

**Board Packet of Supporting Materials  
April 11, 2018**

- i. Agenda and Notice
  - 1. Draft Minutes of the Regular Meeting of the Board on February 14, 2018
  - 2. Draft CRA Letter to MassDOT regarding Bicycle Facilities on the Longfellow Bridge
  - 3. Broad DNatrium 2.0 Design Presentation
  - 4. Kendall Center Public Space Activation Plan
  - 5. Kendall Transportation Report RFP
  - 6. Archivist and Records Management RFP
  - 7. Foundry Landmark Report
  - 8. Annual Investment Account Update
  - 9. Staff Report and Quarterly Financial Update



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## NOTICE OF MEETING

Pursuant to the Massachusetts Open Meeting Law, M.G.L. c. 30A, §§ 18-25, notice is hereby given of a meeting of the Cambridge Redevelopment Authority (CRA) to take place as follows:

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**Regular Board Meeting**  
**Wednesday, April 11, 2018 at 5:30 PM**  
Cambridge Police Department  
First Floor Community Room  
125 Sixth Street  
Cambridge, Massachusetts 02142

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## MEETING AGENDA

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

### Call

### Public Comment

### Minutes

1. *Motion: To accept the minutes of the Annual Meeting of the Board on February 14, 2018*

### Communications

2. Draft CRA Letter to MassDOT regarding Bicycle Facilities on the Longfellow Bridge

### Reports, Motions, and Discussion Items

3. Presentation: Broad DNatrium 2.0 Design

*Motion: Approving the proposed design of the Broad DNatrium within 415 Main Street, Parcel Three of the Kendall Square Urban Renewal Plan*

4. Presentation: Kendall Center Public Space Activation Plan (Mr. Peralta)

5. Presentation: Kendall Transportation Report Scope (Mr. Zogg)

*Motion: Authorizing the Chair and the Executive Director to enter into a contract with (selected firm) for an amount not to exceed (TBD) for the purpose of collecting and reporting multi-modal transportation in Kendall Square data in satisfaction of the Section 61 findings of the August 6, 2016 MEPA certificate for the Kendall Square Urban Renewal Plan Amendment #10.*

6. Presentation: Archivist and Records Management Scope (Ms. Levering)

*Motion: Authorizing the Chair and the Executive Director to enter into a contract with (selected firm) for an amount not to exceed (TBD) for the purpose of organizing historic and current CRA records consistent with the Massachusetts Public Records Law.*

7. Update: Foundry Redevelopment Process (Mr. Evans)

8. Report: Annual Investment Account Update – Morgan Stanley (Mr. Javaheri)

9. Presentation: Staff Report and Quarterly Financial Update (Mr. Evans)

Adjournment

**Supporting material to be posted at: [www.cambridgeredevelopment.org/next-meeting/](http://www.cambridgeredevelopment.org/next-meeting/)**

Upcoming Meetings:

- Special CRA Board Meeting – April 25, 2018
- Regular CRA Board Meeting – May 9, 2018

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The Cambridge Redevelopment Authority is a “local public body” for the purpose of the Open Meeting Law pursuant to M. G. L. c. 30A, § 18. M. G. L. c. 30A, § 20, provides, in relevant part:

*(b) Except in an emergency, in addition to any notice otherwise required by law, a public body shall post notice of every meeting at least 48 hours prior to such meeting, excluding Saturdays, Sundays and legal holidays. In an emergency, a public body shall post notice as soon as reasonably possible prior to such meeting. Notice shall be printed in a legible, easily understandable format and shall contain the date, time and place of such meeting and a listing of topics that the chair reasonably anticipates will be discussed at the meeting.*

*(c) For meetings of a local public body, notice shall be filed with the municipal clerk and posted in a manner conspicuously visible to the public at all hours in or on the municipal building in which the clerk's office is located.*



Annual Board Meeting  
Cambridge Redevelopment Authority

Wednesday, February 14, 2018 5:30pm  
Robert Healy Public Safety Center / Cambridge Police Station / Community Room  
125 Sixth Street, Cambridge, MA

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DRAFT Meeting Minutes

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### Call

Chair Kathleen Born called the meeting to order at 5:36 p.m. Other Board members present were Vice Chair Margaret Drury, Assistant Treasurer Conrad Crawford and Assistant Secretary Barry Zevin. Treasurer Christopher Bator was absent. Executive Director Tom Evans and other CRA staff members, Ellen Shore, Jason Zogg, Carlos Peralta and Alex Levering, were in attendance.

The meeting is being recorded by the CRA and a member of the public.

### Public Comment

*Ms. Heather Hoffman* thanked Mr. Evans for the thoughtful and well-written letter that he submitted regarding I-90, which she said is being distributed throughout the East Cambridge community. She also appreciated the POPS inventory and hoped that signage would follow to help others understand that the public is allowed in these public spaces. Mr. Evans said that the CRA is actively working on signage with Boston Properties. Regarding the Foundry, Ms. Hoffman said that she went to a talk given at the Berkman Klein Center by Nate Hill, Executive Director of METRO 599 (Metropolitan New York Library Council), that could be beneficial for ideas on operating the Foundry. She will send the link of the videoed talk to Mr. Evans and Mr. Evans will then distribute it to the Board.

*The motion to close public comment carried unanimously.*

### Minutes

#### **1. Motion: To accept the minutes of the Regular Meeting of the Board on January 17, 2018**

There were no comments made.

*The motion to accept the minutes and place them on file carried unanimously.*

### Communications

#### **2. Memorandum from Bill Gordon of Just-A-Start regarding Fire Suppression System Grant/Loan for Squirrelwood Project, January 9, 2018**

Mr. Evans said that during and since the CRA's recent loan to Just-A-Start (JAS), there have been many discussions about a CRA loan funding program for housing, as well as other community entities. Currently, there is no infrastructure established for taking in requests and allocating funds. In the meantime, another formal request for funds has been received from JAS, which can be found in the Board's packet. This topic also relates to agenda #9. Mr. Evans introduced Bill Gordon, JAS Director of Real Estate.

Mr. Gordon initially thanked the Board for the previous loan for fire suppression systems in the Consolidation Project, which included the reconstruction of 50 York and the renovation of many units. Although fire suppression systems are not mandatory, JAS would like to include fire suppression systems in a similar renovation and consolidation project, the Squirrelwood Project. This project was able to leverage

23 additional affordable units. Mr. Gordon explained that some of the money for the new units constrains the ability to fund the renovation of older units. The new request for \$420,000 is a maximum amount needed for fire suppression systems. He spoke about the wooden buildings that are in close proximity to each other. Most of the financing has been committed. Construction would start in Q1 2019. In order to submit paperwork, he would like to know if the CRA could commit (tonight if possible) and how much (within the next month or two). Mr. Evans added that the sprinklers would be installed in the Linwood Court apartments which were part of the redevelopment of the Wellington-Harrington project area.

In response to Ms. Drury, Mr. Evans said that agenda #9 will be a comprehensive discussion regarding how larger scale funding requests should be received and evaluated by the CRA, such as this JAS request and others that have been received in less formal manners. Such requests are bigger than those in the Forward Fund structure, thus, a conversation is needed regarding fairness and priorities. That conversation would not discuss merits of any individual request but of the larger program. Mr. Gordon emphasized that the other funders of the JAS project need to know if CRA will be contributing. Mr. Gordon said that each sprinkler system is about \$10,000 or less per unit. There are 44 units affected. Money for fire suppression systems for the new units would not be part of this request. In response to Mr. Crawford, Mr. Gordon said that there would not be other requests for fire suppression units. Mr. Gordon noted that affordable housing has constraints that other organizations might not have. Mr. Evans clarified that the other requests for infrastructure funding have been from owners of community facilities who need more money than the Forward Fund was offering. Mr. Zevin said that the JAS request is a laudable project. However, he noted that fire exposure from the outside is now worsening by the densifying of the project and would hope that fire-safe materials would be used for the new building exteriors.

*The motion to refer item #2 to item #9 of the agenda was seconded and carried unanimously.*

### **3. Comment Letter from CRA to Mathew Beaton regarding I--90 Viaduct Replacement Project, February 9, 2018**

Mr. Evans said that this letter was sent on Friday and states the importance of a West Station, connection to the Grand Junction, and other urban planning issues. Mr. Evans had cosigned a letter with the KSA making the concerns known to many major employers in the area who then sent letters to the Secretary as the project affects the whole region. Some changes have been made since the publication of the EIR. Harvard has volunteered to participate in funding towards the construction of the station. Boston University has been approached as well. Besides funding, however, there are issues with the redesign of the Turnpike which compromise the station.

The Board thought the letter was terrific. There was a discussion about KSTEP funds and the need for a comprehensive transit connection study and a plan for the Allston area that includes the Grand Junction transportation corridor. Doing a traffic count before the Longfellow Bridge opens in the end of May and then afterwards for comparison was discussed. Mr. Evans noted that the annual transportation data report has not occurred for two years due to all the road construction on Main Street, Ames Street, and the Longfellow Bridge. The CRA will issue an RFP for that consultant very soon. Mr. Evans said that he would look into doing a quick count on certain key areas.

Mr. Crawford thanked Mr. Evans for including the open space component in the letter as this is an opportunity to improve the riverside open space. A clarification was made that the reference to one-lane local streets meant one lane in each direction.

### **Reports, Motions, and Discussion Items**

#### **4. Election of Officers**

Ms. Born clarified that tonight's meeting is the annual Board meeting where the officers are elected from the current Board members and the annual report is reviewed. Since it takes time to complete the report, the annual meeting takes place in February.

*The motion to vote the current slate of officers as the officers for the upcoming year was made and seconded.*

A roll call was taken.

Mr. Bator – absent  
Mr. Zevin – yes  
Mr. Crawford - yes  
Ms. Born – yes  
Ms. Drury – yes

*The motion passed.*

## **5. Report: 2017 Annual Report of the Cambridge Redevelopment Authority**

Ms. Born said that the report shows that the organization has come a long way. Mr. Evans said that this was a staff effort and thanked Ms. Levering for compiling and laying out the information.

Mr. Evans said that there continue to be many activities related to Kendall Square but staff is looking for opportunities to expand the scope of the CRA to be more citywide. The most momentous element of 2017 was finalizing the development deal for the initial phase of the Infill Development Concept Plan which provides the CRA with resources for a greater scope of activities. A majority of these funds will be used towards the Foundry and KSTEP transit fund. There was a significant commitment in 2017 to affordable housing. Ways to manage and utilize the non-committed funds towards implementing the CRA mission are topics for discussion.

The activities and projects map on page 9 tracks the areas of active work in Kendall Square and beyond. The inset map shows the locations of the 2017 Forward Fund project sites. Mr. Evans said that 2017 construction and planning will result in the highly anticipated opening of residential units at 88 Ames, ground floor retail at Ames Street, 145 Broadway, and Main Street via Boston Properties, redesign of the Broad Atrium, the streetscape design along Binney/Broadway/Galileo Way, the continued food truck operations on Parcel 6, and ongoing park management, park improvements and space activation. Projects outside Kendall Square include the Foundry, 105 Windsor, issuing the Just-A-Start loan, and the 2017 Forward Fund projects.

The Annual Report also mentions the evolution of the agency with respect to outreach, continuous staff learning, internal operations improvements, and finances. The organization has an inconsistent stream of revenue. The income received in 2017 put a significant focus on our investment and financial management plan. The CRA has committed to environmentally and socially responsible investing. Most of the CRA funds come from the sale of development rights. Most of the funding goes towards major redevelopment investments. The last page shows a list of many of the 2018 priorities.

The Board was proud and appreciative of the hard work that staff has done. The value of Annual Reports gives institutional knowledge of the organization. Mr. Evans said that the City and the State will get a copy of the report.

The motion to place the report on file was seconded and carried unanimously.

## **6. Update: Design Plans for Binney Street Park, Parcel 7 of the Kendall Square Urban Renewal Plan Area**

Mr. Zogg introduced Tim Wilson, from Stoss, and Stuart Dash, from CDD. Mr. Zogg explained that geotechnical testing is still being done on the soil so what is being shown tonight could change.

Mr. Wilson said that most of the work done follows the ECKOS design competition goals. He expects construction to occur this year in all three parks. Although the initial design was a play area, it was

reassessed due to strong public feedback for a dog park. He emphasized the awkward shape and the many constraints. Outside a fenced-off dog park and along Galileo Way, there would be seating and planted areas. There will be a 14-foot multi-use path, a cycle track and new sidewalks along Galileo and Binney. Stoss is conducting grading studies to integrate everything. Other dog parks in Cambridge were studied with respect to location and size. There was a discussion of the surface of the dog park. The goal is to keep as many trees as possible, including the four Linden trees, but there is a challenge to keep the cycle path within the park boundary while protecting the trees. Discussions are being held with respect to the Binney Streetscape design. The utilities - water, telecom, steam, and the new storm water pipe - are currently being surveyed. Testing for contamination on site is also occurring, and factories that once existed on this site need to be researched.

Ms. Drury said that the dog park doesn't need to be as big as presented. There will be a fence surrounding the dog park. There will be three entrances. There was a discussion of the location of the seating. In response to Mr. Hawkinson, Mr. Wilson said that the long narrow section of the park doesn't offer space other than that to accommodate a 14-foot path, a buffer on each side, a railway, and a sidewalk. There was a discussion of the shape of the area. The Board liked the current design better than the initial design. They liked the seating areas located near, but outside, the dog park area. There was a discussion of the switch from a playground to a dog park, as well as the other three parks.

In response to Mr. Zevin, Mr. Evans said that although the Binney Streetscape design and the Binney Street Park are not seamlessly timed, they are informing each other. Regarding the curb on Galileo Way, Mr. Zogg said that the scope of work for the park project ends at the sidewalk. The street trees are not being touched. The park project is not touching the granite curb. The streetscape design imagines shrinking the roadways, so the curb line is being brought back inward and not touching the park. The recently poured areas should not be impacted. Mr. Evans said that the existing curb is an important part of the infrastructure that will remain and function as a root barrier. The goal is to keep that there and build a new curb in towards the street. Mr. Zogg added that the DPW is working on the Little Binney side of the streetscape design.

There will be drinking fountains for humans and dogs. Mr. Dash said that Amgen, in fulfilling their special permit from years ago, contributed to the Grand Junction pathway that fronts their building. Tables and chairs are expected in the plaza area. Mr. Dash is also talking to Alexandria about the Metropolitan Pipe site across the street and how it might interact with the park and the Cottonwood tree. The decrepit billboard that is owned by the State was discussed.

Mr. Wilson said that interactivity with the steam line was an intriguing possibility. At this time, art along the fence is beyond the budget. Although the goal is to build the park this year, Mr. Wilson said that if contamination is found on the site, the schedule would be affected.

## **7. Presentation: KSURP-- MXD Private Open Space Inventory**

Ms. Born said that the CRA had been asked to clarify the use restrictions of the privately only public spaces within the MXD district. Ms. Alex Levering said that the purpose of the webpage is to increase transparency and understanding in the development process but also to help advertise the space available for public use. Ms. Levering noted that existing covenants and agreements have expiration dates.

Privately owned but publicly accessible open spaces (POPS) can be protected through zoning requirements, development agreements, and land use restrictions (easements and covenants). There are a number of POPS in Kendall Square. Ms. Levering walked through the newly created webpage on the CRA website. The POPS are numbered and displayed in green. Below the map is more information about each of the POPS including operating hours, the site owner, who maintains the site, amenities, vegetation, handicap accessibility, area size, and covenant expiration date. More detailed maps can be accessed by clicking on the POPS map link highlighted in blue. Some of the POPS have links to other information, including the legal agreements specifying the covenant. There is also a link to CDD's Special Permit Privately Owned Public Spaces website. Ms. Levering asked CDD to link their page back to this CRA page.

In response to Ms. Born, Ms. Levering said that CDD has a table of special permit agreements that don't include Kendall Square.

The new CRA page is Phase 1 of this project. Stage 2 is working with Boston Properties to implement signage for the POPS, as Ms. Hoffman brought up in public comment. The hope is for similar signage created for these POPS be replicated in other neighborhoods in Cambridge.

Mr. Evans said that a link to the GIS layered shape file will be added to the CRA webpage.

## **8. Update: 2018 Parcel Six Food Truck Program**

Mr. Peralta said that this is the third year of the vendor program. The process started earlier this year so dates could be offered before the Boston Rose Kennedy Greenway lottery occurs, as requested by some vendors. Seventeen submissions were received representing many different types of cuisine. Based on food truck reviews, the days offered, and avoiding competition with nearby brick-and-mortar restaurants, a proposed draft schedule was created and distributed to the Board. All the vendors are new to the program except for three. On two days, there will be three vendors – two trucks and a trike/cart. Mr. Peralta spoke about each of the vendors.

To get ready for the site, Brightview is scheduled to do spring cleaning before the season starts on April 1. Green City Growers, again sponsored by Boston Properties, will continue their garden educational program at the site. The furniture will need to be replaced. Brightview will clean and reinstall the blue canopies. Mr. Peralta said that there were no issues last year with the neighboring brick-and-mortar restaurants but he will be contacting them as a courtesy.

Mr. Evans said that the schedule will be confirmed once the vendors complete the licensing procedures. A Board vote is not necessary.

## **9. Discussion: Community Impact Funding Programs**

Mr. Evans said that there is a second request for funding from Just-A-Start (JAS) and although they want an answer right away, it seems that they could wait. There are also similar, but less formal, requests via emails and conversations from other nonprofit-owned community centers in the area that also have old buildings and facilities. There is a need for a formal transparent request process and parameters for a program to handle sizeable loan or grant requests. The CRA has discussed how it can be supportive to affordable housing with a program to provide funding for upfront feasibility work to housing-oriented nonprofits or for nonprofits that would like to explore new housing opportunities on land that they own. Funding for these endeavors is risky because the state reimbursements and tax credits are only recovered if the project moves forward. Staff has been looking at other similar programs within the country. Another component of funding is for retail lending support. Mr. Evans has also spoken to foundations that do funding with respect to their best practices processes. Although Mr. Bator has said that staff should come to the Board if more money or staff is needed for loan projects, Mr. Evans thinks a policy objective needs to be established.

Mr. Crawford suggested that funding could be limited to addressing compelling gaps or vulnerabilities in capital stock. Ms. Drury would like the CRA to focus on affordable housing which would require a better understanding of the needs that aren't funded in addition to the predevelopment expenses. Mr. Evans said that more discussions are needed with others like Peter Daly and Homeowners. Mr. Evans added that gaps in affordable housing are different now and probably larger with the current federal government administration. Everyone is recalibrating how to build affordable housing. Ms. Born wants to avoid raising expectations. There was a discussion of loans, forgivable loans, and grants. Mr. Evans said that a transparent process and program removes a political aspect of giving to one group but not another. There was agreement that the CRA should keep a real estate focus but, if there is a need, maybe the CRA should be the "sprinkler guy." Mr. Evans said that most of the requests have been capital in nature. The CRA financial advisor suggested creating an endowment by modifying the investment policy to help set a limit to what can be offered as loans or grants. Ms. Drury asked to analyze the CRA's financial projections of various scenarios. Mr. Evans explained that there are known financial commitments, including the Foundry,



KSTEP, the Forward Fund, and current staffing levels. The next capital event could be triggered in 2021/2022 with another Boston Properties building. After that, however, the financial situation becomes similar to that of 2016 where the CRA is drawing down its reserve while awaiting the next development project.

Mr. Evans said that the capital costs requests range from financial help with floors and heating problems to kitchen renovations and entire building reconstruction projects. There is a \$125,000 commitment for new Forward Fund projects in 2018. There was a discussion of a creating another Forward Fund grant type which had an increased grant size and a focus on affordable housing. Mr. Evans said that this would also require a different selection committee and perhaps a different cycle. Mr. Evans explained that the JAS loan is a soft-loan without a guarantee to get much of the money back. Ms. Born suggested setting an available amount, or a percentage of income from any development rights, for one multi-year cycle based on criteria and CRA goals. Ms. Shore suggested creating an endowment or a foundation which only uses earned interest. Mr. Evans has spoken with professionals on the topic. Mr. Evans emphasized that the fund needs a topical focus. Mr. Crawford suggested addressing access to core fundamental needs and safety. Mr. Zevin suggested focusing on affordable housing and open space. Mr. Hawkinson noted that focusing on affordable housing has a very limited nonprofit audience. Ms. Drury explained that the funding sources have changed with the new federal administration.

Regarding JAS, Mr. Evans understands their need but there is an equity and fairness aspect that cannot be overlooked, especially since there are known immediate capital concerns among many community-owned facilities. There needs to be a transparent process with rules of engagement and selection to avoid political situations. Mr. Evans liked Mr. Crawford's idea of offering funds to Cambridge organizations that help to provide core life-safety needs to a population but have limited access to other capital dollars. Ms. Drury said that this loan to JAS could be viewed as a continuation of the first loan. Mr. Evans noted the historical relationship CRA has with the Wellington-Harrington area. Staff will do some research possibilities and bring a recommendation to the Board in April, as there is no meeting in March. Mr. Zogg noted tying loan programs to the stated Mass DHCD purposes of a redevelopment authority.

#### **10. Update: Foundry Operator RFP**

Mr. Evans said that the CRA is in the midst of a procurement process. The RFP was issued on January 25. There was tour last week with about 16 non-City people. The list of the attendees is posted on the CRA website. Mr. Evans explained how the police and fire departments are currently using the building for training. All questions from the tour, as well as questions asked until tomorrow, are being recorded. They will be answered via an addendum that will be published on the website and distributed to everyone. RFP responses are due March 8. A selection recommendation committee was composed of City staff similar to those on the designer selection committee. One or two teams will make a public presentation to the CRA Board in May. The Board will be asked to make a selection based on the selection committee's feedback. The City Manager also needs to approve the selection but his staff is part of the selection committee process. There is a kickoff meeting with the architect in the beginning of March. They are not yet under contract and this meeting is part of the scoping process, which includes an understanding of the public process component. The CRA RFP is looking for operators who can handle the range of duties - maintenance, activity programming, and office and commercial space tenancing. Mr. Evans said that there are conversations occurring between RFI applicants. Registration was highly recommended but not required. There was no fee to receive the online RFP but there were over a dozen interested entities. Mr. Evans expects a few proposals, some of which will be from a merging of these entities.

In response to Ms. Shore, Mr. Evans said that an addendum would need to be published with enough time to hold another tour. Extending the timeline is not desirable as it will shorten the timeline and the ability of a selected operator to catch up with the designer.

## **11. Report: Odyssey Advisors GASB 74/75 Actuarial Valuation and Findings**

**Motion: To modify the CRA Investment Policy to allow up to 60% of the OPEB Plan account to be prudently invested in equities, in order to increase the discount rate of the fund in accordance with the December 2017 GASB report.**

The CRA has a liability in its requirement to pay a major portion of health insurance for each vested retiree and his/her dependents, as well as all future vested employees and their dependents. There are currently 12 retirees/dependents and five active employees. Actuarial analysis assumes all active employees will retire from the CRA. This health insurance liability can be reduced by a “discount rate” by showing that the CRA is planning for these long-term payments. To do this, an OPEB trust fund was created and funded. These monies are irrevocable and can only be used to fund health insurance. The statutory obligation is lowered when evidence of planning is shown.

Three years ago, the actuarial consultants, Odyssey Advisors provided a sample funding schedule for OPEB suggesting that the CRA could be fully funded in 30 years if \$7,000 were contributed annually earning 7.0% per year on the investments. The CRA invested \$14,000 for the years 2016 and 2017 and used a CRA Board approved OPEB investment strategy of 60% equity and 40% fixed income. Based on the new GASB 74/75 regulation calculations and a new cycle of actuarial analysis, the CRA needs a larger annual contribution or a more aggressive investment strategy to become fully funded in 30 years. Since the main goal of the OPEB account is to obtain long-term capital growth, a more aggressive portfolio with a higher equity percentage is recommended. This would increase the discount rate, lessen the liability, and do so without detracting funds that can be used for projects. To increase the ratio, a change is needed to the investment policy for OPEB. After discussions with the investment advisor, the Board might want to consider increasing the equity percentage on the major investment account as well. Mr. Evans said that the current investment policy has a 30% equities cap for the general investment account and 60% equities cap for the OPEB account. The idea is to enable the investment advisor the ability to prudently adjust the investments based on market opportunities. Mr. Javaheri is presenting to the Board in April.

The Board tabled the motion until Mr. Javaheri’s report to the Board in April.

## **12. Report: Monthly Financial Update**

Mr. Evans said that the annual report replaced the monthly staff report this month. The financials show that the insurance budget has almost been reached as most of it is paid in full at the beginning of the year. Other line items are tracking on target. A one-third reduction in rent was negotiated for 2018 which will be reflected next month since the non-discounted rate was paid in January and February. The employer portion of the health insurance payments to GIC are made on a quarterly basis.

A motion was made and seconded to move to Executive Session for the purpose of discussing lease negotiations for office space at 255 Main Street (One Cambridge Center) within the Kendall Square Urban Renewal Area. This is a real estate negotiation where a discussion in a public session may have a detrimental effect on the negotiating position of the CRA. Since the Board has concluded all of the business set forth on the agenda, the Board will not reconvene in open session.

A roll call was taken.

Mr. Zevin – yes

Mr. Crawford – yes

Ms. Born – yes

Ms. Drury – yes

Mr. Bator was absent

The public session adjourned at 9:17 p.m.

April \_\_, 2018

Jonathan Gulliver  
Highway Administrator  
Massachusetts Department of Transportation  
10 Park Plaza, Suite 4160  
Boston, MA 02116-3969

Dear Administrator Jonathan Gulliver,

The Cambridge Redevelopment Authority (CRA) would like to express its support for implementing protected bike lane infrastructure east bound on the Longfellow Bridge. The CRA believes this design change will allow the project to establish safer and more comfortable bicycle connectivity between Kendall Square and downtown Boston.

In partnership with the City of Cambridge, the CRA has been improving pedestrian and bicycle safety in the district to support the innovation economy and encourage sustainable growth. Over the past fifteen years, during a period of substantial commercial and residential development, bicycle ridership in Kendall has doubled while vehicle ridership has remained the same. This has led to the Longfellow Bridge being one of the busiest cycling routes in the Boston area. According to the Boston Transportation Department's 2017 Bicycle Count report, cyclists make up 34.9% of the bridge's inbound commuter traffic, up from 25.2% the year before, despite ongoing construction.

With Cambridge and Boston signing onto Vision Zero legislation, it is clear that both cities have made safer transit infrastructure a priority. The CRA applauds MassDOT's pioneering leadership in writing its Separated Bike Lane Planning and Design Guide and recommends the 2015 guidelines be implemented on this project, which was designed before the document was published. A protected lane could also allow for faster transit for emergency vehicles heading to Charles MGH.

The CRA looks forward to the completion of the Longfellow Bridge construction and urges MassDOT to install protected bicycle infrastructure at least as a pilot before it reopens in May. Doing so will more equitably allocate space on the bridge according to current commuter mode share and demonstrate a shared commitment of Cambridge, Boston and the Commonwealth to sustainable transportation.

Sincerely,

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Tom Evans  
*Executive Director*

Cc: Stephanie Pollack  
Jackie DeWolfe  
Joseph Barr  
C.A. Webb

## CRA Design Review Committee Meeting

Broad DNAtrium

3/21/2018

### MEETING SUMMARY

The following points are key takeaways from the public meeting held by the CRA Design Review Committee on 3/21/2018. These items should be taken into account by the Broad Institute when coming back to the full CRA Board for approval. If approved at a future CRA Board meeting, any of these could become conditions of approval especially if it is not clear that they have been fully addressed by then.

- Density along the Curtain Wall: The density of information and exhibits has greatly improved while the flexibility of the interior space has been maintained, and outdoor sculptures added to begin to draw people in. However, the curtain wall glass / retail edge needs to be utilized more. Urban retail design begins with a layer of items on display that go beyond singular sculptures in the windows which help draw people in. That is where the term “window shopping” comes from. While the trees are nice, they are of lesser importance than having a greater density of visual interest along the glass, and the Board would be fine with reducing their number or eliminating them if it resulted in more visual interest along the glass. This aspect is critical because the DNAtrium and building are generally open 9am-5pm Monday-Friday, leaving all evening and all weekend for the windows to serve a greater sidewalk activation role than sculptures alone. Signage that stands out more than the existing signage should also be utilized along the Main Street glass frontage. The Broad Institute should bring more information about how these concerns will be addressed when coming back to the CRA Board.
- Kendall 3D Model/Map: The CRA is very excited about the concept of beginning the DNAtrium journey with a 3D model/map of the district and using it to tell the story of the biomedical innovation ecosystem in Kendall Square. The CRA encourages the Broad Institute to contact the MIT MediaLab City Science Group to view their neighborhood model that uses projection software on a flat white map in order to tell a more dynamic story. Such an electronic projection system would be less static, easier to update, and be able to tell more varied stories than a solid model. The Broad Institute should contact the City Science Group about this technology prior revisiting the CRA Board.
- What is in a typical biomedical research building: For those who do not work in Kendall Square, and even many of those who do, what is inside most buildings in Kendall Square remains a mystery. The innovation ecosystem that has been built over the past 50 years contains a variety of institutions and corporations, all with different industries, or different focus areas within the same industry, although their facilities sometimes share much in common. The buildings themselves and their basic functionalities are often easier to understand than the work going on inside of them. Understanding the facilities these institutions operate within is a strong pathway to understanding what happens inside of them, and one that is used in museums across the country. Rooms and floors in some buildings in Kendall including the Broad have unique and interesting functions that are not found in more standard buildings. The building as the operating unit of what happens within it is a vehicle to tell the story of Kendall Square. Explanatory diagrams of buildings can be intuitive and well understood by the general public. The 75 Ames Street Broad tower is also an impressive engineering achievement, and unique for its nature as a vertical lab building within a medium density urban environment as well as its intentional design for climate change resilience. The Broad Institute should address this when revisiting the CRA Board.

- Timeless conversation piece: The CRA envisions the sculpture elements outside the building becoming iconic conversation pieces that people of all ages will interact with, take photos with, and learn from. There were several precedent examples mentioned during the meeting. The Broad Institute should bring more detailed ideas regarding the design of this feature to the full CRA Board.
- Exterior experience at night: The CRA encourages the Broad to consider what the sidewalk experience could be at night. How are the sculptures lit? Are any other items in the window lit? Is there a light, projection or sound element that could be activated at night by pedestrian movement? An example in an alley from the Cité Mémoire project in Montreal was mentioned during the meeting. The Broad should address this aspect of the DNatrium design when revisiting the CRA Board.
- Connections with adjacent neighborhoods: Public comment during the meeting highlighted the need for the Broad Institute to work on forming closer ties to the three neighborhoods that border Kendall Square – East Cambridge, the Port, and Wellington-Harrington. The CRA encourages the Broad Institute to meet with neighborhood associations, institutions and individuals in those neighborhoods to discuss the Institute’s relationship with the community, what the new DNatrium will be and how it will connect to them. The Broad Institute should present a plan for addressing this when revisiting the CRA Board.
- Complementarity to MIT Museum: The CRA Board would like to see a strong link between the DNatrium and the new MIT Museum coming to the adjacent block of Main Street in the coming years. The DNatrium has the potential to be the biomedical/biotech and genetic research compliment to the more engineering focused MIT Museum.
- Interaction through questions: The CRA encourages the Broad to have ongoing interaction with the public through asking probing questions from the screens in the entry lobby vestibule, or on the glass. This direct interaction with the public would create a changing and less passive, more thought provoking experience on the street.
- CRA annual reporting requirement: The CRA typically requires annual reports on the status of projects that have a significant ongoing publicly-accessible programmatic component to their success over time. An annual reporting condition may be a paper or PDF report submitted annually, or it may be an annual presentation to the CRA Board.

# Broad DNAtrium Renovation

## Responses to Design Committee Feedback

Presentation to  
Cambridge Redevelopment Authority

April 11, 2018

# Feedback from CRA Design Committee

## Engagement, Density, and Experience

*We re-envisioned the Broad museum space based on several key areas of feedback:*

- **Engagement:** Boldly activate the street, increase outreach, and decrease the barrier to entry.
- **Density:** Greatly increase content to ensure an active learning environment for visitors and Broadies.
- **Experience:** Create, maintain, and evolve content which reaches and excites target audiences. Maintain flexibility for events while ensuring a museum experience.

# Response to Feedback

## **Engagement:** Boldly activate the street and decrease the barrier to entry.

- We will engage deeply with local neighborhoods (East Cambridge, the Port, and Wellington-Harrington) both as key partners in program planning and as audience members. As a first step, we have contacted Chuck Hinds, President of the East Cambridge Planning Team, to begin building the relationship and be added to the May agenda.
- We will install large, climbable sculptures along the sidewalk. These will be accompanied by decals with intriguing questions in large text on the glass (such as, “What is disease?”). We will work with a designer (are currently speaking with Chris Williams, who has done work in Kendall) to ensure timelessness of the sculptures, while allowing flexibility. At night, the sculptures may light up, in tandem with the media wall and towers, and the museum-quality exhibit lighting. We are partnering with technology firms to explore augmented reality, potentially for creative and engaging light shows after hours.
- We will install colorful signage on the glass with a welcome message, hours, and contact information.
- We will hire a part-time docent and create a museum guidebook.



# Response to Feedback

**Density:** Greatly increase content in the museum to ensure active learning environment to visitors and Broadies.

- We will create four “groves” of tall display cases, covering the majority of the main floor space.
  - Exhibits will also be placed appropriately close to the glass curtain wall to encourage engagement from passers-by and viewability after hours.
- We will ensure that seating is located in entryway for visitors and sparsely placed throughout exhibits.
- To orient our Kendall Square visitors, we are taking two additional steps recommended by the CRA Design Committee:
  - **Kendall 3D Model/Map:** We have begun discussions with City Science Group about dynamic and updateable technology.
  - **“What Happens Upstairs in Broad?”** We will produce a video that shows the journey of a sample—from the patient through various labs at Broad. The video will help visitors understand both the daily physical landscape and the engineering feats required by cutting-edge science. We may also create an accompanying building diagram and reduced scale model.

# Response to Feedback

**Experience:** Maintain flexibility for internal and external events while ensuring museum experience.

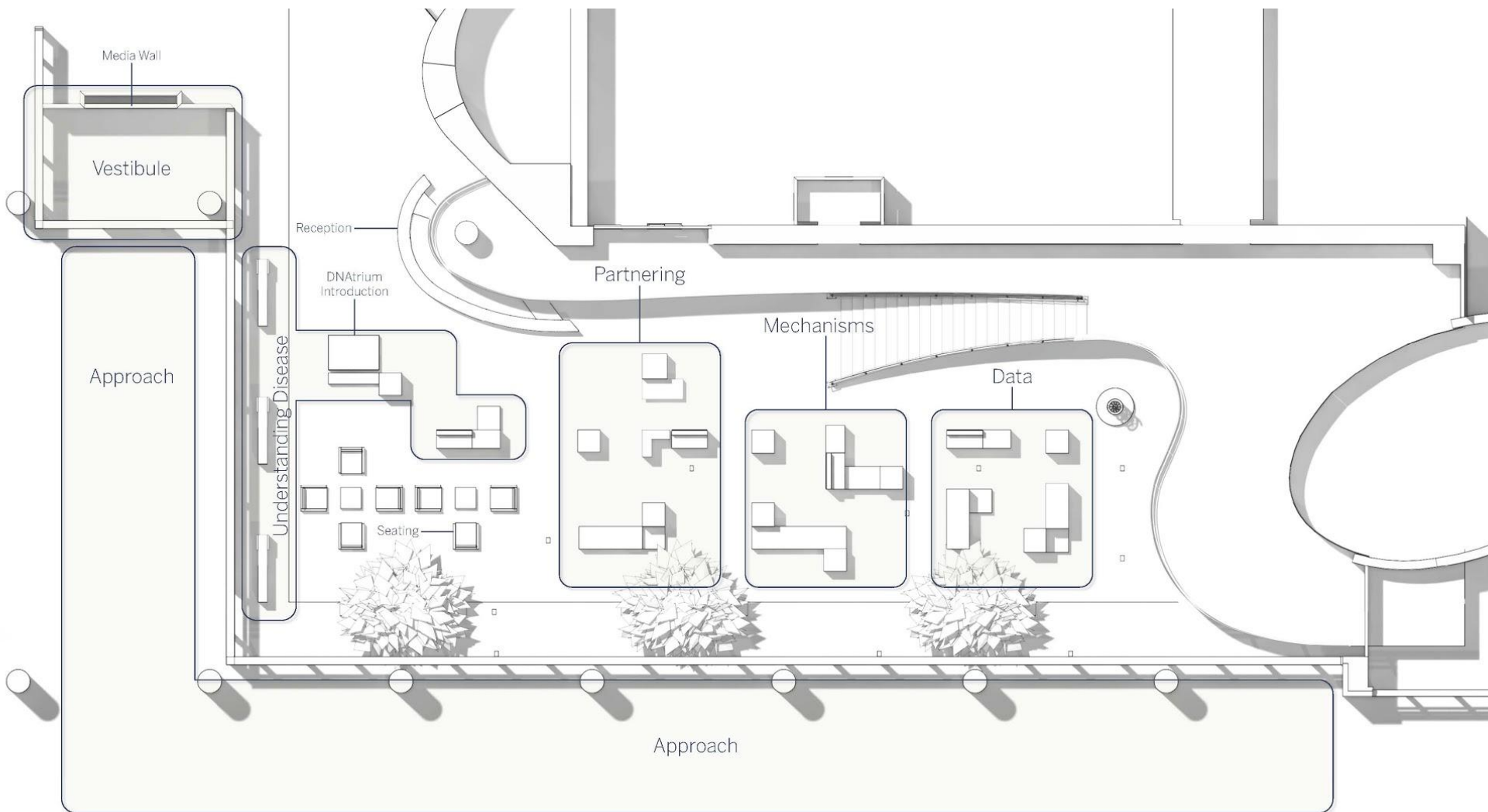
- We will embolden the DNATrium marketing to position the lobby as a museum.
- We are planning to meet with MIT Museum staff this month to launch partnership plans.
- We will create interactive elements that invite the audience to directly experience and engage with the Broad's mission and science.
- We will develop a menu of outreach plans for our partners and beyond.
- We have committed resources to policy & procedure management, maintenance costs, exhibit turnover, and metrics.
- We will ensure the modular cases can be easily rearranged for large events.

# Conclusion

## Building a Robust Museum Experience

- In response to CRA feedback, the museum will be a robust experience, complete with outreach and maintenance plans.
- The space will retain flexibility in order to continue supporting public and internal events.
- Visitors will be able to wander through “groves” of themed experiences with guidance from museum best practices, a docent, and a self-guided brochure.
- Visitors will learn about how we understand and solve disease in the 21st century. Exhibits will illustrate people, science, and technology within Broad’s walls, across Kendall Square, and throughout the world.

# Increasing the density, retaining flexibility



# A Welcoming, Public Space



# A Welcoming, Public Space



SCALE: 1/2" = 1'-0"

Entry Vestibule Elevation: Media Wall

# An Engaging, Inspirational Experience



# An Engaging, Inspirational Experience





# Kendall Center Programming Review 2018



## Tuesday:

Summer Concert Series with Club Passim, 12PM-1PM  
June – September



## Wednesday:

Weekly Farmers Market, 11AM-6PM  
May – October



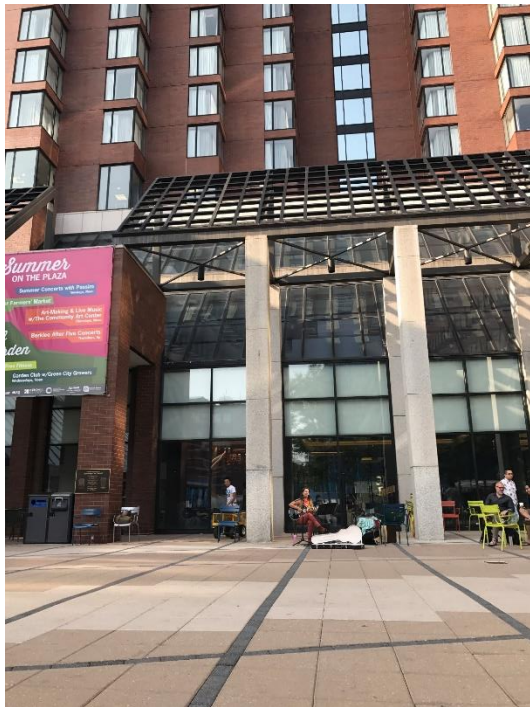
## Thursday:

Community Arts Center Programming, 12PM-2PM

July - August

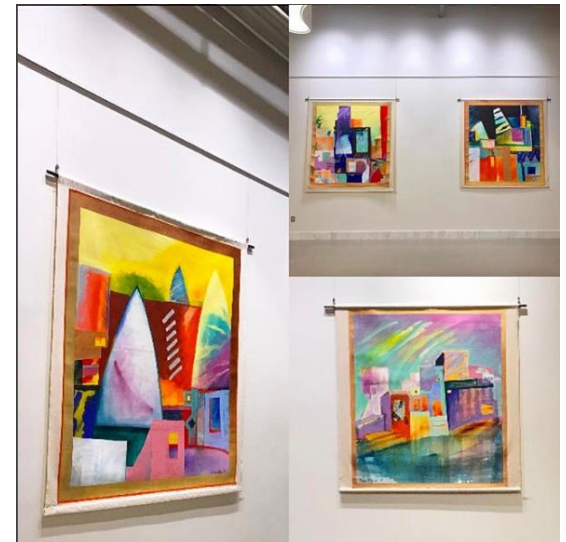
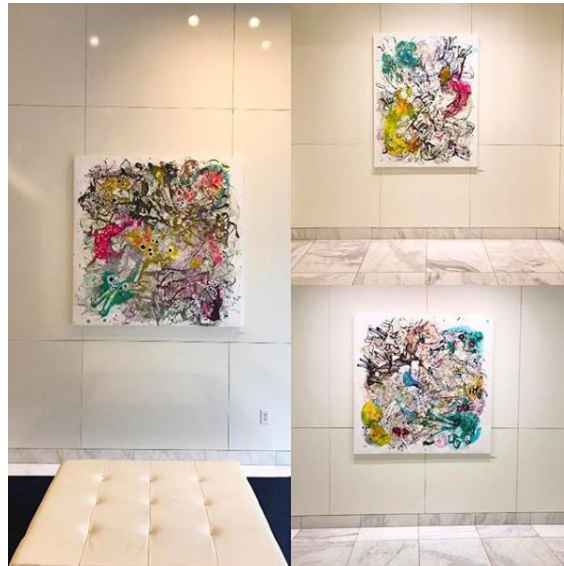
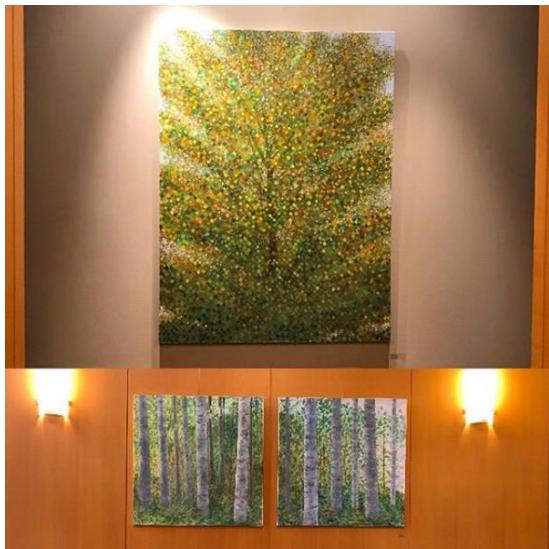
Berklee After Five, 5PM-7PM

June - August



**Cambridge Arts Council Exhibition**

355 Main, 255 Main, 90 Broadway



## Live Well Expo



## Tuesday:

Moves on the Roof with InnerCity Weightlifting  
July – September, 6PM-7PM



## Wednesday:

Learn to Garden with Green City Growers, 12PM-1PM  
April – October

Cooking and Tasting Demonstration with Chef Joe Gatto  
6PM-7PM, August





# Kendall Square Roof Garden:



## Binney Garden Bed Programming

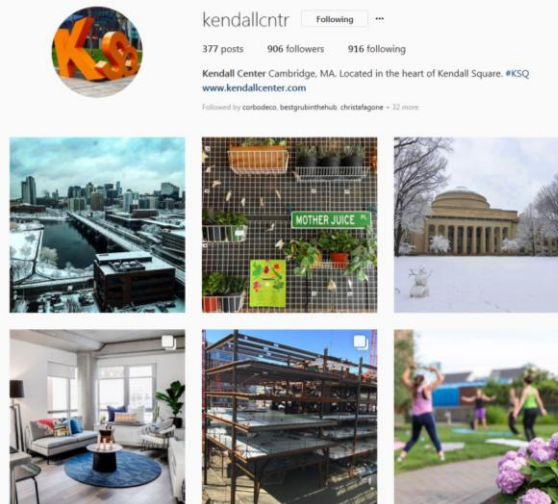
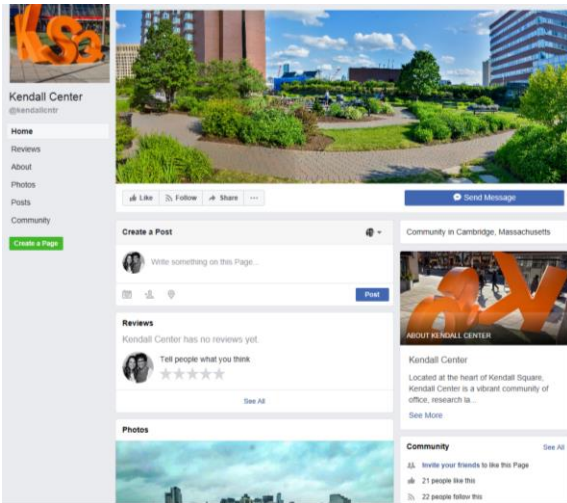


- Kendall Discovery Market, 11AM-6PM  
Art & Science exhibits until 3PM  
June – October
- Main Street Banners



## @Kendallcntr

- 906 Instagram Followers – 115% increase
- 629 Twitter Followers – 12% increase
- Launched Facebook



# 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 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 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**

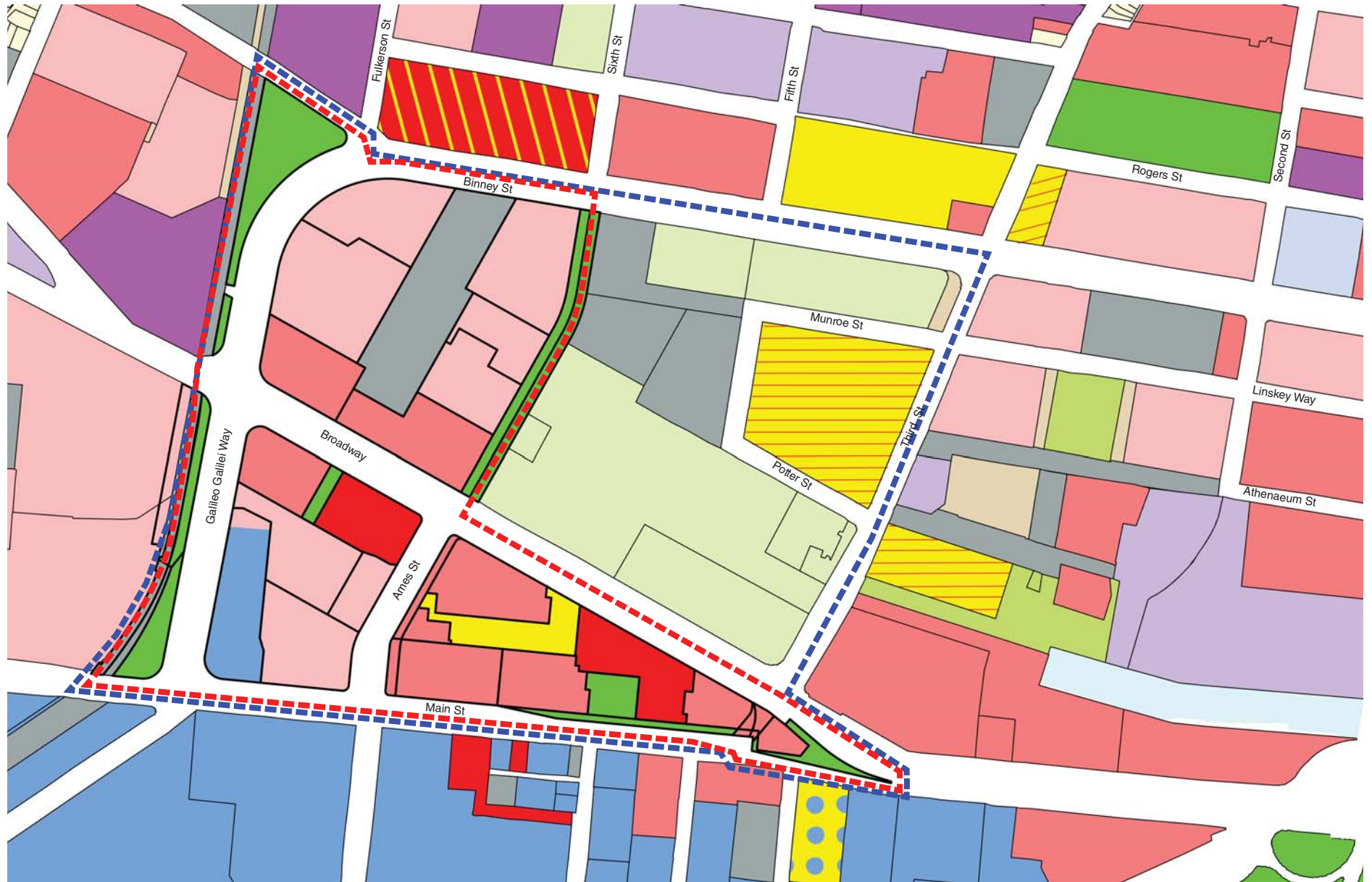
How likely would you change to rideshare, transit or other commuting alternative if the following incentives were available?

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

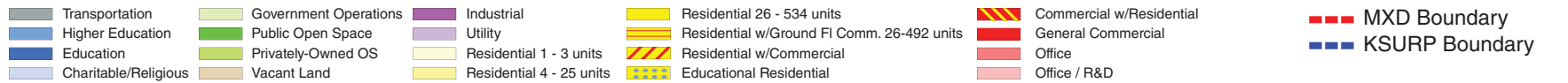
# Appendix E: Map of KSURP

EXISTING DISTRICT LAND USE

FIGURE 1.5



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



# RFP

## Records Management *Archival Strategy and Organization*

### NOTICE

#### REQUEST FOR PROPOSALS (RFP) FOR ARCHIVAL AND RECORDS MANAGEMENT SERVICES

The Cambridge Redevelopment Authority (CRA) seeks proposals from qualified archivists to establish a data management system that will allow the CRA to better preserve, manage and locate its paper and digital files. The selected archivist (Archivist) will establish a file naming convention and retention system in accordance with Massachusetts Public Records Law, and assist with the re-organization and digitization of documents.

Proposals will be accepted until 4:00pm on **Friday, March 30, 2018**, and should be emailed to Alexandra Levering at [alevering@cambridgeredevelopment.org](mailto:alevering@cambridgeredevelopment.org).

Copies of this proposal are available online in PDF format at [www.cambridgeredevelopment.org](http://www.cambridgeredevelopment.org) in the About > Jobs/Contracting section. Individuals or teams are encouraged to submit proposals.

### 1.0 PROJECT INTRODUCTION

#### 1.1 CONTEXT

The CRA is a government redevelopment agency founded in 1956 under the authorization of Massachusetts General Law Chapter 121B. As a redevelopment agency, the CRA revitalizes underutilized and blighted areas, encourages new development, invests in public infrastructure, and promotes sound growth in Cambridge. Over the past 62 years, the CRA has undertaken major redevelopment initiatives in the Kendall Square and Wellington-Harrington neighborhoods, as well as a number of smaller-scale housing and infrastructure projects in other areas of Cambridge.

To better understand CRA history and preserve historic documents, the CRA is seeking an experienced archivist to categorize and reorganize its records. Additionally, the CRA seeks to streamline its current records management system to increase the efficiency of filing and accessing documents. The selected entity should be familiar with Massachusetts Public Records Law and be comfortable working with a variety of document types, including but not limited to photographs, building and site plans, legal development and land-use agreements, CRA Board meeting minutes and motions, memos, personnel records and written correspondence.

More info can be found on the CRA website: [www.cambridgeredevelopment.org](http://www.cambridgeredevelopment.org)

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## 1.2 STATEMENT OF PURPOSE

*For the archivist to understand the CRA's purpose, mission, historical activities, and current and future work flows as it relates to document storage and recall, to establish a cataloging system for paper and digital files, and to identify, sort, purge and label all records accordingly.*

### PROJECT GOALS

- Invent a logical catalog system that allows users to search and retrieve documents quickly and synchronizes historical documents with current workflows.
- Draft a CRA Records Retention and Procedures Policy, consistent with Massachusetts Public Records Law.
- Reorganize and label on-site digital and paper files with an established naming convention and file organization.
- Identify records that are past their retention period and assist with their proper documentation and disposal as appropriate.
- Identify documents of particular historical significance to be offered to the Cambridge Public Library or other collections.
- Select records of interest to user groups to be made available on the CRA website.
- Identify paper documents to be scanned into an electronic database and to recommend and orchestrate document-scanning services, or optionally provide scanning services and save the scanned documents in an electronic database.
- Prepare a strategy for the CRA to organize its off-site records.

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## 1.3 STAKEHOLDERS / USER GROUPS

- CRA Staff and Board
- Cambridge City agencies
- Local land owners
- The Cambridge Public Library
- Graduate students and researchers
- The general public

## 2.0 SCOPE

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### 2.1 ORGANIZATION STRATEGY AND RECORDS POLICIES

#### **Task 1 – Understanding the CRA**

The first step of the project will be for the Archivist to understand the CRA's purpose, mission, historical activities, current and future workflow, and legal records requirements as it relates to the organization's document generation, storage, retention, and recall.

Deliverable: A preliminary memo providing an initial strategy for a catalog and naming convention system.

#### **Task 2 – Strategize and Inventory On-Site Records**

The Archivist will inventory the data records to be archived. This will include examining the documents stored in filing cabinets and boxes in the CRA office, and on the CRA server. The documents to be archived are in

different levels of organization. Most paper documents and photographs are organized in folders or binders stored either in boxes or filing cabinets. The CRA has conducted a preliminary inventory shown below, but sees a more detailed analysis as necessary to determine how best to proceed with the archiving task.

Once the data is inventoried, the Archivist should finalize a strategy for the archiving process. This will involve designing a logical catalog system and naming convention that allows users to search and retrieve documents quickly, has keywords, synchronizes historical documents with current workflows, and identifies records according to retention requirements placed on the CRA by Massachusetts Public Records Law. The Archivist should also identify and list the steps needed to accomplish Tasks 3-7 listed below. At a minimum, the strategy should:

- Develop a logical catalog system and naming convention.
- Identify the order and way in which the on-site documents will be processed.
- Indicate the amount of time expected for each task to be completed.
- List materials and supplies needed.

This will ensure the CRA understands the archivist's needs and approach and can adequately prepare for the Archivist's work.

#### On-Site Preliminary Scope

- In-house server size 411 GB
- 44 filing cabinet drawers of paper files, photographs and binders
- 48 1ft x 2ft boxes of paper files and binders
- 100 flat plan documents

The CRA will help the Archivist access these materials and has sufficient space set-aside in their office for the Archivist to work.

Deliverable: (1) An excel file or database that lists the records to be archived, their location, and type. (2) A finalized strategy memo.

### **Task 3 –Write Catalog and Naming Convention & Records Retention Policies**

The Archivist should write a Catalog and Naming Convention Guide, to help current and future CRA Staff understand and use the naming conventions and database system to find and save documents. The Archivist will also need to write a Records Retention Procedures Policy, to help the CRA adhere and understand Massachusetts Public Records Law as it relates to their documents.

Deliverable: A finalized Catalog and Naming Convention Guide and Policy and a Records Retention Procedures Policy for CRA Staff to use.

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## **2.2 ON-SITE DOCUMENT MANAGEMENT**

### **Task 4 – Organization and Storage**

In accordance to the strategy and guidelines agreed upon in Task 2 and 3, the archivist should initiate the reorganization of the on-site records. Adhering to Public Records Law, paper documents should be minimized where possible by eliminating duplicate records, and unnecessary documents should be disposed of. Paper documents already digitized should be reconciled with their electronic versions and disposed of or put in off-site storage whenever possible. Records should be labeled with their retention requirements, including permanent



records not to be disposed of, active but non-permanent records and their appropriate date of disposal, and records that are already disposable. All documents should be properly labeled and stored using appropriate storage mediums for the material age, size, shape, binding, frequency of access and with the intent of maximizing available storage space.

The CRA also intends to scan selected documents into an electronic database. While organizing the documents, the archivist should identify those to be scanned based on frequency of use, relevancy to current workflows, permanency, and importance to stakeholder groups.

### **Task 5 - Scanning**

Having identified the documents intended for scanning, the Archivist should facilitate digitization with a selected records management company. This would involve selecting a vendor, facilitating document pickup, quality control, database cleanup, and ultimate storage or disposal of those scanned documents in accordance with Massachusetts Public Records Law. All scanned documents should have optical character recognition to enable them to be made searchable.

**Optional (Add-Alt #1):** Rather than facilitating scanning with a vendor, the Archivist has the option to request to scan the documents themselves, and save it to the CRA's electronic database. The CRA has a commercial printer, capable of scanning small-medium sized files (model: TaskAlfa3050ci). Should the archivist choose this option, they should provide guidance on how they will facilitate scanning.

### **Task 6 – Publicizing Selected Documents**

After completing the digitization and organization of the CRA's photographs, the Archivist should facilitate making the photo database available for public download on the CRA's website.

The Archivist should evaluate what additional records should also be made available to the public for download on the CRA website, and what documents of particular importance or historical interest should be given to the Cambridge Public Library or other collections.

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## **2.3 PLANNING FOR OFF-SITE DOCUMENT MANAGEMENT**

### **Task 7 – Off-Site Storage Inventory**

The CRA has files stored off-site in a storage unit and held with Iron Mountain. These documents are in different levels of organization. Some boxes have their contents well labeled in files and binders, and tracked in an excel sheet. Other boxes are unlabeled. The CRA sees the organization of these boxes as a task outside of the scope of this RFP but seeks recommendations on how to initiate organization at a later point. An estimated off-site scope is below.

#### Off-Site Preliminary Scope

- 400 flat plan documents
- 770 1ft x 2ft storage boxes of paper files, binders, and microfiche tapes

Deliverable: Strategy memo, outlining the steps necessary to organize the CRA's off-site documents. Including the order in which the off-site documents should be processed, an estimated amount of time needed for the documents to be organized, and recommendations on who to contact for the services.

**Optional (Add-Alt #2):** The Archivist has the option to request to organize the off-site documents themselves. Should the Archivist provide these services, the off-site documents should be managed using the same on-site document management organization, storage, scanning and publicizing processes as applied in Tasks 1-6.

### 3.0 PROJECT ADMINISTRATION

The CRA will provide space in its office for the archivist to work, including desk space, a computer, access to the printer/scanner, and open space to store and organize documents. The CRA is typically open 9:00am-5:30pm Monday – Friday. While the CRA hopes to complete this project as quickly as possible, they can accommodate flexible schedules and working hours.

### 4.0 SUBMISSION REQUIREMENTS

#### 4.1 QUALIFICATIONS & EXPERIENCE

The Archivist should have an education in archival and records management, experience working with governmental, real estate or similar agencies, and an understanding of Massachusetts Public Records Law. Having a background in urban planning, geography, real estate, and/or Cambridge history is preferred.

#### 4.2 FORMAT & CONTENT OF RFP RESPONSES

##### FORMAT

RFP responses must be submitted by email to Alexandra Levering ([alevering@cambridgeredevelopment.org](mailto:alevering@cambridgeredevelopment.org)), and include a cover letter and resume for individuals working on the project, two (2) references, demonstration of experience, and an estimated project timetable, work plan, and budget based off the preliminary scope provided.

##### MINIMUM PROPOSAL CONTENTS

1. Cover Letter(s) and Resume(s)
2. Two (2) References: References will be contacted to determine if the applicant is responsive and responsible. They will be asked about their overall impression, the quality of work performed, and the timeliness of work produced by the applicant. Reference information should include:
  - a. Contact's name, position, email and telephone number
  - b. Name of company or organization
  - c. Status of work and short description
3. Demonstration of Experience: Applicants should demonstrate how they meet the qualifications and experience listed in section 4.1 by providing information on at least two (2) relevant project experiences.
  - a. Project examples should indicate the role of the applicant, services provided, and the end products. Links to examples, or associated data files would be helpful but are not necessary.
4. Project Timetable, Work Plan and Budget: Following the on-site preliminary scope for Tasks 1-6 and the off-site preliminary scope for Task 7, also listed below, the applicant should include an estimated project schedule, work plan, and budget to complete all tasks.

This document should:

- a. Use months and weeks, not exact dates
  - b. Be broken out by tasks
    - i. Organization Strategy and Records Policy
      - Task 1: Understanding the CRA
      - Task 2: Strategize and Inventory On-Site Records
      - Task 3: Write Catalog and Naming Convention & Records Retention Policies
    - ii. On-Site Document Management
      - Task 4: Organization and Storage
      - Task 5: Scanning  
*and Optional (Ad-Alt #1)*
      - Task 6: Publicizing Selected Documents
    - iii. Off-Site Document Management
      - Task 7: Off-Site Storage Inventory  
*and Optional (Ad-Alt #2)*
  - c. Provide standard hourly rates and an estimated cost for the project
  - d. List materials needed for the project
5. A signed Anti-Collusion Tax Compliance Form
  6. A copy of a W9 for the individual or team lead

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### 4.3 QUESTIONS & ADDENDUMS TO RFP

Requests for clarifications or questions concerning the RFP may be submitted via email to [alevering@cambridgeredevelopment.org](mailto:alevering@cambridgeredevelopment.org) by 12:00pm, on **Friday, March 16, 2018** to Alexandra Levering at the email address above. Potential responders are encouraged to register their interest in the RFP via email to [alevering@cambridgeredevelopment.org](mailto:alevering@cambridgeredevelopment.org). Any addenda will be emailed to the registered contact on file, to those who asked questions, and posted on the CRA website under the Jobs/Contracting section. Any additional addendums to the RFP will be posted and notified in the same manner. Answers will be sent out by Friday, March 23, 2018, by 5:00pm.

## 5.0 RFP EVALUATION

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### 5.1 SELECTION CRITERIA

CRA Staff will evaluate each response based on the following evaluation/selection criteria.

#### A. EXPERIENCE AND TECHNICAL EXPERTISE

The applicant(s) resume, work examples and demonstration of experience will help the CRA understand the archivist's knowledge areas and previous experience. The CRA will look for an applicant that is experienced, has strong references, is well organized, communicative, and has the appropriate educational and technical expertise.

## B. ESTIMATED PROJECT TIMETABLE, WORK PLAN AND BUDGET

The proposed timetable, work plan and budget should be reasonable for the work proposed, and competitive against other finalists. The project's proposed work plan should fulfill the CRA's needs and the archivist should have the capacity to undertake this project in a timely manner.

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## 5.2 EVALUATION PROCESS

All proposals will be reviewed by CRA Staff. CRA Staff may select applicants to be interviewed. The applicants chosen for interviews will be notified by email.

## 6.0 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. 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 may result in 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, 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.”

## 7.0 APPENDICES

- **Appendix A: Non-collusion, Non-Discrimination, Tax/Employment Statements.** These statements must be signed and returned with your RFP submission.

# 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:

1. 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.
2. The above-named Respondent/Employer has complied with all laws of the Commonwealth relating to unemployment compensation contributions and payments in lieu of contributions.
3. 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:

**Preliminary Landmark Designation Report  
Blake & Knowles Foundry  
101 Rogers Street, Cambridge**



Blake & Knowles Foundry, 101 Rogers Street

CHC photo

Executive Summary

The former Blake & Knowles Foundry at 101 Rogers Street, designed by engineer Luther H. Gager in 1890, is significant for its architecture and method of construction, for its associations with the industrial development of Cambridge in the 19<sup>th</sup> and 20<sup>th</sup> centuries, and for its associations with women's labor history. It is a rare and distinctive example of a specialized early twentieth-century industrial structure. The building and its relationship to the other surviving buildings of the former Blake & Knowles complex make an important contribution to the industrial history of East Cambridge and Kendall Square.

The Historical Commission received a petition to designate the structure as a landmark on November 23, 2016. On January 5, 2017, the Commission voted to initiate a landmark designation study for the property under Ch. 2.78, Art. III of the City Code. During the one-year study period, which extended through January 4, 2018, the property was administered as though it were already a designated landmark. The Cambridge Historical Commission held a public hearing on this Preliminary Report on March 1, 2018, and continued the proceeding until April 5 to allow further public comment.

During the study period, the lessee, the Cambridge Redevelopment Authority, committed to preserving the structure and retained an architectural firm to prepare plans for renovation. Designation of the structure as a landmark will ensure that renovations are completed in an appropriate manner.

Charles Sullivan  
Cambridge Historical Commission  
April 1, 2018



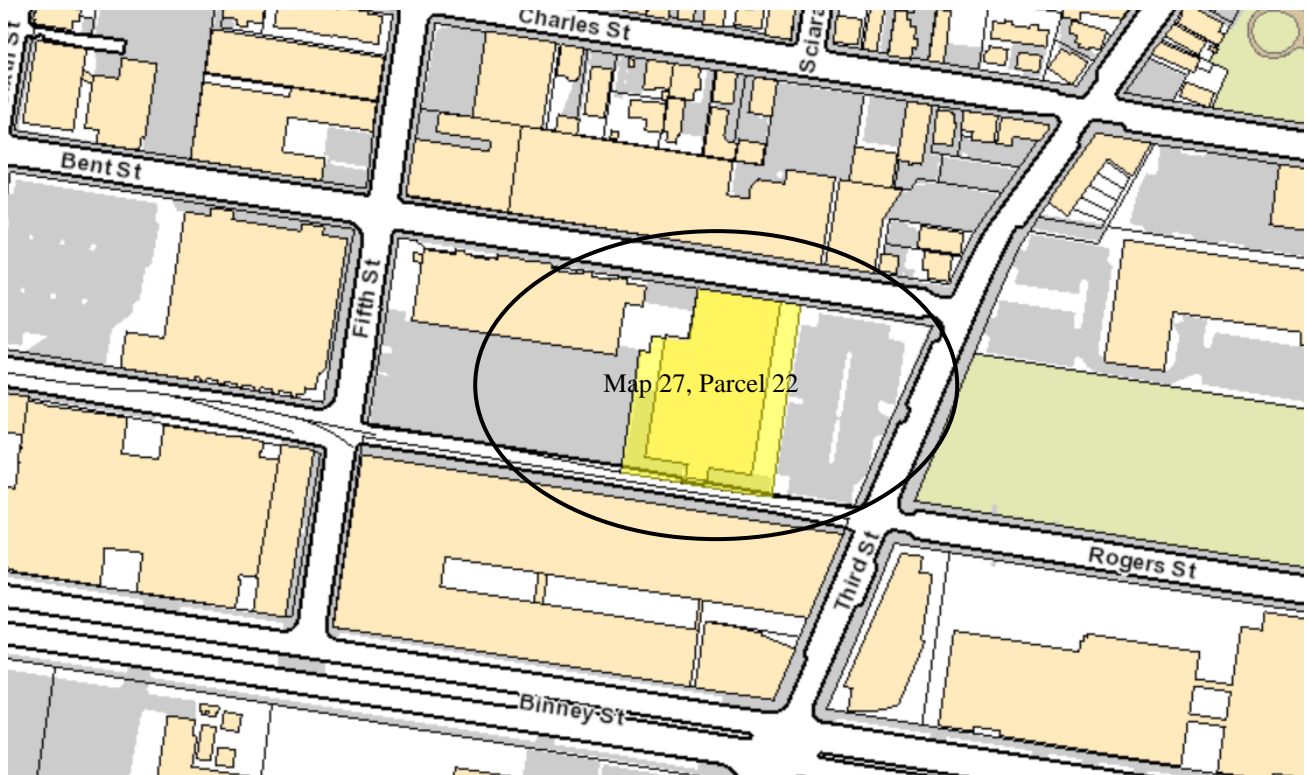
## Final Landmark Designation Report

Blake & Knowles Foundry  
101 Rogers Street, Cambridge

### I. Location and Planning Issues

#### A. Address and Parcel Information

The former Blake & Knowles Foundry at 101 Rogers Street is located on the north side of Rogers Street between Third Street and Fifth Street, and runs through to Bent Street. It contains a single three-story brick building on a 37,483 square foot lot. The assessed value for the land and buildings (Map 27, Parcel 82), according to the current on-line real estate commitment list, is \$13,723,200, of which \$6,136,400 is attributable to the building.



101 Rogers Street. Assessor's Map 27/Parcel 22, City of Cambridge GIS

#### B. Ownership and Occupancy

The former Blake & Knowles Foundry property is owned by the City of Cambridge, which took title on January 9, 2012 (Book 58257, Page 379), and is leased to the Cambridge Redevelopment Authority (CRA). It was most recently occupied as office and studio space. The building is now empty, having undergone interior demolition and lead paint and asbestos abatement.

After an extended planning process the CRA developed a community-oriented approach to reusing the building:

The Foundry is an adaptive reuse project to build a self-sustaining center for creativity and collaboration for the Cambridge community. At the intersection of the Kendall Square Innovation District and the East Cambridge neighborhood, the Foundry building will provide space and programs for the visual and performing arts, entrepreneurship, technology, and workforce education within its historic, industrial setting. The Foundry will also help facilitate access for residents, especially underrepresented communities and adjacent neighborhoods, to the dynamic working and learning environment of Kendall Square.

The CRA has retained the architectural firm of Cambridge Seven Associates and is currently seeking an operator for the restored building.

### C. Zoning

The Blake & Knowles Foundry is located in a special zoning district, PUD-4B-IA1, in which the base zoning is Industrial IA-1, which allows most types of residential dwellings, most institutional uses, offices and laboratories, some retail uses, most light industrial uses, and some heavy industrial uses. The height limit is 45', and the maximum FAR is 1.25 or 1.50, depending on use. There are no requirements for setbacks or open space. The Planned Unit Development (PUD) overlay "provides flexible zoning standards for multi-site phased development with a variety of land uses and densities. A developer may choose to conform to PUD controls in lieu of the base district requirements, but must receive a special permit from the Planning Board." The PUD-4 overlay along Rogers Street allows a retail, office, and residential uses with a maximum FAR of 2.0-3.0 and a height of 65'-85'.



101 Rogers Street, 2014

ConnectExplorer vis Cambridge GIS

### D. Area Description

The Blake & Knowles Foundry stands in an area of Cambridge that was historically devoted to heavy industry. Blake & Knowles and its successor company, the Worthington Pump Works, occu-

pied three city blocks between Bent and Monroe (now Linsky) streets. Nearby industries included the Cambridge gas works, the Boston Bridge Works, two rubber companies and a chemical company. Designation of the Kendall Square Urban Renewal Area south of Binney Street in 1965 was a followed Cambridge's industrial decline, and caused the removal of all the former industrial buildings between Binney and Main streets. North of Binney industrial buildings were razed or repurposed as manufacturers left the area. In the 21<sup>st</sup> century much of the former industrial land has been redeveloped for residential or research uses.

#### E. Planning Issues

On November 23, 2016, the Commission received a petition requesting the initiation of a landmark designation study of the Foundry Building at 101 Rogers Street. Pending confirmation from the Election Commission that the petition contains the names of at least ten registered voters, the staff placed the matter on the agenda of the December 1 meeting of the Commission. On December 1 the Commission acknowledged receipt of the petition and voted to hold a public hearing on January 5, 2017 to decide whether to accept it. On that date, the Commission voted to initiate a landmark designation study for the property under Chapter 2.78, Article III of the City Code. During the twelve-month study period, which extended through January 6, 2018, the property was administered as though it were already a designated landmark.

As described in another section of this report, the Foundry Building entered separate ownership after the Worthington Company left Cambridge in 1927. In 2009 the Alexandria Company agreed to transfer ownership to the city in partial mitigation of zoning relief for its projects along Binney Street, and the city accepted the deed in 2012. In 2015 the city leased the property to the Cambridge Redevelopment Authority, which took responsibility for the reuse of the property and developed the following goal statement:

The Foundry will be a creative, innovative center that offers a collaborative environment with a mix of cultural, educational, manufacturing, and commercial uses. The renovated multipurpose building will be designed for flexibility and will be accessible, inclusive, and welcoming to the public. The activities within will be multigenerational and multicultural, providing a citywide and neighborhood resource that is financially sustainable for years to come.

The planning process become contentious and the citizen petition was filed in response to comments from a key party that the site should be cleared and redeveloped.

The landmark study protection period ended on January 6, 2018, and currently the Cambridge Historical Commission has no jurisdiction over the Foundry unless it receives a demolition permit application. This is not considered likely, as the CRA has stated its desire for an adaptive reuse project and retained an architect to make plans accordingly.

The Historical Commission held a hearing on the proposed designation on March 1, 2018 and received supportive public testimony from several parties, including a representative of the CRA. The Commission continued the hearing for one month to allow further public review of the Preliminary Report. The Chair of the CRA, Kathleen Born, requested a clarification that the agency had never proposed razing the building; this was added on pp. 21-22. The architects for the project, Cambridge Seven Associates, wrote in support. No adverse comments were received.

## II. Description

A foundry is an industrial facility that produces metal castings. Pigs of cast iron or scrap are melted in a furnace called a cupola. When the furnace is tapped the molten metal flows into a ladle that is carried by hand or by a crane and poured into a mold. Molds are made of sand packed around a wooden pattern of the desired part and heated in a core oven before casting. When cool, the iron part is removed from the mold, cleaned, and machined for assembly. Typically, foundries are accompanied by facilities for storage of patterns and cleaning of castings. Both molding and casting are done on the foundry floor by specialized laborers. The work is labor-intensive and hazardous.



Molten iron being poured from a ladle into a mold. From *Fra Burmeister og Wain's Iron Foundry*, by Peder Severin Krøyer, 1885

The Blake & Knowles Foundry consists of a single brick building with a footprint approximately 200' deep and 125' wide. Originally it was a completely open structure containing two cupolas (furnaces) for melting iron and two smaller furnaces for heating foundry cores. Single-story side aisles flanked a central hall that accommodated a traveling crane which carried tubs of molten metal to molds for iron castings; a clerestory with windows and louvers running the length of the building provided ventilation. The floor was dirt, which would absorb spilled molten iron and minimize splashing. The framing, which was exclusively wood except in the vicinity of the cupolas, was extraordinarily heavy to accept the weight of the traveling crane. The foundry was originally connected to buildings used for the storage of molds and cleaning castings, but these were razed in the mid 20<sup>th</sup> century.



101 Rogers Street, east elevation

CHC photo, 2017

A renovation in 1983 adapted the building for office use. The basement was excavated for parking and two steel-reinforced cement floors were added for office space. The craneway framing was left in place, and constitutes the most prominent feature of the interior. A 360 sf lobby on Rogers Street

provides access. According to the Assessors the Foundry contains a total of 79,476 of gross floor area in a basement garage (23,089 sf), a first floor (23,089 sf), and a second floor (29,938 sf).



101 Rogers Street, north elevation

CHC photo, 2017



101 Rogers Street, north and west elevation. A portion of the original structure was removed and the property sold to the abutter to accommodate the cooling tower.

CHC photo, 2017



101 Rogers Street, west and south elevation

CHC photo, 2017

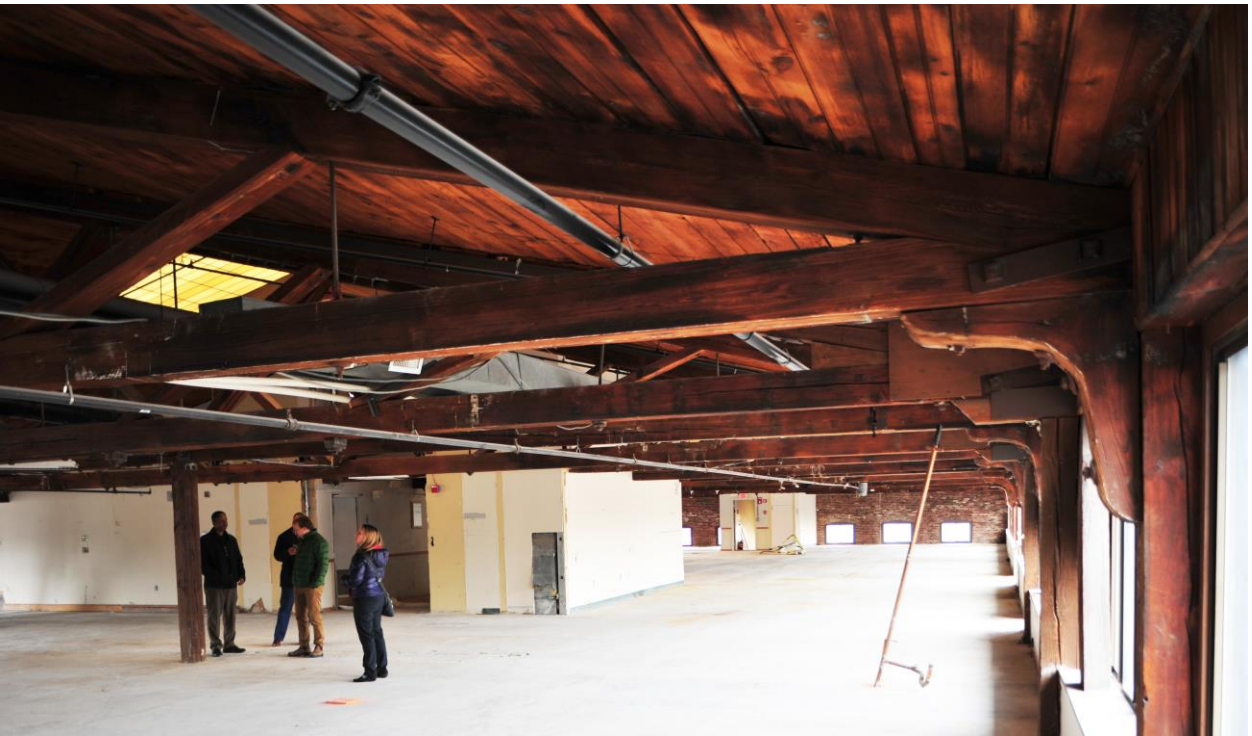


Interior features not subject to review:



101 Rogers Street, first floor. Roof framing under side aisle.

CHC photo, 2017



101 Rogers Street, second floor. Main roof framing.

CHC photo, 2017



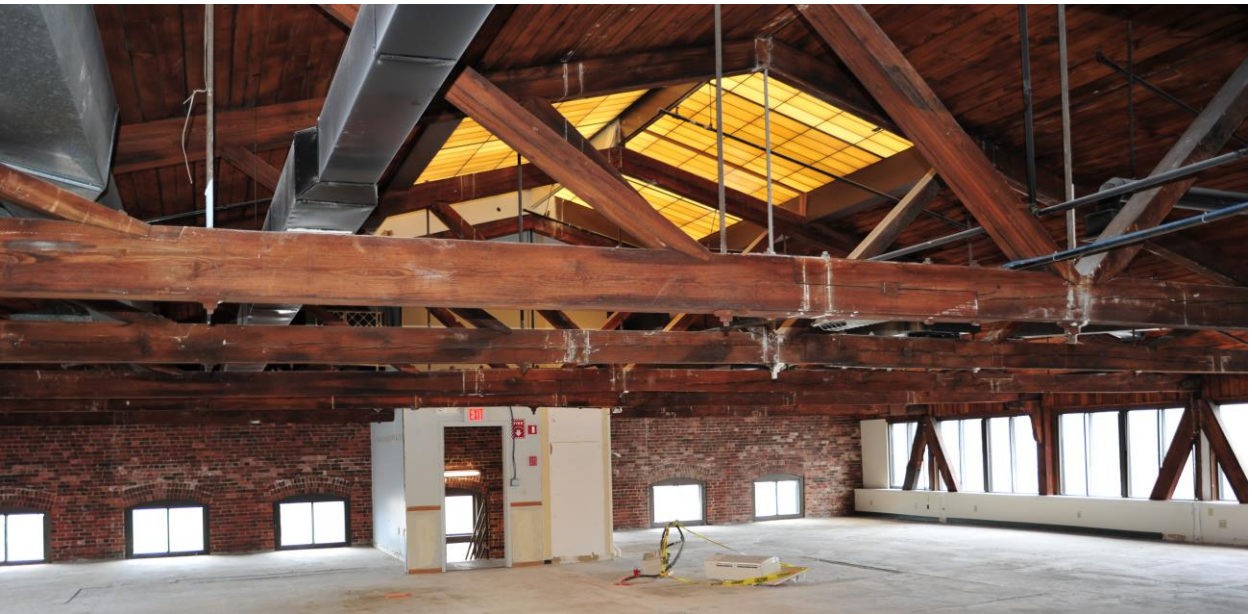
101 Rogers Street, second floor. Detail of roof framing.

CHC photo, 2017



101 Rogers Street, third floor. Craneway framing.

CHC photo, 2017



101 Rogers Street, fourth floor. Clerestory roof framing.

CHC photo, 2017

### III. History of the Property

The Foundry Building is associated with one of Cambridge's most important late 19<sup>th</sup>- and early 20<sup>th</sup> century manufacturers, the Blake & Knowles Steam Pump Works and the Worthington Pump & Machinery Corporation.

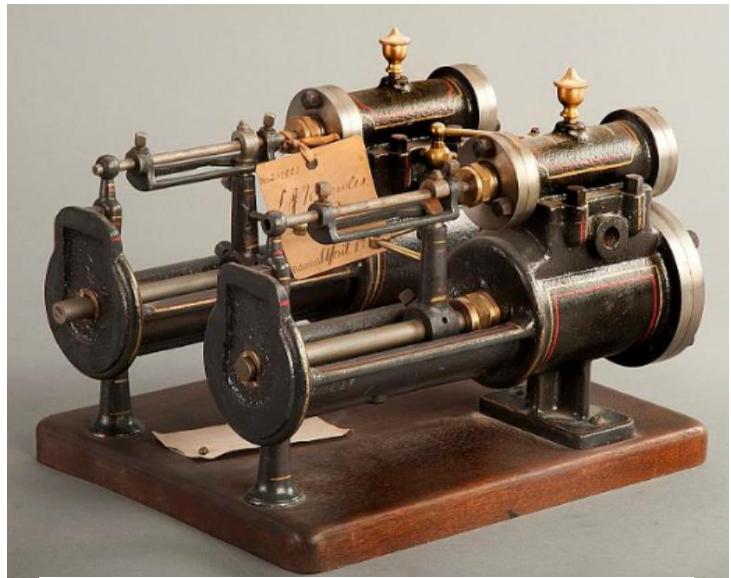
The business was founded by George F. Blake (ca. 1819-1904), a native of Maine who trained as a carpenter but became a notable inventor and mechanical engineer. In 1846 Blake went to work for Peter Hubbell, a brickmaker with yards in Cambridge and Medford. His first patent was granted for a water meter in 1851. In 1860 he invented a machine that would pulverize clay of any consistency. In 1864 he patented his most important invention, an innovative steam-powered pump designed to keep

brickyard clay pits free of water. A year later, Blake and two partners, brickyard owners Peter Hubbell and Job A. Turner, organized the firm of George F. Blake & Co. and started to manufacture water meters and pumps on Providence Street in Boston. The firm expanded several times and built a branch plant in London in 1876. By this time the company manufactured an extensive line of pumps for almost any purpose:

Boiler feed pumps, tank or light-service pumps, special fire pumps, mining pumps ... tannery pumps, brewer's mash and beer pumps, brewer's water and air pumps, marine bilge and fire pumps, marine circulating pumps, marine air pumps, wrecking pumps, oil refinery pumps, oil line pumps, blowing engines, sugar-house pumps, plantation pumps, vacuum pumps ... locomotive pumps, plunger pumps, hydraulic pumps, ... air pumps, ... acid pumps ... gas works pumps, lard or soap pumps, bleachery pumps, drainage and irrigating pumps, vinegar pumps and quarry pumps. (*Boston Globe*, Nov. 22, 1875)

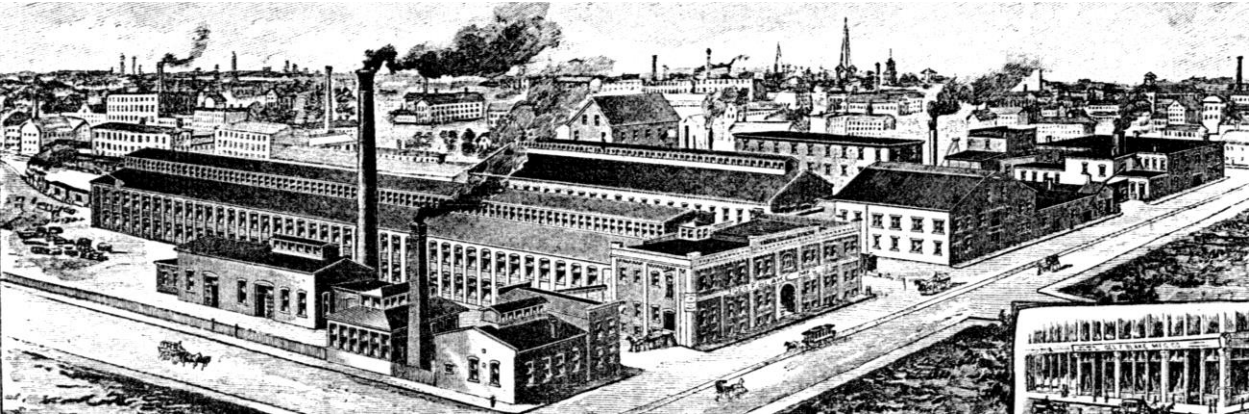
Blake's firm was reorganized as a public company in 1874, and in 1879 it acquired the Knowles Steam Pump Company of Warren, Mass. The Knowles pump works was founded by Lucius J. Knowles (1819-1894), a prolific inventor from Worcester who was best known as the inventor of a textile loom; one of his pumps is in the collection of the Smithsonian Institution.<sup>1</sup> The two plants were run independently, although under the same financial management, until 1897.

The George F. Blake Manufacturing Company built a small foundry on Third Street in 1883. The Boston factory on Causeway Street became increasingly inadequate, and in the late 1880s began to search for a new location. Its greatest requirement was "convenience of railroads and shipping" for raw materials and finished products. The company also needed "facilities of procuring the numerous small supplies and shop findings without delay, be easily accessible to customers ... and possess accommodation for our workmen wherein they could obtain pleasant, healthful homes" (*Cambridge Chronicle*, Dec. 21, 1889). After examining numerous alternatives, the firm decided to relocate to East Cambridge in 1889.



Knowles steam pump. Patent model, 1879.  
([https://www.si.edu/object/nmah\\_1373611](https://www.si.edu/object/nmah_1373611))

<sup>1</sup> "Lucius James Knowles (July 2, 1819 – February 26, 1884) originated and developed the Knowles Steam Pump Co. and the L. J. Knowles & Brother Loom Works at Warren, Massachusetts, and Worcester, Massachusetts, both of which became leading organizations in their respective fields. The Knowles steam pump was one of the best known of the direct-acting pumps, and Knowles is recognized as having contributed much to the final development and refinement of the device. He was one of the first to take up and develop the steam-actuated valve and received several patents for his inventions of improvements in valves." ([https://www.si.edu/object/nmah\\_1373611](https://www.si.edu/object/nmah_1373611))



Proposed George F. Blake Manufacturing Co., ca. 1888. 1=original foundry of 1883; 2=machine shop with two-story headhouse; 3=bronze foundry and blacksmith shop; 4=new foundry as originally planned, parallel to Rogers Street.

Blake purchased several large tracts from the East Cambridge Land Company. The first structure was a 400'-long machine shop on the south side of Rogers Street, with a two-story headhouse for offices on Third Street and a railroad siding entering from the west. A brass foundry and blacksmith shop went up on the corner of Binney Street at the same time. (Both of these structures are still extant; the machine shop has been adapted for apartments and housing, and the brass foundry, a Cambridge Landmark, is used for offices.)

The company announced its intention to build the present foundry in the summer of 1890. The building was under construction by October, when the Chronicle announced that it would “be supplied with an entirely new feature in foundries, two electric traveling cranes with a capacity of 35 tons each. The foundry will contain all the modern improvements, including the facilities for melting fifty tons of iron a day, which is considerably more than the average foundry can melt” (October 4, 1890). At this time the plant employed between 400 and 500 hands.



Interior of the Blake & Knowles machine shop showing the timber framing and craneway. This building was designed and built by the same firm as the Foundry, two years later. CHC postcard collection.

The foundry and an adjoining four-story brick pattern-storage facility were designed by Luther H. Gager (1853-1950), a civil engineer from Palmer, Mass. Gager, who was born in Coventry, Conn., was an 1875 graduate of Yale's Sheffield Scientific School. After graduation he worked for the U.S. Construction Co. of Palmer, a firm founded by the owners of the W.N. Flynt granite quarries in nearby Monson, Mass. After this his career can only be inferred from Census records. Through 1910 he was listed as a civil engineer with a contracting company in Palmer. In 1920, at age 67, he and his wife were living with her father's family in Hartford with no occupation listed. In 1930 they had apparently retired to Pasadena, California, although they had returned to Palmer by 1940.

The Flynt Building & Construction Co. was the contractor for the construction of the foundry and storage building. A full history of this firm could not be found, but it was founded by the sons of the Flynt quarry owner and may have initially been a vehicle for promoting its products. The Flynt firm worked in all materials and became an important regional contractor. It constructed H.H. Richardson's Palmer Union Station in 1883, Monson's Town Hall in 1884, Norwich Academy in Palmer in 1885, and a G.A.R. Hall in Palmer in 1890. The company incorporated in 1886 and found work constructing mills and factories throughout the eastern U.S. They are known to have been working in Brooklyn in 1891, and to have built factories in Hazard, Pa. in 1899, in Tennessee in 1902, and a cotton mill in South Carolina in 1902. The firm had a branch office in Charlotte, N.C. in 1921, when it declared bankruptcy in Boston.

## FLYNT BUILDING AND CONSTRUCTION CO.,

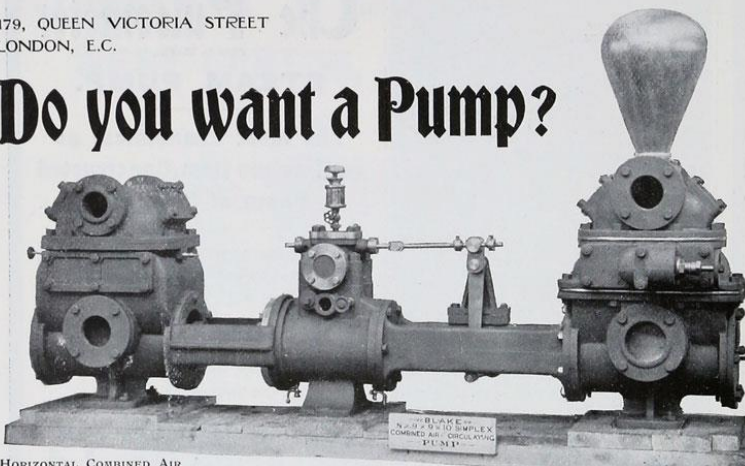
General Office, PALMER, MASS.

Contracts made for furnishing all material and labor necessary to build and finish complete MILLS, HOTELS, CHURCHES and BUSINESS BLOCKS. Also for the construction of RAILROADS, DAMS and Bridges. We make MILL WORK a Specialty. Can show some of the best Mill Work in New England. Can give the best of references, and should be pleased to correspond with parties in any locality. BUILDING MATERIAL.—We will name price on all materials used in the construction of Buildings delivered at any Railroad point.

*List of Architects and Classified Directory of First Hands in the Building Trades.* Holyoke, Mass. 1885

**THE BLAKE & KNOWLES STEAM PUMP WORKS, Ltd.**  
179, QUEEN VICTORIA STREET  
LONDON, E.C.

**Do you want a Pump?**



HORIZONTAL COMBINED AIR AND CIRCULATING PUMP.

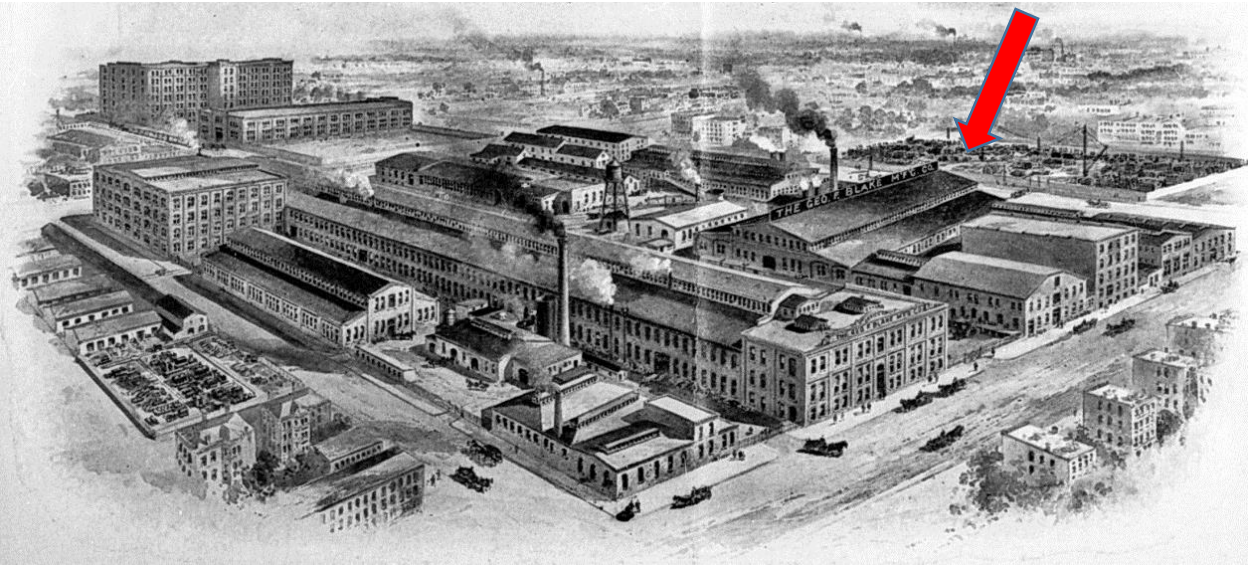
**THIS** may seem a somewhat unusual way of advertising Pumps, but if you do want one—no matter for what particular service—and will drop us a line, we can show you we have a good article and can suit you

*Grace's Guide*, February 1901

formed the International Steam Pump Co. as a holding company for five American pump manufacturers, of which Blake & Knowles and the Henry R. Worthington Co. of Brooklyn were the principal components.<sup>2</sup>

The George F. Blake Manufacturing Co. was at this time entering into a period of almost continuous expansion, with new buildings going up almost every year after 1890. George Blake himself, however, fell ill about this time and an "English syndicate" acquired control of the company; although he lived until 1904, he had no further involvement in the company. In 1896 the management closed the Knowles pump works in Warren and consolidated operations in East Cambridge. In 1897 the firms merged to become the Blake & Knowles Steam Pump & Machinery Corporation. In 1899 the syndicate

<sup>2</sup> The other firms were located in Holyoke, Cincinnati and Buffalo. Worthington had about twice the assets of Blake & Knowles, while the others were much smaller.



Blake & Knowles Works, ca. 1910. Arrow indicates Foundry Building

CHC collection

By 1896 the company employed 1,000 workers and was considered to be “one firm which has not suffered” from the depression that followed the Panic of 1893 (*Cambridge Tribune*, January 23, 1897). The consolidation with the Warren plant brought in another 800 hands, and the Flynt firm was retained to put up another addition to the main machine shop, making it 600’ in length. Labor relations were not the best, although the company was said to pay better than its rivals. . In 1901, when employment at the plant stood at 1,200, the national machinists’ union called a strike for a 9-hour day and in increase in wages. The company pre-empted the strike by locking out 600 machinists and forcing them to reapply for their old jobs; replacement workers were housed and fed at the plant for the duration of the strike.



“Lithuanians, Polanders, Portugese” at a YMCA noontime educational class at the Blake & Knowles plant, ca. 1910.

CHC collection

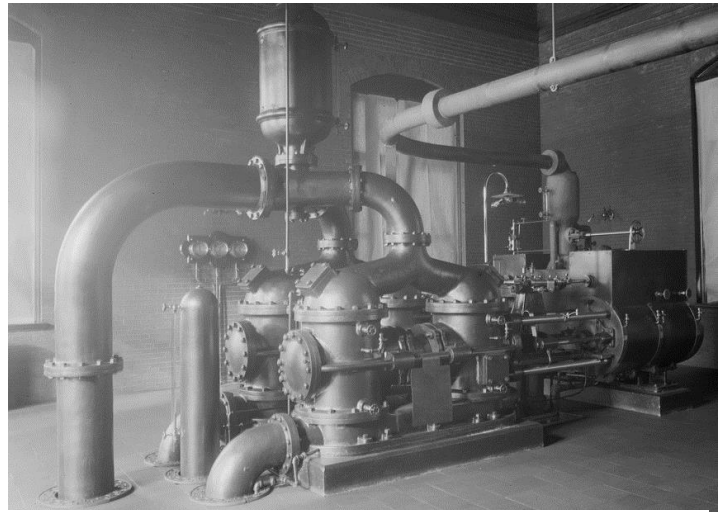
According to Marie Saccoccio, a neighborhood resident who was one of the petitioners for landmark designation, the foundry also played an important and previously unknown role in women's labor history.

East Cambridge was surely a center of industry during the turn of the century but lost in the accounts is the historic and substantial role of the neighborhood women (notably Polish) who worked in its foundries. The evidence of their controversial contribution was memorialized by *The New York Times* in three articles appearing in September, 1911, and covered by the press as far away as San Francisco. The controversy concerned women in the workplace, doing a man's job, being paid half the man's hourly wage; lifting as much as 150 lbs. on the job; stripping from waist up because of the heat of the foundry itself; working far more hours than allowed by law. The public debate was so notorious that Governor Eugene Foss authorized a raid on the premises by the State Police. Lieutenant Governor supported the action, as did Mayor Barry of Cambridge and various Congregational ministers. The debate extended to a formal meeting at Faneuil Hall. It appears the male workers from the foundries, represented by American Federation of Labor and Boston Central Labor Union, were the source of the complaints; they were undoubtedly seeking more hours for the men, rather than advocating for the increase in wages or better working conditions for women. The owners of the foundries, which included Governor Foss, asserted that the women were fully capable of doing a man's job with no mitigation necessary.

Within a year, despite an investigation that found no violation of existing law, Massachusetts passed the Employment of Women in the Core Rooms, Acts of 1912, Chapter 653, and the first Minimum Wage Act for Women in the Country, Chapter 706, Acts of 1912.

The holding company, International Steam Pump, failed in 1914, apparently in part as a consequence of the death of its principal owner, Benjamin Guggenheim, in the sinking of the *Titanic* in 1912, and was reorganized as a producing company under the Worthington name. Seven affiliated companies were reorganized as the Worthington Pump & Machinery Corporation in 1916, and the Cambridge operation was thereafter known as the Blake & Knowles works of the parent company.

The U.S. entered World War I on April 6, 1917 and the plant began a rapid expansion to meet the needs of the U.S. Navy, which essentially commandeered production as every warship required between 25 and fifty pumps of all descriptions. The Federal government purchased additional land for the company south of Binney Street, and Aberthaw Construction put up five new buildings on Binney, Bent, and Fifth streets. One "four-story reinforced concrete building [195 Binney Street] was built, equipped and manned in four months;" another at Fifth and Binney was erected in 14 weeks. "New foundries, core-making shops

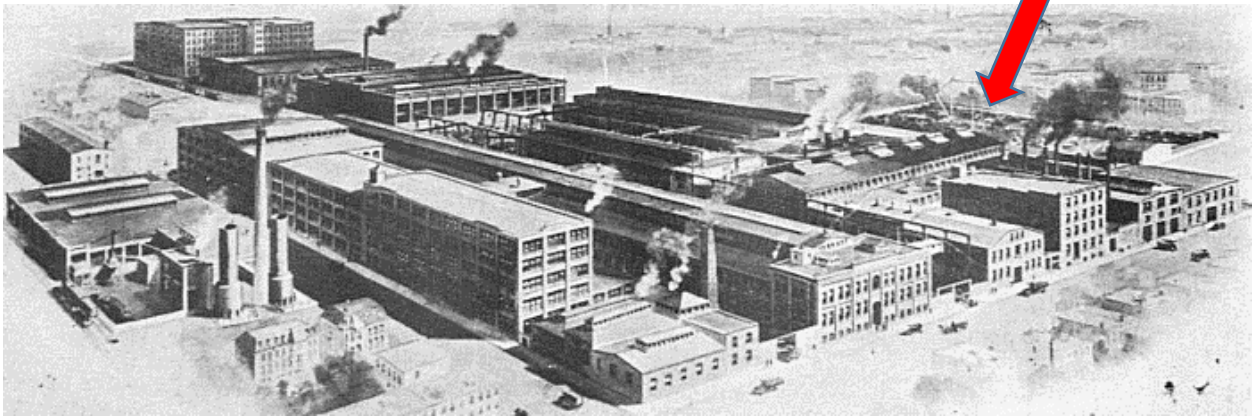


Metropolitan Water Works, Arlington Station. Blake & Knowles engine (right) and pump, 1916. Digital Commonwealth



electric plants, storage yards, coal pockets, machine shops and all the accessory buildings ... were finished in record time (*Chronicle*, March 23, 1918). The firm's original 1883 foundry had been converted to other uses, so the 1890 foundry at 180 Bent Street was supplemented by another one in a new building at the corner of Fifth and Bent.

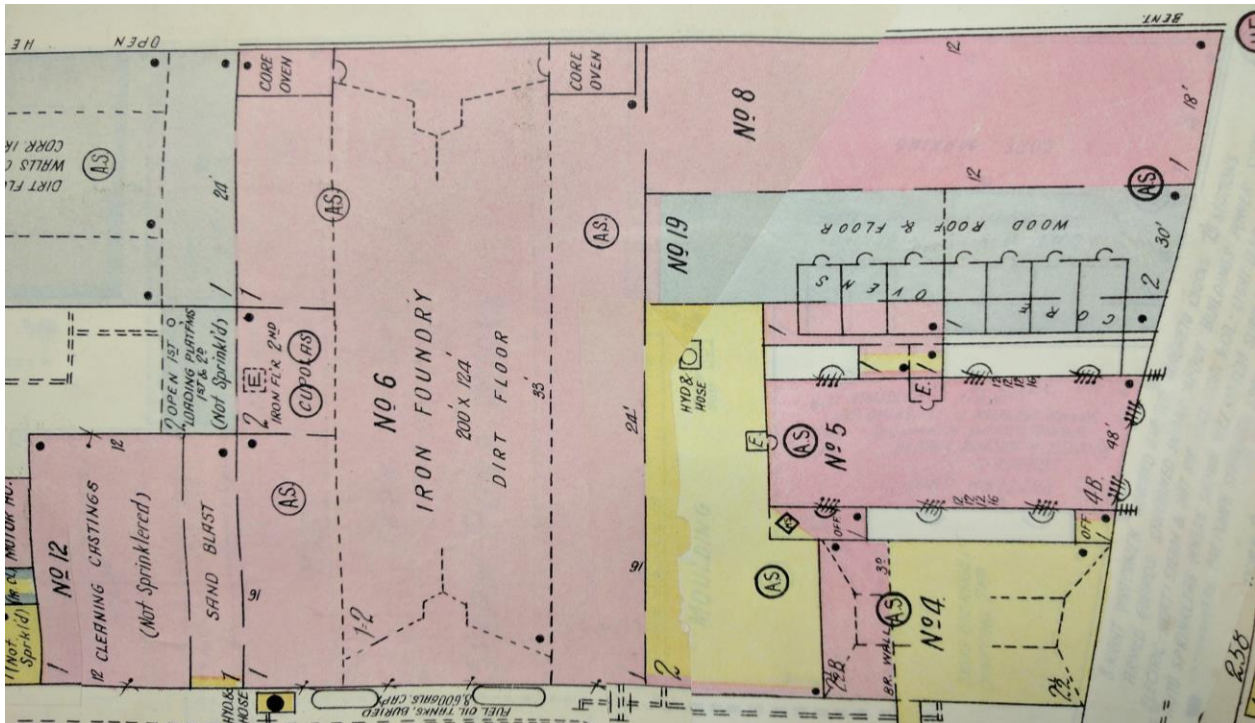
During the war employment reached a peak of 2,600 and production capacity doubled. Despite wartime conditions, or perhaps because of them, 600 machinists walked out in July 1918 to demand overtime pay for work in excess of 48 hours a week. The Navy protested that the stoppage would delay completion of 200 destroyers needed to fight German submarines, and the men returned after they were promised an eight-hour day. In October, 300 unorganized foundry moulders also struck for higher wages and joined a union. Meanwhile, the *Chronicle* reported in December that since the beginning of the war Aberthaw had erected eight new buildings and remodelled four, in additions to numerous additions. By this time the plant occupied 9 1/2 acres. It had 2,300 hands and was one of the largest employers in Cambridge.



Blake & Knowles Works, ca. 1920 after wartime construction of buildings on both sides of Binney and west of Fifth streets. *Cambridge Sentinel*, Oct. 11, 1924

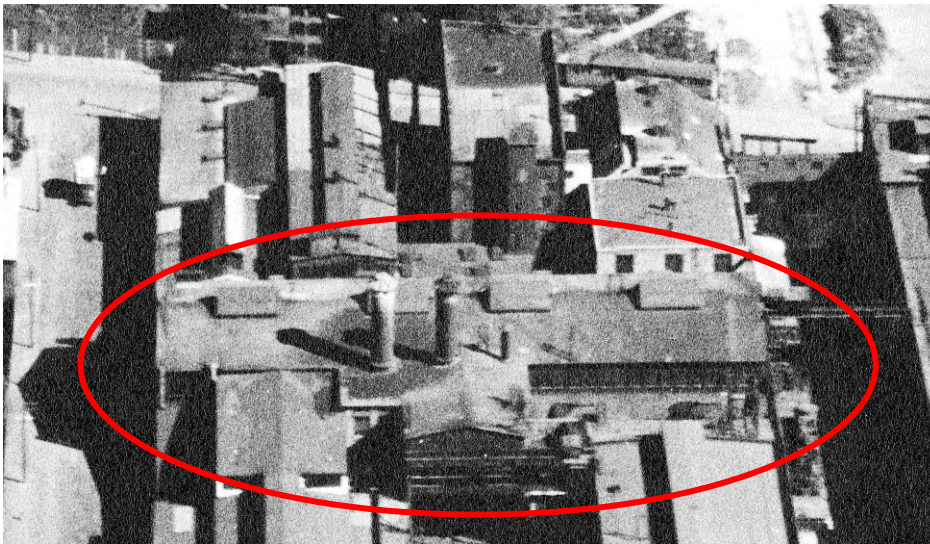
The Blake & Knowles plant entered the 1920s with "one of the best and most completely equipped shops in operation ... operating in a new, clean, well-lighted and much enlarged quarters, having a complete equipment of splendid new and up-to-date machinery" and looking forward to continued operation (*Cambridge Sentinel*, Dec. 25, 1920). The climate soon soured, however. In 1921 the company got into a dispute with the city over ownership of Rogers Street between Third and Fifth streets, which it had fenced off and been using exclusively since 1893. Meanwhile the company had filed for a tax abatement on about two acres of land that it had purchased with financing from the Federal government, which held the title. The latter controversy was still unresolved in January 1927, when Worthington announced that it would shut the Cambridge plant and move production to its other plants. Some of the 800-900 employees would be offered positions elsewhere, but most would be laid off. This was a major blow to the city in a year when the Ford Motor Co. closed its Cambridge plant and moved production to Somerville.

Worthington offered all 27 buildings for sale individually or as a group. Within two years most had been sold, and were occupied by a wide range of firms that represented as many different industries, including an asbestos warehouse, a steel distributor, and manufacturers of wooden boxes, iron beds, cedar shingles, and copper boilers.



Former Blake & Knowles foundry and associated buildings in 1930.

Sanborn Map Co.



The foundry in 1927. The cupolas are the two chimney-like structures in the center. The four vent structures atop the clerestory roof were soon removed. CHC collection.

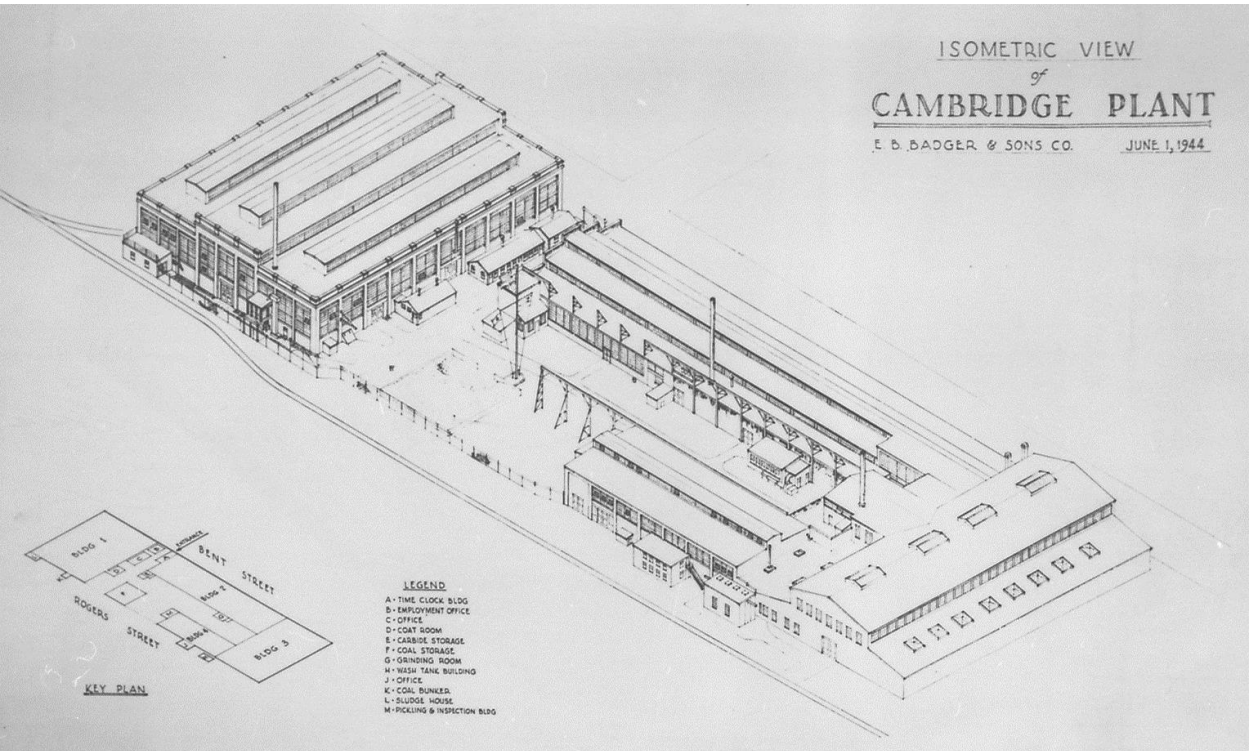
The foundry complex on Rogers and Bent streets was acquired in 1929 by a manufacturer of truck bodies, the Perin-Walsh Co. of Boston, which in 1931 employed up to 200 hands. The 1890 foundry was apparently used as storage for finished truck bodies, while production took place in the new foundry building erected at the corner of Fifth Street in 1917. A firefighter was injured in 1938 when part of the roof gave way and he fell 35 feet to the floor.

Perin-Walsh apparently defaulted and was foreclosed by the Worthington company in 1938. The foundry complex was acquired by the Badger Manufacturing Co., which in 1951 sold it to Lombard Brothers, a trucking company, which inserted overhead doors and used it as a warehouse and garage. In about 1968 Lombard leased the Foundry to the Ambassador Taxi Co. Nathaniel Slavin of the



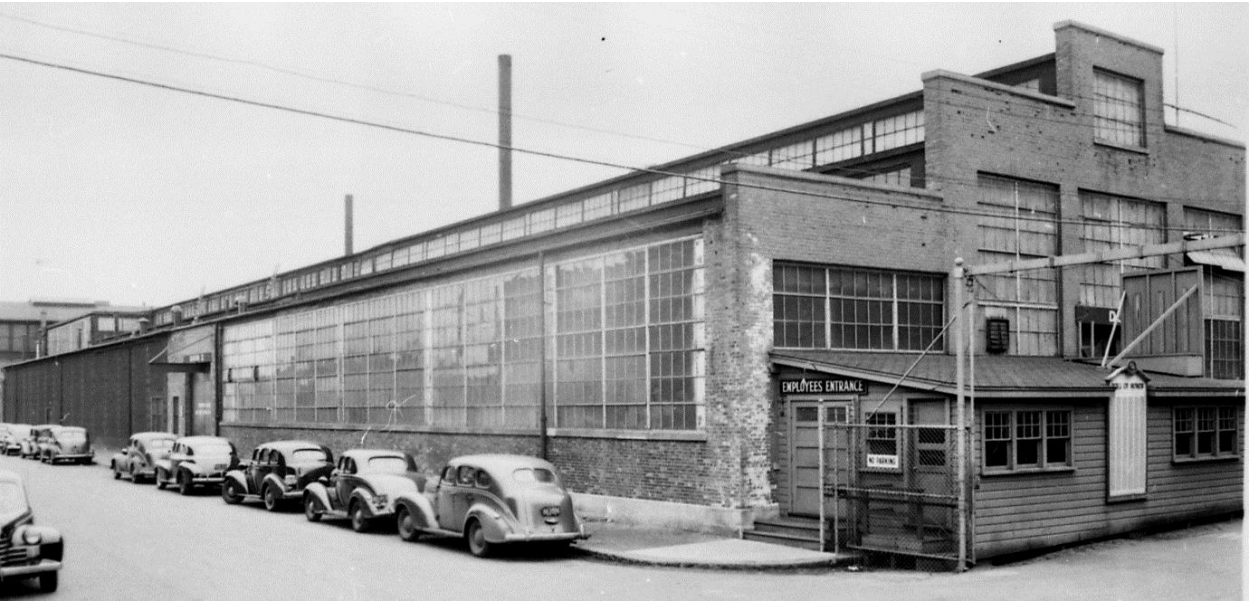
101 Rogers Street, Bent Street elevation, 1935

Engineering Dept. Collection, CHC



E.F. Badger & Sons complex, with 1890 foundry at right and the 1917 foundry at left.

Badger collection, CHC



E.F. Badger & Sons complex, 178-200 Bent Street ca. 1940.

Badger collection, CHC

Slavin Realty Trust acquired the property from Lombard in 1968 and sold the west end of the block to the New England Telephone Co., which demolished the 1917 foundry and constructed a high-rise switching complex and a parking lot next to 101 Rogers. The old Blake & Knowles buildings east of the Foundry survived until the 1970s. The original 1883 foundry and the 1890 pattern storage building were razed in 1973. The lot remained vacant until 2017, when construction began on a 70' residential condominium. The remaining Blake & Knowles buildings (except for the brass foundry on the corner of Third and Binney streets) were acquired by the United-Carr Fastener Co. about 1951 and were used for manufacturing purposes until 1997, when they were adaptively reused for rental housing.



101 Rogers Street, 1969. The former pattern shop at right was razed in 1970.

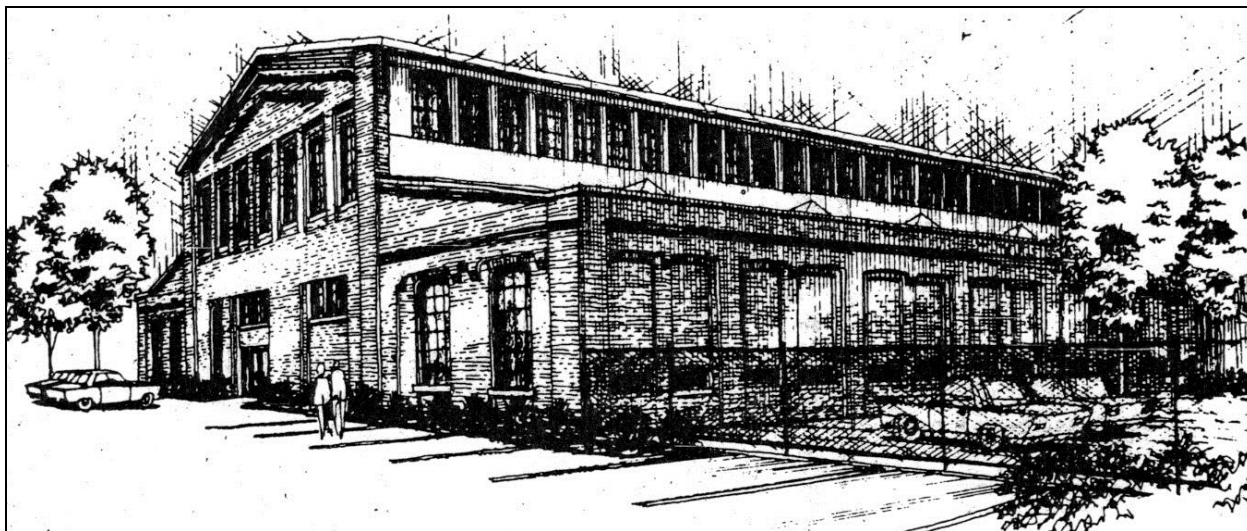
CHC staff photo



101 Rogers Street, 1970.

CHC staff photo

Meanwhile, the 1890 foundry continued in use as a taxi garage until in 1982 Exeter Equities, a Boston investment firm, announced that the building would be renovated for office space while retaining its 19th century exterior appearance and wood framing. The project was designed by Howard Rockstrom Associates of Carlisle, Mass. a firm whose principal had earlier been employed by the Flatley Company, a Boston developer and property owner. Little could be learned about Rockstrom beyond his dates (1931-1986) and a possible project on Sargent Wharf in Boston in the mid-1970s. A building permit (80194) was issued on August 2, 1982 to "remodel and erect three additional interior floors" at a cost of \$650,000; the contractor was the J. Abrams Co. of Brookline. The prime tenant was First Phone, a Boston-based telecommunications carrier which occupied the building in July 1983 at the conclusion of a project that was said to have cost \$2.7 million.



101 Rogers Street adaptive reuse proposal (1982, Howard Rockstrom Associates, architects). *Cambridge Chronicle*, Sept. 16, 1982

Another permit (031771) was issued in 1982 for \$150,000 in alterations designed by Jung/Brannen Associates. In 1988 a new owner, Rogers Bent Realty Trust, constructed a new entrance for \$250,000 and changed the address from 180 Bent Street to 101 Rogers. Over the next four years eleven building permits were issued for partitions and tenant fit-out work.

By 2009 ownership of the Foundry had passed to Alexandria Real Estate Equities, Inc., which had assembled several building and about twelve acres of land for a life sciences development. As a condition of city approval in 2010 Alexandria agreed to transfer ownership of the Foundry to the City of Cambridge, with the stipulation that at least 10,000 square feet of the then 52,000 square foot building be dedicated to community use. By 2014 the City Council was actively discussing future uses and working with the Cambridge Redevelopment Authority to draft a demonstration plan. In 2015 the city leased the property to the CRA for 50 years and appropriated \$6 million for improvements that were expected to cost \$12 million. Interior demolition and abatement cleared all the interior partitions and fixtures, leaving intact the shell of the building and the floors installed in 1983.

In August 2016 the CRA tentatively designated CIC/Graffito SP, working in association with Hacin+Associates, as the Kendall Square Foundry Development Partners for the revitalization of the building. However, the planning process became contentious and in November 2016 an important participant in a community meeting mentioned the possibility of a "nuclear option" that would involve demolition and redevelopment of the property. The Cambridge Historical Commission re-

ceived a citizens' petition requesting initiation of a landmark designation study on November 23, 2016, and voted to initiate the study on January 5, 2017.

Late in December 2016 the CRA halted the development process and began a new search for a way forward. By March 2017 the city and the CRA were discussing a new plan that would require a \$25 million investment to create a self-sustaining operation that would include about 15,500 square feet of commercial office space (out of a total square footage then calculated at 37,500 sf) and house a theater, a café, an art gallery, and 5,000 sf for nonprofits. This plan was refined to include maker space and job training in science, technology, engineering and math, and in September 2017 the City Council unanimously approved the plan and the associated funding, now estimated at up to \$30 million. The CRA retained Cambridge Seven Associates in January 2018, and in February advertised for an operator to manage the building when completed in 2020.

#### IV. Significance of the Property

The former Blake & Knowles Foundry at 101 Rogers Street, designed by engineer Luther H. Gager in 1890, is significant for its architecture and method of construction, for its associations with the industrial development of Cambridge in the 19<sup>th</sup> and 20<sup>th</sup> centuries, and for its associations with women's labor history. It is a rare and distinctive example of a specialized early twentieth-century industrial structure. The building and its relationship to the other surviving buildings of the former Blake & Knowles complex make an important contribution to the industrial history of East Cambridge and Kendall Square.

#### V. Relationship to Criteria

##### A. Article III, Chapter 2.78.180 a.

The enabling ordinance for landmarks states:

The Historical Commission by majority vote may recommend for designation as a landmark any property within the City being or containing a place, structure, feature or object which it determines to be either (1) importantly associated with one or more historic persons or events, or with the broad architectural, aesthetic, cultural, political, economic or social history of the City or the Commonwealth or (2) historically or architecturally significant (in terms of its period, style, method of construction or association with a famous architect or builder) either by itself or in the context of a group of structures . . .

##### B. Relationship of Property to Criteria

The former Blake & Knowles Foundry meets landmark criterion (1) for its important associations with the economic history of the City and for its associations with women's labor history. The property also meets criterion (2) as a rare example of its type in Cambridge and for its association with civil engineer Luther H. Gager.

#### VI. Recommendations

##### A. Purpose of Designation

Article III, Chapter 2.78.140 states the purpose of landmark designation:

preserve, conserve and protect the beauty and heritage of the City and to improve the quality of its environment through identification, conservation and maintenance of . . . sites and structures which constitute or reflect distinctive features of the architectural, cultural, political, economic or social history of the City; to resist and restrain environmental influences adverse to this purpose; [and] to foster appropriate use and wider public knowledge and appreciation of such . . . structures . . .

## B. Preservation Options

Landmark designation or donation of a preservation restriction are two options for the permanent long-term protection of the former Blake & Knowles Foundry.

While the immediate threat of demolition that motivated the landmark designation study has receded, options for preservation of the exterior are still being discussed. Landmark designation will allow the Cambridge Historical Commission to review and approve alterations to the exterior and ensure that they are appropriate to the character of the building as well as consistent with its future use.

A preservation restriction could have the same effect as a landmark designation in preserving the exterior of the Foundry, but could also be drafted to protect significant interior features such as the timber framing. However, a preservation restriction would require the consent of the owner, the City of Cambridge, as well as the Cambridge Redevelopment Authority, and would have to involve a non-city party to hold and administer it. From a procedural point of view this is not a practical approach.

No plans are underway for an historic district or neighborhood conservation district study in the area surrounding the property.

While the Foundry is not listed on the National Register of Historic Places, the company's manufacturing buildings on the block bounded by Third, Sciarappa, Rogers and Binney streets were listed on the National Register of Historic Places in 1997, while the brass foundry has been protected by a preservation restriction since 2001. The Foundry Building is the only Blake & Knowles building that is not designated in some fashion. National Register listing alone does not protect and preserve buildings in the absence of Federal or State funding or permits, but is a useful planning tool and can provide tax benefits for private party restoration investments. The Cambridge Historical Commission intends to nominate the building to the Register at some point in the future.

In the absence of landmark designation, a proposal to demolish the Foundry would trigger the Historical Commission's review under the citywide demolition delay ordinance, but this provision of Ch. 2.78 provides only a delay mechanism. However, there would appear to be no obvious threats to the building once the currently proposed adaptive reuse project is completed.

## C. Staff Recommendation

The staff urges the Commission to find that the former Blake & Knowles Foundry meets the criteria for landmark designation. Based on this finding, the Commission could either vote to recommend that the City Council designate the property as a protected landmark under Article III, Chapter 2.78, or extend the study period until the adaptive project is completed, at which point the Commission could decide to apply for permanent designation or allow its jurisdiction to lapse.



## VII. Standards and Criteria

Under Article III, the Historical Commission is charged with reviewing any construction, demolition or alteration that affects the exterior architectural features (other than color) of a designated landmark. This section of the report describes exterior architectural features that are among the characteristics that led to consideration of the property as a landmark. Except as the order designating or amending the landmark may otherwise provide, the exterior architectural features described in this report should be preserved and/or enhanced in any proposed alteration or construction that affects those features of the landmark. The standards following in paragraphs A and B of this section provide guidelines for the treatment of the landmark described in this report.

### A. General Standards and Criteria

Subject to review and approval of exterior architectural features under the terms of this report, the following standards shall apply:

1. Significant historic and architectural features of the landmark should be preserved.
2. Changes and additions to the landmark which have taken place over time are evidence of the history of the property and the neighborhood. These changes may have acquired significance in their own right and, if so, that significance should be recognized and respected.
3. Deteriorated architectural features should be repaired rather than replaced.
4. When replacement of architectural features is necessary, it should be based on physical or documentary evidence.
5. New materials should, whenever possible, match the material being replaced in physical properties, design, color, texture, and appearance. The use of imitation replacement materials is generally discouraged.
6. The surface cleaning of a landmark should be done by the gentlest possible means. Sandblasting and other cleaning methods that damage exterior architectural features shall not be used.
7. Additions should not destroy significant exterior architectural features and should be recognizable as new architectural elements, without compromising the original building's historic aspects, architectural significance, or the distinct character of the landmark, neighborhood, and environment.
8. Additions should be designed in a way that, if they were to be removed in the future, the essential form and integrity of the landmark would be unimpaired.

### B. Suggested Review Guidelines

1. Site Development.

There appears to be little or no further as-of-right potential for development on the site, and almost no space in which the building could be expanded.

2. Alterations

The brick shell and roof profile of the building are intact and should not be altered without review. The cross-gabled wing on the west side that formerly housed the cupolas has lost its integrity and may be reclad, subject to the Certificate of Appropriateness process.

a. Exterior surfaces

Exterior materials should be preserved insofar as practicable. Special care should be taken to protect and maintain the brick masonry. Repointing the mortar joints should be done with special care to maintain the strength, color and texture of the mortar and the profile of the joints.

b. Fenestration

Many historic window openings have been bricked up or altered, and consideration should be given to restoring these to their original configuration. No historic window sash remain in the building. New windows should replicate historic patterns as closely as practicable while achieving energy efficiency goals.

Large overhead doors (or the remnants of them) on Rogers and Bent streets are disfiguring. Consideration should be given to re-establishing the original openings where possible.

The ca. 1983 entry on Bent Street is inappropriate and should be reconfigured

c. Roof

The roof and clerestory are significant features of the building. New penetrations should be minimized. Existing bubble skylights should be replaced with flat profile units. Rooftop HVAC equipment, if required, should be grouped to minimize any visual intrusion. Solar panels should be mounted coplanar and close to the roof.

d. Site development

The entry on Rogers Street is not inappropriate, but it is not significant and could be altered (subject to CHC review and approval) for functional or code compliance reasons. The former entry on Bent Street could be re-established in a more appropriate fashion.

e. Interior features

Although interior features are not subject to the jurisdiction of the Cambridge Historical Commission, the owner should be encouraged to preserve structural materials and surfaces that represent the industrial history of the building.

## VIII. Proposed City Council Order

### ORDERED:

That the former Blake & Knowles Foundry at 101 Rogers Street, Cambridge, be designated as a protected landmark pursuant to Chapter 2.78, Article III, Section 2.78.180 of the Code of the City of Cambridge, as recommended by vote of the Cambridge Historical Commission on December 4, 2014. The premises so designated is the land defined as Parcel 82 on assessor's map 27 and the building thereon and the premises described in a deed recorded in January 9, 2012 (Book 58257, Page 379) at the South Middlesex Registry of Deeds.

This designation is justified by the important architectural and historical associations the property embodies as a substantially intact late-19<sup>th</sup> century foundry associated with a once-prominent Cambridge industry, the Blake & Knowles Steam Pump Works, and for its important associations with women's labor history.

The effect of this designation shall be that review by the Cambridge Historical Commission and the issuance of a Certificate of Appropriateness, Hardship or Non-Applicability shall be required before any construction activity can take place within the designated premises or any action can be taken affecting the appearance of the premises, that would in either case be visible from a public way. In making determinations the Commission shall be guided by the terms of the Final Landmark Designation Report, dated \_\_\_\_\_, 2018 with respect to the designated premises, by Section VII, Standards and Criteria of said report, and by the applicable sections of Chapter 2.78, Article III, of the Cambridge Municipal Code.

## IX. Bibliography

### 1. General Sources

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*Cambridge Chronicle*

*Cambridge Sentinel*

*Cambridge Tribune*

*The New York Times*

Hail, Christopher. Cambridge Buildings and Architects. Cambridge, 2002.

### 2. Government Records and Sources

Cambridge Historical Commission, *East Cambridge*: The MIT Press, 1986.

Cambridge Historical Commission survey files

Cambridge maps and atlases.

### 3. Other Sources

Gilman, Arthur. *The Cambridge of Eighteen Hundred and Ninety Six*. Cambridge, 1896

Stone, Orra. *The History of Massachusetts Industries*. Boston, 1930

U.S. Department of the Interior. "Blake & Knowles Steam Pump Company National Register District." Nomination to the National Register of Historic Places accepted June 13, 1997

## Investment Report - April 11, 2018

Prepared on April 03, 2018 for:

**CAMBRIDGE REDEVELOPMENT AUTHORITY**

Account No. [REDACTED]

CAMBRIDGE REDEVELOPMENT AUTHORITY  
C/O THOMAS L EVANS  
255 MAIN STREET  
4TH FLOOR  
CAMBRIDGE MA 02142-1057

### The Javaheri Group

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#### Your Branch:

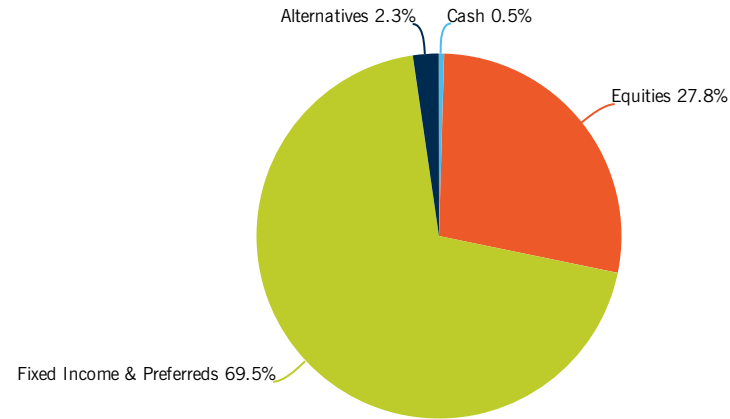
45 WILLIAM ST STE 130  
WELLESLEY, MA 02481

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Please review the disclosures and definitions throughout this Document.  
Various sub-sections of this Document may not contain information on all accounts/positions covered in this Document.

ASSET ALLOCATION - ASSET CLASS



ASSET ALLOCATION

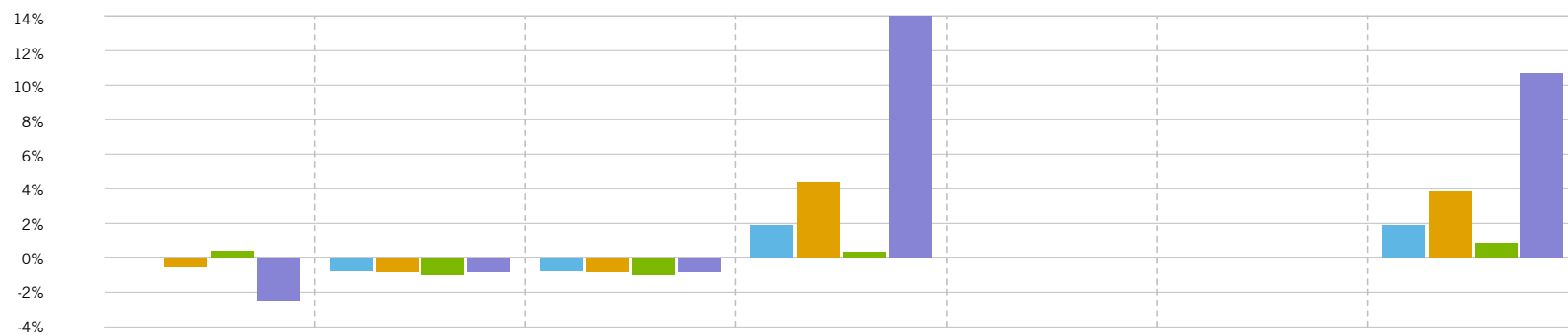
	Total Value (\$) 04/02/2018	% of Portfolio 04/02/2018
Cash	81,326.60	0.5
Equities	4,933,308.68	27.8
Fixed Income & Preferreds	12,333,615.63	69.5
Alternatives	407,322.67	2.3
<b>TOTAL PORTFOLIO</b>	<b>17,755,573.58</b>	<b>100.0</b>

## TIME WEIGHTED PERFORMANCE SUMMARY

CAMBRIDGE REDEVELOPMENT AUTHORITY [REDACTED] - Portfolio Management

As of March 31, 2018 | Reporting Currency: USD

## RETURN % (NET OF FEES) VS. BENCHMARKS



	Month to Date 02/28/18 - 03/31/18	Quarter to Date 12/31/17 - 03/31/18	Year to Date 12/31/17 - 03/31/18	Last 12 Months 03/31/17 - 03/31/18	Last 3 Years 03/31/15 - 03/31/18	Last 5 Years 03/31/13 - 03/31/18	Performance Inception 04/08/15 - 03/31/18
<b>Beginning Total Value</b>	<b>\$17,863,145.43</b>	<b>\$18,003,628.88</b>	<b>\$18,003,628.88</b>	<b>\$6,686,056.70</b>	-	-	<b>\$2,246,667.84</b>
Net Contributions/Withdrawals	0.00	0.00	0.00	11,048,125.00	-	-	15,277,170.19
Investment Earnings	6,518.76	-133,964.69	-133,964.69	135,482.49	-	-	345,826.16
<b>Ending Total Value</b>	<b>\$17,869,664.19</b>	<b>\$17,869,664.19</b>	<b>\$17,869,664.19</b>	<b>\$17,869,664.19</b>	-	-	<b>\$17,869,664.19</b>
<b>Return % (Net of Fees)</b>	<b>0.04</b>	<b>-0.74</b>	<b>-0.74</b>	<b>1.89</b>	-	-	<b>1.89</b>
<b>30% S&amp;P / 70% Bond</b>	<b>-0.51</b>	<b>-0.85</b>	<b>-0.85</b>	<b>4.36</b>	-	-	<b>3.85</b>
<b>BC Gov/Cr Intm</b>	<b>0.36</b>	<b>-0.98</b>	<b>-0.98</b>	<b>0.35</b>	-	-	<b>0.87</b>
<b>S&amp;P 500 Total Return</b>	<b>-2.54</b>	<b>-0.76</b>	<b>-0.76</b>	<b>13.99</b>	-	-	<b>10.70</b>

The investment returns shown on this page are time-weighted measurements which exclude the effect of the timing and amount of your contributions and withdrawals.

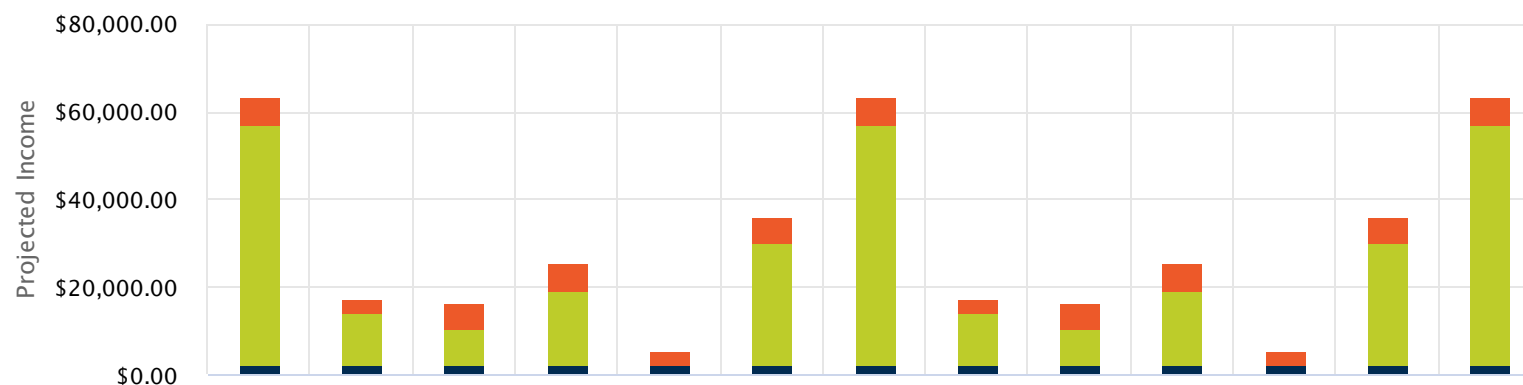


# PROJECTED 12 MONTH INCOME SUMMARY

CAMBRIDGE REDEVELOPMENT AUTHORITY - Portfolio Management

As of April 02, 2018 | Reporting Currency: USD

## PROJECTED 12 MONTH INCOME SUMMARY



Asset Class	Total Value (\$) 04/02/2018	04/03/18 to 04/30/18 (\$)	12 Month Projected Income (\$) (05/01/18 - 04/30/19)												% Yield	
			May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		Total
Cash	81,327	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Equities	4,933,309	6,484	3,261	6,004	6,484	3,261	6,004	6,484	3,261	6,004	6,484	3,261	6,004	6,484	62,996	1.28
Fixed Income & Preferreds	12,333,616	54,642	11,875	8,202	16,750	0	28,053	54,642	11,875	8,202	16,750	0	28,053	54,642	239,044	1.95
Alternatives	407,323	2,283	2,117	2,241	2,283	2,117	2,241	2,283	2,117	2,241	2,283	2,117	2,241	2,283	26,564	6.56
<b>Total</b>	<b>17,755,574</b>	<b>63,409</b>	<b>17,253</b>	<b>16,447</b>	<b>25,517</b>	<b>5,378</b>	<b>36,298</b>	<b>63,409</b>	<b>17,253</b>	<b>16,447</b>	<b>25,517</b>	<b>5,378</b>	<b>36,298</b>	<b>63,409</b>	<b>328,604</b>	<b>1.86</b>

Projected Income is calculated only for securities where data is available.

In instances whereby payment frequency and/or last payment date is not available, income is based on the current dividend or coupon rate, and will be displayed in the Total column only.

## OPEB Review - April 11, 2018

Prepared on April 03, 2018 for:

**CAMBRIDGE REDEVELOPMENT AUTHORITY**

Account No. [REDACTED]

CAMBRIDGE REDEVELOPMENT AUTHORITY  
OPEB TRUST  
255 MAIN STREET  
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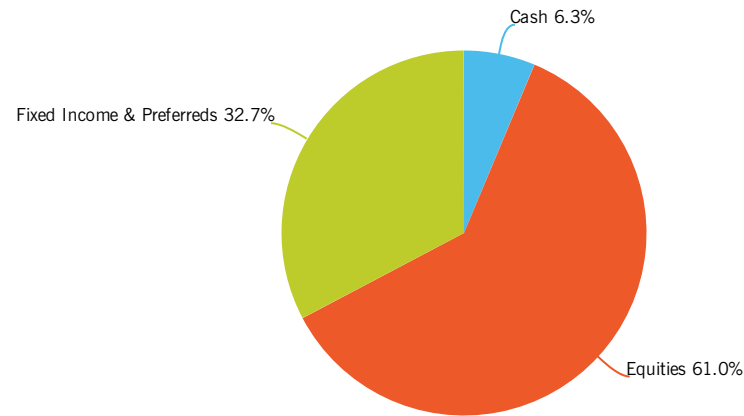
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ASSET ALLOCATION - ASSET CLASS



ASSET ALLOCATION

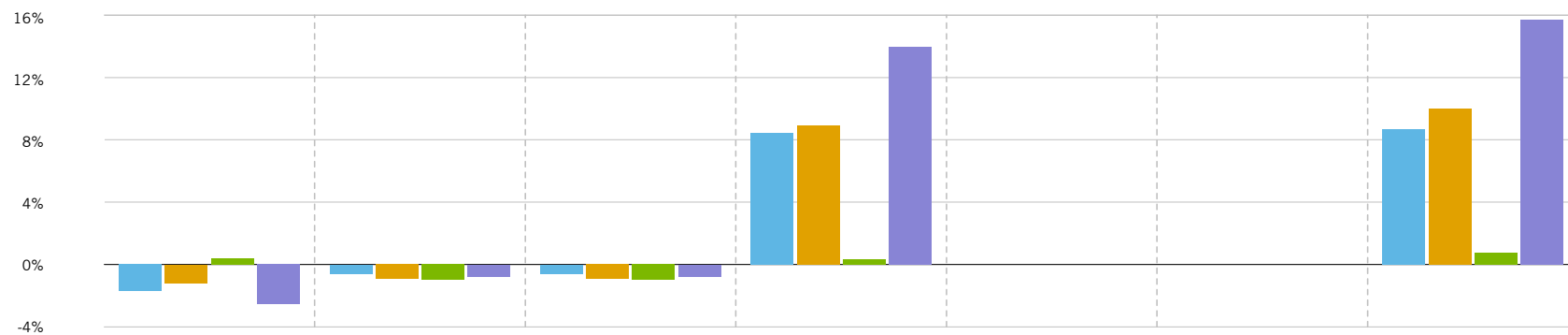
	Total Value (\$) 04/02/2018	% of Portfolio 04/02/2018
Cash	965.25	6.3
Equities	9,308.40	61.0
Fixed Income & Preferreds	4,996.11	32.7
<b>TOTAL PORTFOLIO</b>	<b>15,269.77</b>	<b>100.0</b>

## TIME WEIGHTED PERFORMANCE SUMMARY

OPEB TRUST ██████████ - AAA

As of March 31, 2018 | Reporting Currency: USD

## RETURN % (NET OF FEES) VS. BENCHMARKS



	Month to Date 02/28/18 - 03/31/18	Quarter to Date 12/31/17 - 03/31/18	Year to Date 12/31/17 - 03/31/18	Last 12 Months 03/31/17 - 03/31/18	Last 3 Years 03/31/15 - 03/31/18	Last 5 Years 03/31/13 - 03/31/18	Performance Inception 01/19/17 - 03/31/18
<b>Beginning Total Value</b>	<b>\$15,736.70</b>	<b>\$15,558.65</b>	<b>\$15,558.65</b>	<b>\$14,265.34</b>	-	-	<b>\$14,000.00</b>
Net Contributions/Withdrawals	0.00	0.00	0.00	0.00	-	-	0.00
Investment Earnings	-269.86	-91.81	-91.81	1,201.50	-	-	1,466.85
<b>Ending Total Value</b>	<b>\$15,466.85</b>	<b>\$15,466.85</b>	<b>\$15,466.85</b>	<b>\$15,466.85</b>	-	-	<b>\$15,466.85</b>
<b>Return % (Net of Fees)</b>	<b>-1.71</b>	<b>-0.59</b>	<b>-0.59</b>	<b>8.42</b>	-	-	<b>8.70</b>
<b>60 / 40 Benchmark</b>	<b>-1.18</b>	<b>-0.94</b>	<b>-0.94</b>	<b>8.88</b>	-	-	<b>10.02</b>
<b>BC Gov/Cr Intm</b>	<b>0.36</b>	<b>-0.98</b>	<b>-0.98</b>	<b>0.35</b>	-	-	<b>0.73</b>
<b>S&amp;P 500 Total Return</b>	<b>-2.54</b>	<b>-0.76</b>	<b>-0.76</b>	<b>13.99</b>	-	-	<b>15.71</b>

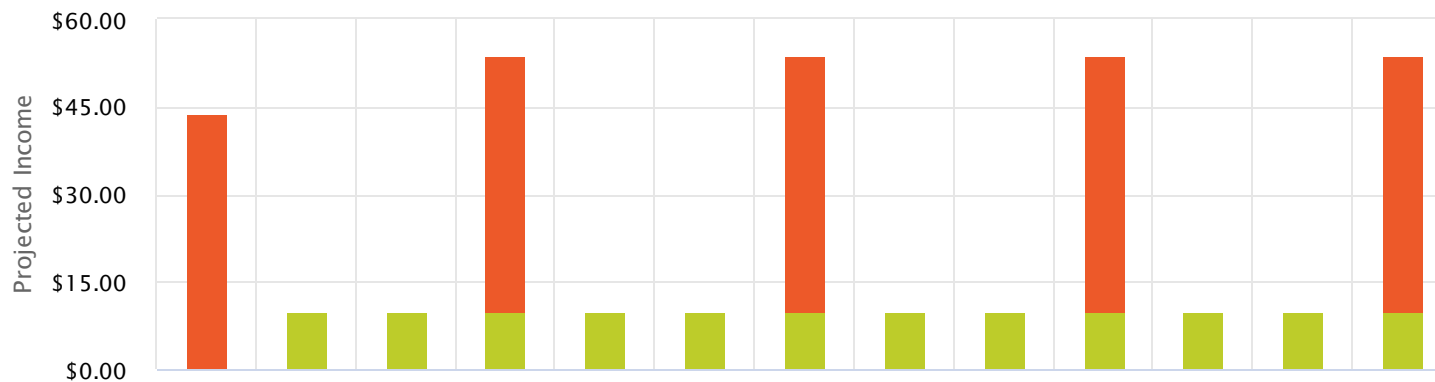
The investment returns shown on this page are time-weighted measurements which exclude the effect of the timing and amount of your contributions and withdrawals.

# PROJECTED 12 MONTH INCOME SUMMARY

OPEB TRUST ████████ - AAA

As of April 02, 2018 | Reporting Currency: USD

## PROJECTED 12 MONTH INCOME SUMMARY



Asset Class	Total Value (\$) 04/02/2018	04/03/18 to 04/30/18 (\$)	12 Month Projected Income (\$) (05/01/18 - 04/30/19)												% Yield	
			May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		Total
Cash	965	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Equities	9,308	44	0	0	44	0	0	44	0	0	44	0	0	44	176	1.9
Fixed Income & Preferreds	4,996	0	10	10	10	10	10	10	10	10	10	10	10	10	120	2.41
<b>Total</b>	<b>15,270</b>	<b>44</b>	<b>10</b>	<b>10</b>	<b>54</b>	<b>10</b>	<b>10</b>	<b>54</b>	<b>10</b>	<b>10</b>	<b>54</b>	<b>10</b>	<b>10</b>	<b>54</b>	<b>296</b>	<b>1.94</b>

Projected Income is calculated only for securities where data is available.

In instances whereby payment frequency and/or last payment date is not available, income is based on the current dividend or coupon rate, and will be displayed in the Total column only.

## **Staff Report to the Board** *April 11, 2018*

### **Contracting, Personnel, and General Administration**

The CRA is currently conducting interviews for summer internship positions. The CRA staff has also drafted a job description for a new position to assist with community outreach and workforce development efforts.

The office has settled into its new location on the 8th floor of 255 Main Street, while simultaneously launching negotiations for a longer-term lease arrangement.

### **Draft Forward Calendar**

<b>April 25 2018</b>	<b>May 9, 2018</b>
Foundry Operator Selection	88 Ames Street Signage
Auditor Contract Approval	75 Ames Street Signage
	Innovation Space Plan
	Foundry Update
	Forward Fund
	Investment Policy Revisions

### **Projects and Initiatives**

#### ***6th Street Walkway***

CDD and DPW have certified that the walkway design fulfills the special permit requirements of the 145 Broadway project, and that trees are adequately protected in the design. The CRA has approved the final drawings and specs for the walkway and is currently working out pedestrian and bike detour plans with Boston Properties. Construction is planned to start in the next few months depending on contractor availability.

#### ***Biogen Gas Tank Project***

The CRA approved a small gas tank project by Biogen on Biogen property adjacent to the east-west connector in between 105 Broadway and 115 Broadway. This gas tank project does not impact the sidewalk and does not adversely impact plans for the use of that east-west connector in the CRA's 2017 Infill Development Concept Plan (ICDP). None of the future bike parking will be impacted by the project. The gas tank project will be screened with a louver system that features a blue graphic similarly used on the Blue Garage next door and has playful shadows of people walking dogs and jogging. The vertical gas tank will be white and rise above the fence line, but it will not be visible from the East Service Drive due to the glass bridge that connects 105 and 115 Broadway. The CRA Design Review Committee helped advise the CRA staff on the look and feel of the screening wall at the 3/21/2018 CRA Design Review Committee meeting.

## Parcel 6

The 3<sup>rd</sup> and Binney vending program kicked off the season on April 2<sup>nd</sup>. Due to the many snowstorms in the month of March, a few trucks had to cancel their truck inspections that were previously scheduled with the Cambridge Fire Department, delaying their start during the first week.

The original slate of vendors has changed since the last Board meeting. A vegan vendor known as Bartleby's Seitan Stand has replaced Chilean Pomaire Food Truck and the Boston Cream Pie Company withdrew from the program.

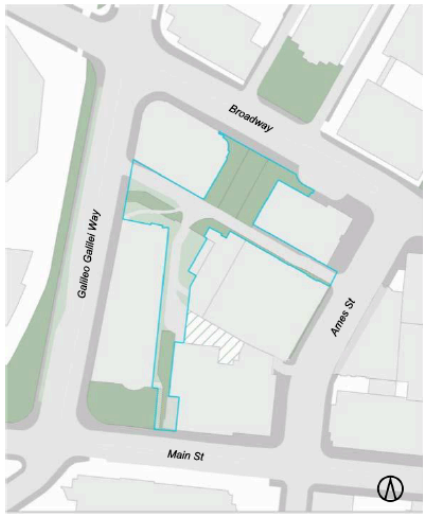


## Grand Junction Park

Restoration landscaping work has been scheduled to begin this week. A “stone mulch” treatment for the back side of the newly installed fence will be completed by Friday (weather permitting). Veolia has agreed to provide 85 yards of topsoil which will allow Brightview to create two-foot berms and include a variety of plantings running the length of the path. The sitting area in the park is scheduled for a spring cleaning the week of April 23<sup>rd</sup>.

**88 Ames Update:** Street reconstruction is scheduled to start by the end of April. The bike facility in Pioneer Way is framed and Pioneer Way will be resurfaced soon. The first residents are scheduled to move in during the month of June while about half of the units are still being completed. Signage for retail is scheduled to be presented to the Board in May. The leasing office reports that 11% of residential units are leased or in process of being leased, and that there is a lot of interest in the building and excitement about the look and feel of the units.





Boundary for the RFQ Landscape Redesign

**Parcel 3 Landscape Design:** In 2014 with the adoption of the Whitehead Institute zoning amendment to the MXD, it was agreed that the CRA would need to assist with the definition of open space mitigations should Whitehead move forward with the redevelopment of the plaza area on Main Street. The CRA initiated stakeholder collaboration for the redesign of Parcel 3 open spaces and procurement of a Landscape Design team. After hosting a kickoff meeting in February, staff wrote a Memorandum of Understanding (MOU) to clarify the role of stakeholders in a collaborative design process. Staff are now drafting an on-call Landscape Design RFQ.

**POPS and Easement Mapping**

CRA staff updated the POPS inventory on the MXD webpage to include additional pedestrian easement agreements. The easements include 325 and 355 Main Street Connector, Pioneer Way easements connecting Ames Street to Kendall Plaza, Binney to Broadway easements located on both sides of the Blue Garage, an easement on the south side of 250 Binney Street connecting Loughrey Walkway to the Blue Garage, and an easement on the north of 145 Broadway connecting Galileo Galilei Way to the West Service Road.



<http://www.cambridgeredevelopment.org/pops/>

**Forward Fund**

The outreach for the 2018 Forward Fund has been ongoing over the past month and there appears to be significant interest in this year’s program. The expanded outreach efforts have included new posters, social media, site visits to each business district, outreach through business associations, emails to non-profit organizations, and advertisements in the Cambridge Chronicle.



## Budget vs. Actuals January - March, 2018

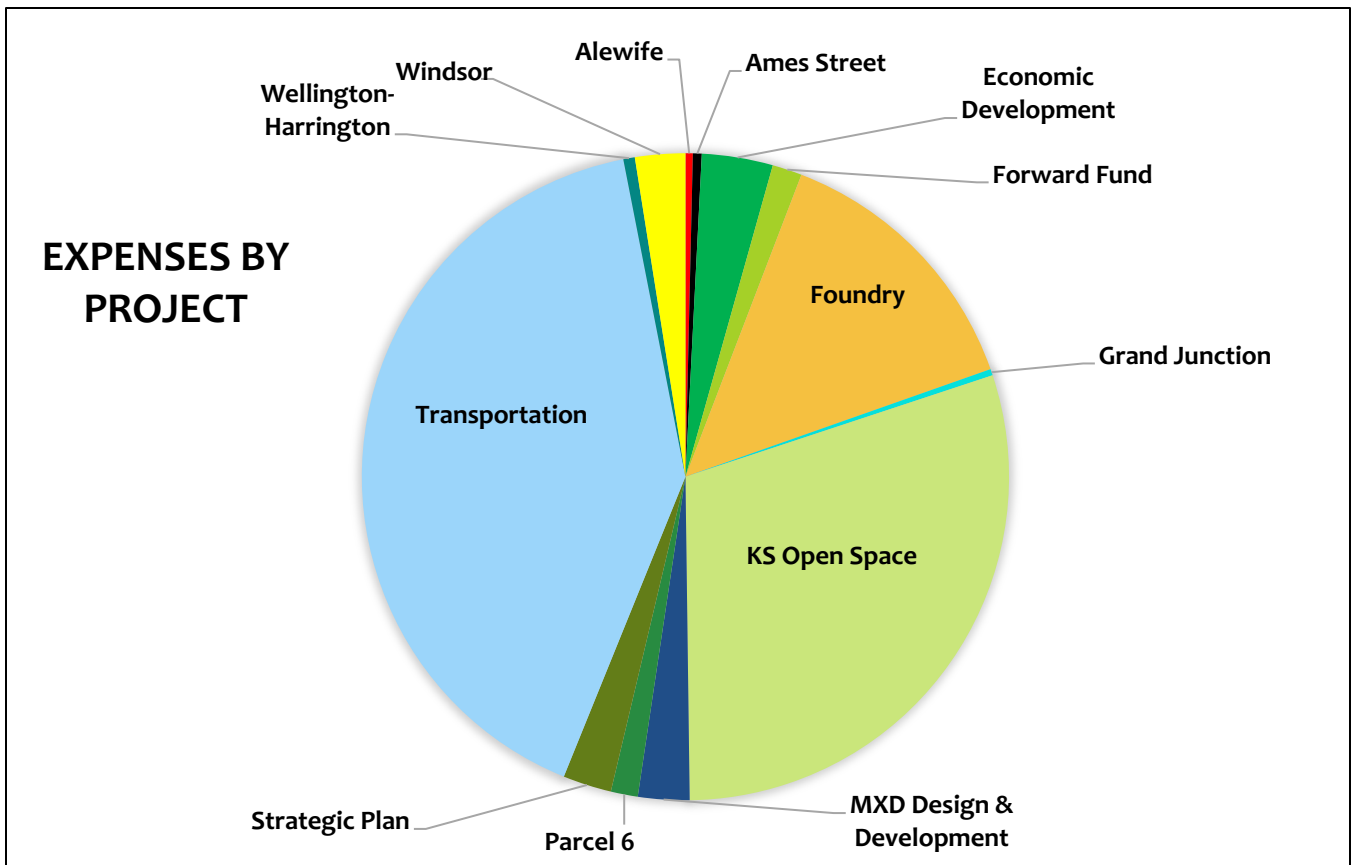
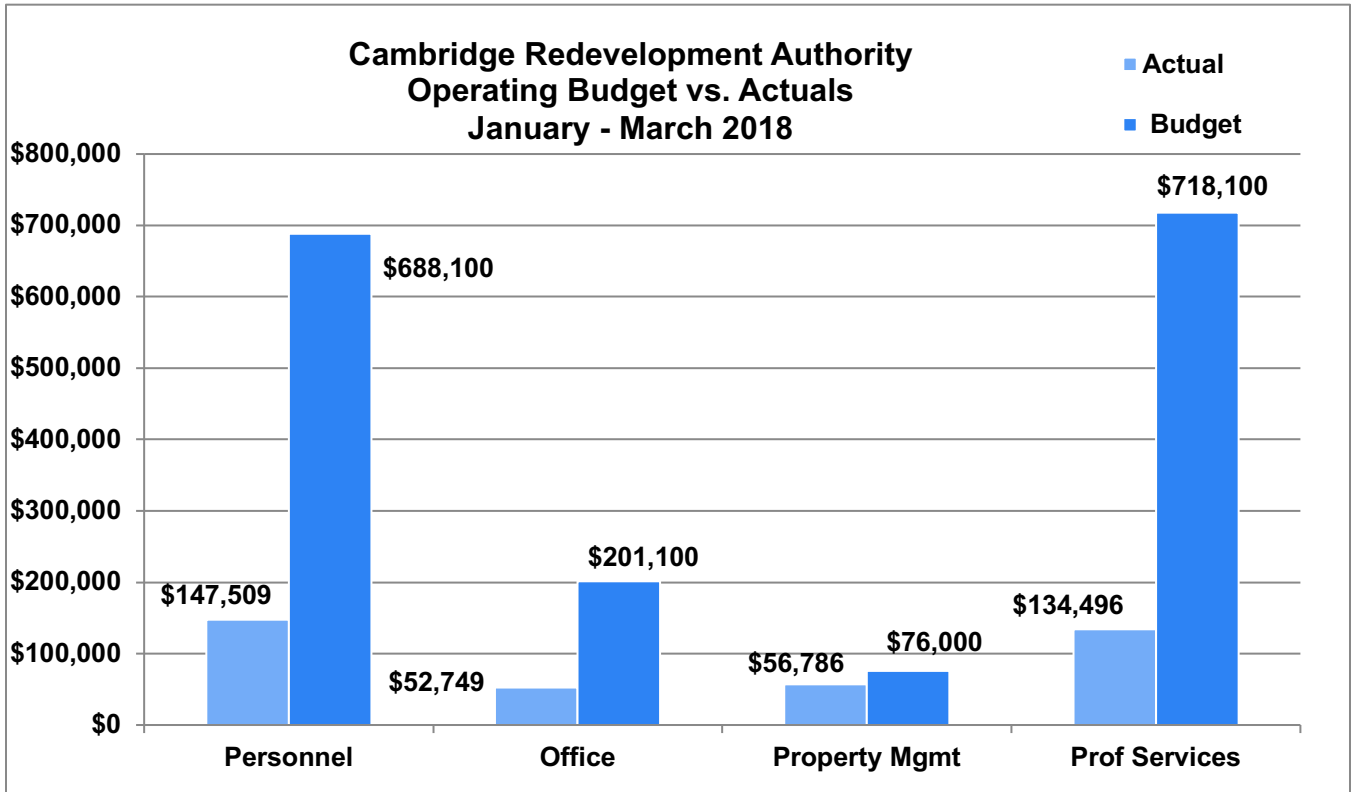
	Total	
	Actual	Budget
<b>Income</b>		
<b>4000 Income</b>		
<b>4200 Operating Revenue</b>		
4210 Grants		255,000
4220 Proceeds from sale of development rights	\$45,795	431,000
4230 Reimbursed Expenses		100,000
<b>4240 Rental Income</b>		
4241 Lot License Agreements		
4243 Parcel Six Rental Space	8,375	15,000
<b>Total 4240 Rental Income</b>	<b>\$8,375</b>	<b>\$15,000</b>
4250 Other		
<b>Total 4200 Operating Revenue</b>	<b>\$54,170</b>	<b>\$801,000</b>
<b>4300 Other Income</b>		
4310 Dividend Income	36,524	90,000
4320 Interest Income	63,344	490,000
<b>Total 4300 Other Income</b>	<b>\$99,868</b>	<b>\$580,000</b>
<b>Total 4000 Income</b>	<b>\$154,038</b>	<b>\$1,381,000</b>
<b>Total Income</b>	<b>\$154,038</b>	<b>\$1,381,000</b>
<b>Gross Profit</b>	<b>\$154,038</b>	<b>\$1,381,000</b>
<b>Expenses</b>		
<b>6000 Operating Expenses</b>		
<b>6100 Personnel</b>		
6110 Salaries	117,727	465,000
<b>6120 Payroll Taxes</b>		
6121 Medicare & OASDI (SS)	1,918	9,200
6123 Unemployment & MA Health Ins	432	800
<b>Total 6120 Payroll Taxes</b>	<b>\$2,350</b>	<b>\$10,000</b>
<b>6130 Personnel and Fringe Benefits</b>		
6131 Insurance - Dental	2,218	7,000
6132 Insurance - Medical (for Employees)	10,196	55,000
6133 Pension Contribution (Employees & Retirees)		82,100
6134 T Subsidy	1,382	6,000
6135 Workers Comp & Disability Insurance	899	1,000
<b>Total 6130 Personnel and Fringe Benefits</b>	<b>\$14,695</b>	<b>\$151,100</b>
6140 Insurance - Medical (for Retirees, Survivors)	12,737	55,000
6150 OPEB Account Contribution		7,000
<b>Total 6100 Personnel</b>	<b>\$147,509</b>	<b>\$688,100</b>

	Total	
	Actual	Budget
<b>6200 Office</b>		
<b>6210 Community Outreach</b>		
6211 Materials	\$80	2,000
6212 Public Workshops		2,000
6213 Other	804	6,000
<b>Total 6210 Community Outreach</b>	<b>\$884</b>	<b>\$10,000</b>
<b>6220 Marketing &amp; Professional Development</b>		
6221 Advertising	\$808	1,000
6222 Conferences and Training	\$599	12,500
6223 Dues and Membership	2,800	6,000
6224 Meals	128	500
6226 Staff Development	595	1,000
6227 Subscriptions	341	300
6228 Travel	\$50	300
<b>Total 6220 Marketing &amp; Professional Development</b>	<b>\$5,321</b>	<b>\$21,600</b>
<b>6230 Insurance</b>		
6231 Art and Equipment	5,675	5,700
6232 Commercial Liability	3,371	3,700
6233 Special Risk	5,133	5,300
<b>Total 6230 Insurance</b>	<b>\$14,179</b>	<b>\$14,700</b>
<b>6240 Office Equipment</b>		
6241 Equipment Lease	1,432	4,300
6242 Equipment Purchase (computers, etc.)	\$430	1,500
6423 Furniture		1,000
<b>Total 6240 Office Equipment</b>	<b>\$1,862</b>	<b>\$6,800</b>
<b>6250 Office Space</b>		
6251 Archives (Iron Mountain)	1,447	6,000
6252 Office Rent	16,543	101,300
6253 Office Utilities	750	4,200
6254 Other Rental Space	4,788	5,000
6255 Parking		400
6256 Repairs and Maintenance		300
6257 Relocation	2,385	10,000
<b>Total 6250 Office Space</b>	<b>\$25,914</b>	<b>\$127,200</b>
<b>6260 Office Management</b>		
6261 Board Meeting Expenses	218	900
6263 Office Supplies	414	2,000
6264 Postage and Delivery	91	300
6265 Printing and Reproduction	725	1,000
6266 Software	378	1,000
6267 Payroll Services	347	1,100
6268 Financial Service Charges	\$13	200
<b>Total 6260 Office Management</b>	<b>\$2,186</b>	<b>\$6,500</b>
<b>6270 Telecommunications</b>		
6271 Internet	288	3,200
6272 Mobile	671	2,900
6273 Telephone	436	2,400
6274 Website & Email Hosting	115	800
6275 Information Technology	893	5,000
<b>Total 6270 Telecommunications</b>	<b>\$2,403</b>	<b>\$14,300</b>
<b>Total 6200 Office</b>	<b>\$52,749</b>	<b>\$201,100</b>

	Total	
	Actual	Budget
<b>6300 Property Management</b>		
6310 Contract Work		5,000
6320 Landscaping Maintenance	45,795	30,000
6330 Repairs		5,000
6340 Snow Removal	9,460	30,000
6350 Utilities		
6351 Gas & Electric	\$1,531	6,000
Total 6350 Utilities	<b>\$1,531</b>	<b>\$6,000</b>
6360 Other		
Total 6300 Property Management	<b>\$56,786</b>	<b>\$76,000</b>
<b>Total 6000 Operating Expenses</b>	<b>\$257,044</b>	<b>\$965,200</b>
<b>7000 Professional Services</b>		
7001 Construction Management		20,000
7002 Design - Architects	\$1,500	40,000
7003 Design - Landscape Architects		40,000
7004 Engineers		5,000
7005 Legal	\$2,385	100,000
7006 Real Estate & Finance		30,000
7007 Planning and Policy		60,000
7008 Retail Management / Wayfinding		
7009 Accounting	4,875	20,100
7010 Marketing / Graphic Design		10,000
7011 Temp and Contract Labor	1,500	5,000
7012 Web Design / GIS	5,213	5,000
7013 Land and Building Surveys	400	5,000
7014 Records Management / Archivist		20,000
7015 Energy & Environmental Planning		2,000
7017 Transportation	81,481	165,000
7018 Investment Services	37,143	151,000
7019 Workforce / Economic Development		40,000
<b>Total 7000 Professional Services</b>	<b>\$134,496</b>	<b>\$718,100</b>
<b>8000 Redevelopment Investments</b>		
8100 Capital Costs	\$259	\$255,000
8200 Forward Fund		\$200,000
8400 Foundry Design		\$2,000,000
8500 KSTEP Fund		
8600 Affordable Housing Loan		\$100,000
<b>Total 8000 Redevelopment Investments</b>	<b>\$259</b>	<b>\$2,555,000</b>
<b>Total Expenses</b>	<b>\$391,799</b>	<b>\$4,238,300</b>
<b>Net Operating Income</b>	<b>-\$237,761</b>	<b>-\$2,857,300</b>
<b>Net Income</b>	<b>-\$237,761</b>	<b>-\$2,857,300</b>

**Cambridge Redevelopment Authority  
Bank and Investment Accounts  
As of March 31, 2018**

	<b>TOTAL</b>
<b>Boston Private Bank &amp; Trust - Checking</b>	<b>\$40,189</b>
<b>Cambridge Trust - Checking</b>	<b>\$43,061</b>
<b>Cambridge Trust Money Market</b>	<b>\$511,199</b>
<b>Investment Fund (Morgan Stanley)</b>	<b>\$17,863,181</b>
<b>Cambridge Truts Wealth Mgmt - KSTEP</b>	<b>\$6,022,915</b>
<b>Cambridge Trust Wealth Mgmt - Foundry</b>	<b>\$9,035,272</b>
<b>OPEB Trust account (Morgan Stanley)</b>	<b>\$15,427</b>
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	<b>\$33,531,244</b>



## Redevelopment Project Budget 2018

