

Foundry Advisory Committee
October 12th, 2018 – Cambridge Police Station
Meeting Notes

FAC Members

Deborah Ruhe (DR)
Richard Thal (RT)
Folakemi Alalade (FA)
Jason Slavick (JS)
Marie Saccoccio (MS)
Mark Tang (MT)

In Attendance

Tom Evans (TE), Kathryn Madden (KM), Stephanie Couch (SC), Betsy Boyle (BB), Michael Black (MB), Robert Garner, Stefanie Greenfield, Justin Crane, Ellen Shore, Carlos Peralta, Alex Levering, Ron Mallis (RM), Joan Squeri (JS), Taha Jennings (TJ), Leigh Estabrooks, Zoe Vanderschmidt, Carol Watkins, Ron Peeples, Fred Fantini, Katherine Shozawa, Phil Kongtcheu (PK), Ilan Levy (IL).

Introduction

TE reviewed the meeting agenda.

KM gave key dates for the FAC over the next 3 years.

- Feasibility Study: Coming soon
- Construction start and design completion: Summer 2019
- Core and Shell construction completion: Summer 2020
- Fit-out: Fall 2020
- Building Opening: February 2021

Clarification Questions Regarding the FAC Role in the Foundry

DR – Does the FAC have a role in financial oversight of the Foundry, to make sure the building is operating sustainably? KM – yes to the extent that the community uses are being fulfilled. TE – CRA Board has fiduciary responsibility. As that building ramps up, the FAC could have some advisory and review opportunities. One role could be that the FAC checks in with the CRA board. The CRA will also include the Foundry into their annual audit.

MT – What can the FAC do about removing good tenants who are paying rent, but are not activating the building/ Foundry community? Ex: Banks are great for landlords and but not great for the neighborhood, and we want both. TE – Measures of success and the reporting mechanisms required to be provided by TFC to the FAC will be important. Figuring out the metrics TFC should report on will be critical.

FA – What role does the FAC have in selecting tenants? TE – it is hard having that be a public process. FA noted that she specifically wants to be involved in tenant selection – how can she do that? TE – She can help to advise the types of organizations that are involved in the Foundry, and perhaps be more involved in structuring the arts collaborative? TE will think about that

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type of FAC involvement. KM – noted that tenant selection is one of the reasons why the CRA selected a non-profit operator.

Tenant Selection Guidelines and Leasing Strategies

KM - What should requirements or guidelines be for tenants, so TFC can have those in mind when selecting a tenant? TE – it will be important tenants are aware of the mission of the Foundry and these guidelines during leasing. Each contract should include building guidelines.

MT –What type of lease do you expect to have tenants sign? Writing a good neighbor’s principle is one idea to implement building guidelines, and should be included in all leases, regardless of duration (ex. year-long or month to month). TE - agreed, license agreement will be in place for less than a year and lease agreement for longer, but everyone should agree to the same guidelines. MT – including a Rules and Regulation section is common, and it could state certain principles.

RT – Following up on the community goals will be important. There should be support or referral networks. KM – yes, that bridging will be important.

JS – Can the Foundry provide the framework to make connections? The Foundry could have networks in the community and renters ready to plug in.

JS – Prefers actual requirements in a lease agreement. Ex – An art grant requires two outreach emails to a state senator. Or you must provide 2 low income accessible theater spaces etc. TE – thought it interesting that as an artist he prefers more rules and less grey area. JS – noted that his expertise is art not outreach, to him it’s helpful having more ridged requirements. He also stated that as we look at our mission and how things are being selected, we need to find metrics that are quantifiable.

Facility Management – Draft Foundry Roles and Responsibilities Handout

TE reviewed the handout, establishing roles and responsibilities for:

- Property Management Responsibilities
 - o Site manager for general oversight, security, financial coordination/management, custodial services, general maintenance etc.
 - o Larger building projects would involve the CRA.
 - A new toilet (PM) vs. taking down and replacing walls (CRA)
 - o The selection for the property manager will include looking at their experience, financial capacity, if they are a women and/or minority owned business, participation in local employment.

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- Other Contracted Services
 - o Services that are needed, but cannot be handled in-house by TFC, such as leasing/brokerage services, grant writing, IT support, marketing and communications, workshop space manager, community engagement, performance space techs. Etc.
- The Foundry Consortium (TFC's) Role
 - o TE – TFC's responsibility is to connect with and recruit tenants, schedule space use, fundraising, collecting data for performance measures, manage contracts, insurance etc.

KM – What have we forgotten from this list? How should we be phrasing these responsibilities?

- MT – Who are these contracting parties? Will TFC contract directly with the contractors or the CRA? KM - Yes, the TFC will contract with the contracting entities, not the CRA.
- DR - Is TFC the scheduler of the spaces or the property management team? SC – TFC's Assistant Director will be scheduling the space.
- DR - Who provides the operating budget? SC – TFC will provide the budget. One person in TFC staff will have the responsibility of balancing all finances.
- JS – How many staff will TFC have? SC – There will be 5 staff members in TFC non-profit, supported by the rents in the building and governed by TFC board. Other contracted service (listed in the handout) will be separate from the 5-person consortium team.
- SC – To augment the 5-person team, TFC will have 3 preferred vendors who know the Foundry well. The organizations renting space can select one of those preselected vendors if needed (ex: a performance space technician). JS – Thinks you might want just one vendor who owns the responsibility not 3. For a performance space that person is a technical director, or a production manager.
- BB – TFC saw other contracted services as necessary, but knew they couldn't have a full-time staff person. SC noted that as the building grows TFC can bring these contracted services in house, this is how other building like the Foundry have matured.
- KM – Will entities respond to an RFP for property management for this type of specialty work? SC thinks there will be interest. Other building like the Foundry say PM entities grow into the position. One building similar to the Foundry's mission is to never turn any tenant away, so that requires a unique PM specialty to manage that. TE – wants to have a PM at the table early on to help finalize the PM details. SC – yes but if I were them, they will already have to take on a social mission, TFC might not have interest from PM firms if TFC does not promise a longer-term contract. Perhaps 5 years.

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- TJ – For security and general management will there be different managers for each of the building spaces? Would there be consideration for more than one PM, or could the PM sub-contract work for the theater space for instance? TE – thinks TFC wants someone who knows the building first, and that other contractors would specialize in handling the technical equipment, for instance stage lights. PM jurisdiction would stop at the plumbing, and the theater tech would handle theater lights etc. Both people however would need to report to one manager in TFC staff.

- FA- Community Engagement is listed in Other Contract Services in the handout, she feels it deserves its own heading. SC – Yes, this is a mission TFC staff will take on themselves, but it is also listed in Other Contract Services as there might be a need to further support that responsibility.

- DR - What are TFC 5 staff positions? SC –
 - o Director
 - Responsibility to manage external networking, community engagement, fund raising, financial oversight, CRA board reporting.
 - o Associate Director
 - Responsibilities to interact with tenants and user organizations (internal focused).
 - o Financial Manager
 - o Clerical Position
 - o 2 part time Event Coordinators. (equals 1 FTE)

KM – When you are writing a PM RFP are you thinking of this in two phases? Before the building opens and after? SC – you need to structure the RFP so it is clear what their responsibilities are now (perhaps a 3-year preterm) and what they are when the building is open.

MS – She does not see CRA oversight in this management breakdown – TE – It is implied that the CRA will have oversight. KM – That oversight requirement is written directly into the CRA-TFC lease.

KM – One missing management responsibility might be security. The Nonprofit Center, brings in security for the time their PM cannot provide it.

TE – Missing snow clearing responsibilities – BB noted that is included in landscaping. KM – It would be good to add landscaping and snow removal services specifically.

RT – With affordable housing PM, certain PM firms were thought to do no wrong, but really it lies in the owner's involvement. The more TFC is involved in management, the better the PM

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will be. KM – How many people run JPNDC Brewery? 2.5 – 3 people but operations are a lot simpler.

TE – See some duplicates such as IT. SC – IT work stops with TFC, but there might be some specialty needs, so it is listed twice. MT – IT is a common need, often you need to have someone around just to trouble shoot, though that can sometimes be done virtually. DR thinks IT should be a TFC staff member responsibility. Perhaps the clerical person can have that ability.

JS – Who manages/owns fundraising? SC that is the role of the director. Who would own the IT person? SC - the Associate Director.

FA – Who owns grant funding? SC - the Director.

KM – Thinks TFC should start with a lease agreement for the Foundry and work backward to create an RFP.

JS – Property management for The Foundry seems straightforward from his perspective, why is this not the case? KM – the needed flexibility of the Foundry, moving tables, switching up events. TE the Foundry is a complicated project, it's a small and multi-tenant building, with a variety of uses and purposes. Theater, office space, makerspace etc. DR – You will not know if the building will be scheduled for events 4 nights a week or more or less. The fluctuation of the building will be odd, that makes staffing complicated. DR thinks there should be a basic PM staff and then add-ons if necessary. The need for add-ons might also be seasonal. SC – the budget is delicately balanced, the 5 TFC positions as essential, there is only some left over for property management... they need to get bidders they can afford.

TE – TFC will have to balance revenue to pay for late activity and extra help that might be needed.

SC – TFC will be heavily reliant on support from volunteers. TFC needs a volunteer coordinator, but cannot currently afford that in their operating budget. That is why grant writing and fundraising responsibilities are prioritized in Foundry Consortium staff.

SC - When setting up performance and reporting metrics, it will be important to get metrics that we all want, and are realistic.

DR – TFC fundraising will be for the building, because tenants will be doing their own? SC – yes.

JS – For building operations, such as moving chairs, it is easier for his co. if the PM does less. I.e. they deliver chairs and pick them back up at a designated time. He likes that flexibility. Is there a way to simplify the requirement of the PM and put more on the tenant? SC – envisions the PM will be able to provide basic support needs only more often than not.

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FA – Can the volunteer coordinator be a volunteer? JS – does not think this is wise, as the volunteer coordinator will need accountability.

IL – Will there be access to city staff in the early stages of building operations? Might be a good idea dividing maintenance and management? Ex for snow it might be easier to have the city do landscaping or snow. MB – that question can be asked, but he doesn't know the answer. TE – they are working side by side with the City, the City doesn't want to sign up for responsibilities but if the Foundry needs help on a case by case basis, the City/DPW can likely help out. DR – wouldn't want the City to do snow, she would want that to be in house by the PM – that way she can get them to act or respond when they need it.

Performance Measures and Reporting

SC – Reviewed the Performance Measures and Reporting Strategies – of TFC's proposal. The proposal lists objectives and then their corresponding performance measures. You do not see hard numbers showing success vs. moderate success because there were unknowns during the RFP process, and still now. That's their challenge. This deserves additional scrutiny and discussion. Should prioritize some measures for the initial Foundry operating phase.

TE – Asked DR about the workforce development metrics Just a Start uses– DR retention in program, employment rates, length of employment. She noted they would love to track their students longer, but mostly it's just for a year. RT – tracks referrals to outside training, average wage rates.

SC – Often workforce development accomplishments at the Foundry will be completed by users of the space, not the TFC. Metrics for WF Development could thus be meeting time classroom space is allocated to WF providers vs. other tenants. DR – Some WF programs are big data and surveys, asking about jobs to get financing for tax credits. Those reporting requirements are included in the lease agreements tenants sign.

RT – Measuring tenant program success can be tricky, because many programs will work somewhere else outside of the Foundry, how will they be able to attribute the added benefit of the building?

MT – It would be helpful to know the program design. Number of classrooms, conference rooms, if those are paid for, etc. Necessary so we can know what the metrics should be. Without those details, determining metrics would be speculation.

RM – One criterion asked of tenants could be how they translate certain principles of the Foundry into their own work. Having programs translate principles means there can be flexibility negotiating with tenants.

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PK– Noted he is a technology maker in the City of Cambridge, and that he had difficulty figuring out who he should talk to get more information on The Foundry. SC – informed the group a Makerspace Meetings will be held on Thursday Oct 25th at Lesley University, and that she hopes he will be able to attend.

FF - Expressed his concern that no pathways exist for Cambridge kids to enter the Kendall Square tech community. Kendall Square is a gated business community, and it is important to create those pathways. SC – explained TFC has talked with Sue Walsh from Human Services regarding this concern, and that she serves on the STEAM advisory committee, and that that is their focus for the next year.

SC – The City has a rubric on a 5-point scale identifying kid's working capacities. 5's have experience working in the external world and 3's are ready, but do not yet have experience. Internships can be for students at 4's-5's. Finding jobs for kids at 1's-3's are more difficult. SC thinks the Foundry could be an opportunity to hire 1's-3's, and give them a starting point / first job.

SC – One idea for student employment is to help us meet our reporting requirements to the CRA board, taking the data from tenants and the building and visualizing it in a report.

IL – Is worried about overburdening the Foundry. WF development is a substantial issue, put all the burden on the Foundry is irresponsible. He is wary of being too reliable on metrics, mostly it should be just about financial sustainability. He also things fiber, which is being brought to the police station should be provided at the Foundry by the city.

FA – Agrees, WF is huge and shouldn't necessarily be a big component of the Foundry. STEAM caters to programs for students in middle or high school.

JS – WF development as part of the Foundry will not to solve that problem, but she envisioning the building as a catalyst, to connect programs that already exists.

SC – Cambridge is rich in cultural events throughout the year. Makerspaces struggle across the country is getting diversity in their spaces. TFC will need to tap into these cultural events. Coming in and going back out, connecting in the city.

Building Design Update

MB – Since the last FAC meeting the City has:

- Met with all City Departments for initial discussions regarding the Foundry
- Most recently they have met with the Historical Commission and CDD, they are getting prepared for the completion of the Feasibility Study and understanding the next steps for the City process.

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- The Historical Commission was informed that the existing furnace building on the west side of the building was structurally unsound for future use and needs to be replaced.
- The project has evolved since the last presentation, no major changes except for the replacement of the addition on the west side and additional refinements that shall be presented.
- Geotechnical testing has occurred, and initial results are being evaluated by the project's structural engineer. The team has an internal meeting with the City next week to review foundation options.
- The City issued a Request for Qualifications for Construction Managers at Risk, 5 firms responded, 3 were selected to provide a presentation to the Selection Committee, these interviews are scheduled to occur next week. (Oct 15th – Oct 19th).
- The City hopes to have a Construction Manager (CM) under contract by late Oct/early Nov.
- C7A issued a "bidding" set of documents to their estimator, the estimates are still in progress.
- The CM will be given the design team's estimate to provide comment and reconcile the design estimate with their own estimate.
- The Feasibility Study "Options" and expected costs shall be presented to the city and the CRA
- The City and CRA will approve one option for C7A to move forward with their design
- In late October there is a planned meeting between the City, CRA and C7A with Equity who is the developer of the Third Street residential project to the east of the site, to review roadway/plaza options on the Rogers Street side of the site
- C7A will then develop a final design fee
- The City will execute a contract with C7A with a design schedule
- The CM is expected to take control of the building in early 2019
- A final construction schedule shall be developed
- Early abatement and selective demolition could start as early as February 2019.

TE - Explained the pricing package as it relates to the building operator is not simple or off the shelf. Equipment for energy, such as geothermal or solar are included in the building. How should TFC think about that as a component of contracting with a PM? MB - Conversations will be had that will help define what building expertise will be needed. A lot of the high-tech energy equipment is static, with just pumps often needing maintenance. High-tech energy equipment is also becoming more standard for contractors.

RT – For contractor selection will there be WBE/MBE goals for subs. MB – Yes, all City requirements for WBE/MBE will be retained. MB's previous projects have all exceeded those requirements/goals.

IL – Is the City thinking about wind turbines on the building? MB – No the City is not considering wind energy at the Foundry.

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Public Arts Component – CAC Artist Initiative

TE – The City has sent out a call for artists for a public arts installation at the Foundry. FA has been helping with the process. The selection committee will review artist qualifications, and select 3 artist finalists. Once down to 3, the CRA has asked that the FAC have input. When selecting the final artists, the art will not have been predetermined.

MS – asked if the historic commission is involved? TE – there is a separate process for historic art recognition and another one for a public art installation.

FA clarified that CAC is the Cambridge Arts Council, and that the selection committee was put together by the CAC. IL - thinks this is a good first step of getting community involvement. SC – Lilian and Jason at the CAC agreed that as soon as they have 3 finalists, that TFC and CRA could host a public meeting to provide public feedback to the selection committee. The next step will be community engagement once a final artist has been selected, so the actual installation can be refined and discussed.

Dates for 2019 FAC Meetings – All 8am-10am at the Police Station – 125 6th Street.

- Jan 11th
- April 12th
- July 12th
- Oct 11th