.
- Explore options for collecting data and reporting on platform crowding, overcrowded buses and trains, and other issues related to service quality, capacity and safety that are due to operational performance at the Kendall Square T Station for both subway and bus services.
- Include an annual evaluation of the physical maintenance condition and capital investment backlog of the Kendall Square T Station. A baseline assessment was done in July 2016.
- Include boarding/alighting information from EZRide shuttle and other private and public shuttle bus services in Kendall Square as data is available from the source.
- Include an annual update section from the CRA's transportation related EIR commitments including the Kendall Square Transit Enhancement Program (KSTEP), incorporating the status of any projects specifically funded by the KSTEP.

## **Kendall Transportation Planning Update**

- Briefly summarize the year-to-year status of Kendall Square related transportation planning efforts, or those that impact a transportation service that links to/from Kendall Square
  - This is primarily an annual status update on KSMTF priorities

## APPENDIX C: AVAILABILITY OF DATA & KNOWN CHALLENGES

### C.1 AVAILABILITY AND FORMAT OF HISTORIC DATA & REPORTS 1995-2017

FST (now Stantec) produced the *KSURP Annual Traffic Report* from 1994-2014 for the CRA. In 2015, traffic and tenant survey data were collected but not analyzed and no report was published. In 2016 and 2017 only tenant survey data was collected, but no traffic data was collected and no report was published.

As of the publishing date of this RFP, CRA is still working with the former consultant team to locate all of the data reports and their associated technical appendices going back to 1994. Electronic copies of reports from 2004-2009 have been found but are not yet posted on the CRA website. It is possible that the period from 1994-2003 may only be available in paper format and may need to be scanned. The availability of any original background files and raw data sets that were used to produce the data and graphics in the reports (such as Excel spreadsheets), is still unknown as of the publishing date of this RFP. The 2010 and 2012-2015 reports or data compilations have been posted on the CRA website under the *Resources > Plans & Reports* menu.

The CRA plans to continue work to assemble this information during the RFP period and issue an addendum to the RFP with a downloadable link to a folder containing all of the recoverable files.

### C.2 AVAILABILITY OF EXISTING TRANSPORTATION DATA

The following list is a summary of existing user counts that may be available pending further investigation by the selected consultant team. *It should be assumed that none of these are available until they can be verified.*

- TIS analyses from recent MIT NoMA and SoMA, 88 Ames Street and MXD development projects
- KSURP Environmental Impact Report (EIR) 2015
- TPT traffic counts provided by adjacent property owners in compliance with the City's Parking and Transportation Demand Management (PTDM) Ordinance through City of Cambridge Open Data portal
- Bicycle-specific counts on Broadway from the EcoTotem in front of the Marriott-Volpe crosswalk through the City of Cambridge Open Data portal

### C.3 KNOWN NEAR-TERM DATA COLLECTION CHALLENGES

The following challenges will need to be considered and planned around during the data collection process, primarily related to construction:

- Longfellow Bridge construction partial closure and partial ramp detours to remain until late spring, early summer 2018, but additional punch list items including the rebuilding of Main Street between the Cambridge base of the bridge and the 3<sup>rd</sup> Street intersection could continue into 2019
- Closure of sections of Hayward, Wadsworth, Amherst, and Carleton Streets just south of Main to remain in place through possibly 2020
- Construction vehicle access to and from the 145 Broadway construction site to continue through 2019, and for the MIT NoMA/SoMA project, through 2020 or longer. Volpe federal building construction on Binney may cause additional temporary lane and roadway closures, and abnormal truck traffic starting in 2019 or 2020. The rest of the Volpe site may start redevelopment in the early 2020s, with unknown impacts.
- Three City park construction projects in Kendall Square will begin in 2018-2019 and each last two years potentially causing additional temporary lane and roadway closures, and abnormal truck traffic.

- Rogers Street is currently closed between 5<sup>th</sup> and 3<sup>rd</sup> for two years due to a residential construction project at the corner of Third Street and Rogers Street.
- "Little Binney" between the movie theatre and Cardinal Medeiros Ave is closed due to commercial building construction until possibly as late as 2019.

# Appendix D: Tenant Survey Questions

2017 Compiled Data for Boston Properties - Seven Cambridge Center - F15

Questions	Number of Responses	Percent of Total Responses
What time do you usually begin work in the morning?		
Left blank	0	0.0%
Before 6:00 AM	31	1.6%
6:00-6:59 AM	91	4.7%
7:00-7:59 AM	266	13.7%
8:00-8:59 AM	722	37.3%
9:00-9:59 AM	669	34.6%
After 10:00 AM	156	8.1%
<b>Total</b>	<b>1935</b>	
What time do you usually end work in the evening?		
Left blank	0	0.0%
Before 4:00 PM	135	7.0%
4:00-4:59 PM	396	20.5%
5:00-5:59 PM	732	37.8%
6:00-6:59 PM	437	22.6%
7:00-7:59 PM	147	7.6%
After 8:00 PM	88	4.5%
<b>Total</b>	<b>1935</b>	
How many hours do you usually work each day?		
Left blank	0	0.0%
Less than 2	6	0.3%
2 to 5	16	0.8%
6 to 8	764	39.5%
More than 8	1149	59.4%
<b>Total</b>	<b>1935</b>	
How long does it take you to travel to work on a typical day?		
Left blank	4	0.2%
0 to 15 min	218	11.3%
16 to 30 min	512	26.5%
31 to 45 min	506	26.1%
46 to 90 min	598	30.9%
90 +	97	5.0%
<b>Total</b>	<b>1935</b>	
How many miles do you travel to work on a typical day?		
Left blank	4	0.2%
0 to 10 miles	1295	66.9%
11 to 20 miles	309	16.0%
21 to 40 miles	232	12.0%
41 to 60 miles	75	3.9%
61+	20	1.0%
<b>Total</b>	<b>1935</b>	

2017 Compiled Data for Boston Properties - Seven Cambridge Center - F15

Mode	Monday	Tuesday	Wednesday	Thursday	Friday	Total Weekly Trips	Adjustment
Walked the entire way	218	208	193	194	201	1014	1014
Rode personal bicycle the entire way	195	200	198	203	181	977	977
Rode Hubway bikeshare the entire way	9	10	10	14	12	55	55
Drove alone the entire way	419	425	415	419	355	2033	2033
Drove + rode bicycle (park & pedal)	0	6	2	2	3	13	13
Public transportation + walked	686	697	689	695	637	3404	3404
Public transportation + personal bicycle	16	23	22	29	17	107	107
Public transportation + Hubway bikeshare	5	6	7	6	5	29	29
Public transportation + drove/carpool/shuttle	134	143	141	131	111	660	660
Carpool ( two- to seven-person)	69	74	71	77	67	358	358
Vanpoll (eight-or more-person)	1	1	1	1	0	4	4
Took taxi/Uber/Lyft with other passengers	9	9	10	12	8	48	48
Took taxi/Uber/Lyft with NO passengers	8	6	5	7	4	30	30
Was dropped off at work	10	10	15	13	11	59	59
Worked at Home	76	53	96	73	194	492	492
I don't usually work this day	10	9	9	8	30	66	
Sick, vacation, business trip, personal time, jury duty	63	46	38	41	87	275	
Other (scooter, skateboard, etc.)	7	9	13	10	12	51	51
	1935	1935	1935	1935	1935	9675	9334

Mode	Monday	Tuesday	Wednesday	Thursday	Friday	Adjustment
Walked the entire way	11.3%	10.7%	10.0%	10.0%	10.4%	10.9%
Rode personal bicycle the entire way	10.1%	10.3%	10.2%	10.5%	9.4%	10.5%
Rode Hubway bikeshare the entire way	0.5%	0.5%	0.5%	0.7%	0.6%	0.6%
Drove alone the entire way	21.7%	22.0%	21.4%	21.7%	18.3%	21.8%
Drove + rode bicycle (park & pedal)	0.0%	0.3%	0.1%	0.1%	0.2%	0.1%
Public transportation + walked	35.5%	36.0%	35.6%	35.9%	32.9%	36.5%
Public transportation + personal bicycle	0.8%	1.2%	1.1%	1.5%	0.9%	1.1%
Public transportation + Hubway bikeshare	0.3%	0.3%	0.4%	0.3%	0.3%	0.3%
Public transportation + drove/carpool/shuttle	6.9%	7.4%	7.3%	6.8%	5.7%	7.1%
Carpool ( two- to seven-person)	3.6%	3.8%	3.7%	4.0%	3.5%	3.8%
Vanpoll (eight-or more-person)	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%
Took taxi/Uber/Lyft with other passengers	0.5%	0.5%	0.5%	0.6%	0.4%	0.5%
Took taxi/Uber/Lyft with NO passengers	0.4%	0.3%	0.3%	0.4%	0.2%	0.3%
Was dropped off at work	0.5%	0.5%	0.8%	0.7%	0.6%	0.6%
Worked at Home	3.9%	2.7%	5.0%	3.8%	10.0%	5.3%
I don't usually work this day	0.5%	0.5%	0.5%	0.4%	1.6%	
Sick, vacation, business trip, personal time, jury duty	3.3%	2.4%	2.0%	2.1%	4.5%	
Other (scooter, skateboard, etc.)	0.4%	0.5%	0.7%	0.5%	0.6%	0.5%
	100%	100%	100%	100%	100%	100%

If you took public transportation for all or part of your commute, which route(s) did you use?	Number of Responses	Percent of Total Responses
Left blank	0	0.0%
Red Line	1019	86.5%
Green Line	174	14.8%
Orange Line	103	8.7%
Blue Line	19	1.6%
Silver Line	5	0.4%
Commuter Rail to North Station	85	7.2%
Commuter Rail to South Station	126	10.7%
Commuter Rail to Porter Square	35	3.0%
Bus Route	341	28.9%
EZRide	20	1.7%
Shuttle Bus	108	9.2%
Total	1178	100.0%

How many times per month do you use your own car for work-related business trips during the day?	Number of Responses	Percent of Total Responses
Left blank	0	0.0%
None	1651	85.3%
1 to 4	197	10.2%
5 or more	87	4.5%
Total	1935	

**2017 Compiled Data for Boston Properties - Seven Cambridge Center - F15**

	Number of Responses	Percent of Total Responses
<b>If you drive to work where is the vehicle usually parked?</b>		
Left blank	0	0.0%
Parking structure on-site	575	65.8%
Other parking structure lot	155	17.7%
On-street	144	16.5%
<b>Total</b>	<b>874</b>	
<b>If you drive part of the way where do you usually park?</b>		
Left blank	0	0.0%
Train/Transit Station	204	47.6%
Park-and-Ride Lot	14	3.3%
Parking lot/structure off-site	73	17.0%
On-street	138	32.2%
<b>Total</b>	<b>429</b>	
<b>When you walk/bike/take transit/carpool, why?</b>		
Most convenient way to commute	616	79.1%
Cheapest way to commute	472	60.6%
Fastest way to commute	385	49.4%
Safest way to commute	102	13.1%
Most fun way to commute	162	20.8%
Better for the environment	341	43.8%
Easy to find others to carpool with	7	0.9%
Too much traffic on streets and highways	290	37.2%
Parking is expensive at work	312	40.1%
Do not own a car	186	23.9%
Take kids to school or daycare or afterschool activities	29	3.7%
Work hours are irregular	59	7.6%
For exercise	266	34.1%
Other	41	5.3%
<b>Total</b>	<b>779</b>	
<b>When you drive alone, why?</b>		
Left blank	0	0.0%
Most convenient way to commute	419	63.7%
Cheapest way to commute	102	15.5%
Fastest way to commute	368	55.9%
Safest way to commute	67	10.2%
Enjoy my privacy, prefer to drive alone	179	27.2%
Free/cheap parking at work	41	6.2%
Physically disabled	15	2.3%
Need car for work-related trips	36	5.5%
Need car for errands before/after work	302	45.9%
Need car in case of emergencies	164	24.9%
Difficulty finding others with whom to carpool	89	13.5%
Take children to school or daycare or activities	197	29.9%
Work hours are irregular	220	33.4%
Transit schedules or routes don't work for me	173	26.3%
Concerned about bad weather	77	11.7%
I have a lot of things to carry with me	68	10.3%
Other	51	7.8%
<b>Total</b>	<b>658</b>	<b>100.0%</b>

**2017 Compiled Data for Boston Properties - Seven Cambridge Center - F15**

How likely would you change to rideshare, transit or other commuting alternative if the following incentives were available?

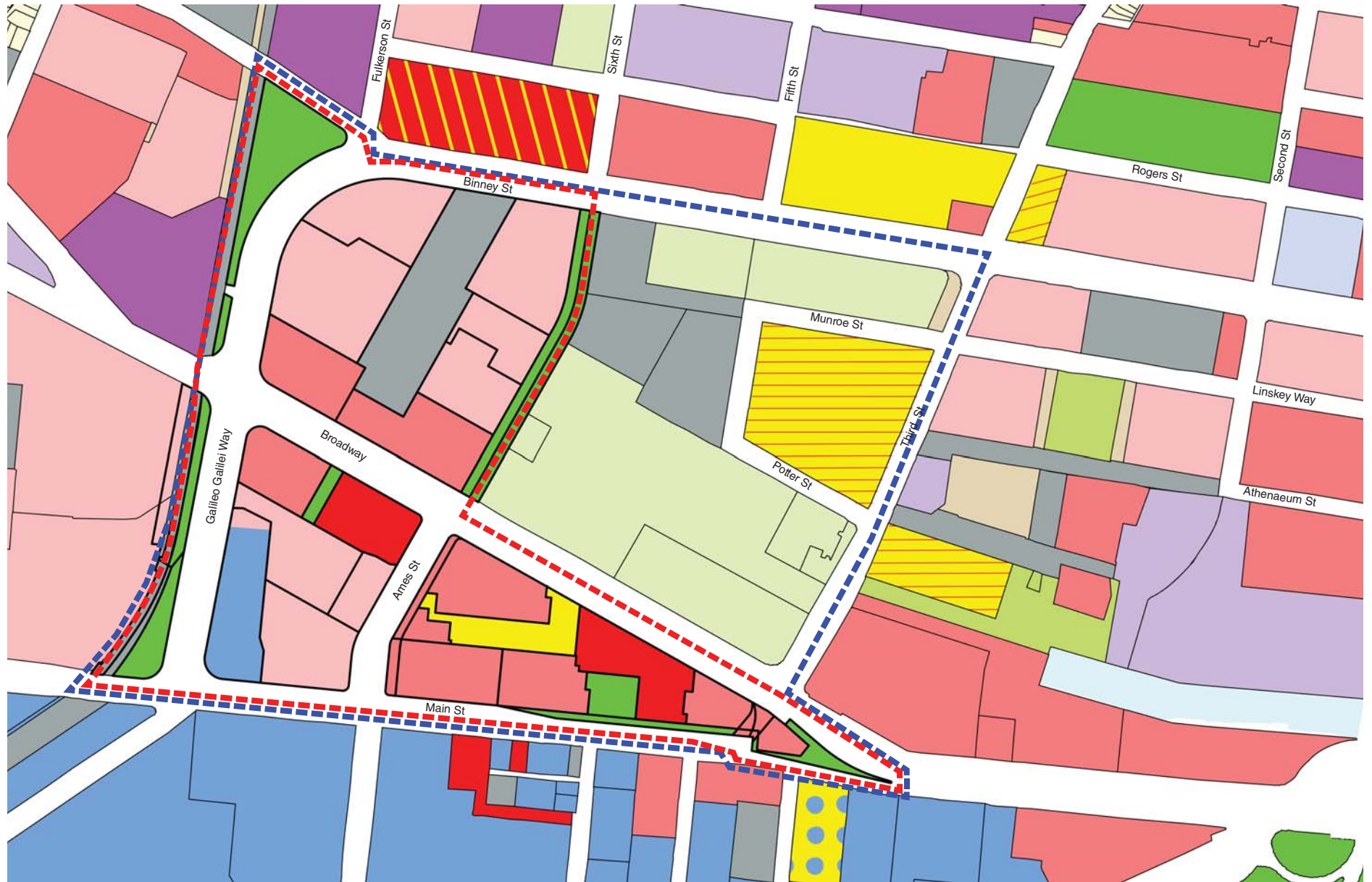
	<u>Very Likely</u>	<u>Somewhat Likely</u>	<u>Not Likely</u>	<u>Total</u>
ERH	130 15.7%	176 21.3%	521 63.0%	827
Hubway station near my work /home	135 16.2%	132 15.9%	564 67.9%	831
Free Hubway membership	178 21.3%	149 17.8%	509 60.9%	836
On-site transit information	76 9.6%	142 17.9%	576 72.5%	794
Shuttle to train/bus station	137 17.8%	151 19.6%	482 62.6%	770
Transit subsidy	262 32.5%	120 14.9%	424 52.6%	806
Vanpool subsidy	116 14.6%	126 15.9%	550 69.4%	792
Preferential parking	89 11.3%	143 18.1%	559 70.7%	791
Help finding someone with whom to rideshare with	104 13.0%	160 20.0%	538 67.1%	802
Vans available for ridesharing	98 12.3%	135 17.0%	563 70.7%	796
Car made available for business use during the day	82 10.3%	120 15.1%	592 74.6%	794
Easier/ more bicycle storage	133 16.8%	101 12.7%	560 70.5%	794
Showers and lockers made available	178 22.2%	111 13.8%	513 64.0%	802
Financial incentives for biking and walking	223 27.7%	117 14.5%	466 57.8%	806
On-site parking fees raised by 10% or more	69 8.9%	113 14.5%	596 76.6%	778
Other	33 6.9%	46 9.6%	402 83.6%	481



# Appendix E: Map of KSURP

EXISTING DISTRICT LAND USE

FIGURE 1.5



Source: Base Map Adapted from CDD GIS Map: prepared by Brendan Monroe on August 26, 2015.

