

Memorandum

From: Tom Evans and Erica Schwarz
To: CRA Board of Directors
Re: Foundry Property Management Selection Process
Date: April 10, 2019

Reason for Property Management Consulting Contracts

The City of Cambridge (“City”) has recently entered into the schematic design phase for the Foundry redevelopment project. From now until construction drawings are complete – and during the construction process – it is important to have property management-related input on the design, to ensure the final building can be managed effectively and efficiently.

RFP Advertising

The CRA drafted a Request For Proposals (“RFP”) for property management related services on which Lemelson-MIT (L-MIT) staff, representing the Foundry Consortium, provided feedback. The RFP was advertised via the following:

- Central Register – Goods and Services
- Boston Globe
- HireCulture
- CRA website – Foundry page
- CoUrbanize Foundry page
- CRA social media sites (Facebook, Twitter, Instagram)
- CRA e-newsletter
- Emailed directly to 18 other relevant entities
- L-MIT shared the announcement with their contacts

Walk Through

Three parties participated in a walk-through of the building on January 23rd.

Responses

A total of 7 entities inquired about the RFP in advance of the RFP deadline.

A total of 3 responses were received by the deadline on February 14th.

Interviews

CRA and L-MIT staff agreed that all three entities warranted interviews, which were held on March 13th and 15th. The interview group included CRA and L-MIT staff and a representative from the City’s construction team.

Selection Decision

The interview group determined that one of the respondents lacked adequate depth of experience with the unique blend of uses specific to the Foundry.

The other two respondents each came with strengths related to a subset of the Foundry uses. Together, they provide complimentary expertise to ensure that designs for all uses in the Foundry will allow for the most effective future management. Below is an overview of each party's strengths:

TSNE MissionWorks' NonProfit Center

(NonProfit Center is the property management division of TSNE Mission Works)

- Established in property/facilities management at multiple buildings; now growing this line of work.
- Demonstrated success in managing office, co-working and event spaces used by varied nonprofit entities.
- Diversity, inclusion and racial equity are integrated into their culture and approach to the work.
- Construction knowledge and experience; now engaged in supporting design and construction plans at new nonprofit site in Dorchester.
- Demonstrated success in building positive tenant relationships and managing diverse organizational occupancy needs.

Artisan's Asylum

- Deep and wide expertise in operating and maintaining their own maker space building.
- Construction knowledge and experience, specifically related to building maker spaces and their unique power, ventilation, building access, and waste removal needs.
- Knowledgeable in creating spaces that are adaptable for future technology needs.
- Some professional experience in performance space needs.
- Demonstrated success in managing a maker space membership and creating a feeling of shared responsibility for use of the maker space among their members.

Note: The RFP allowed the CRA to engage a property management firm for consulting during design and construction and for property management services once the Foundry is operational. The CRA and L-MIT have decided that it is not wise to hire for property management services at this time, since the staffing structure and external vendor needs of the Foundry Consortium are not fully known. A final property management services plan will be made closer to the opening of the building.

Recommendation

Therefore, the CRA staff recommend that the CRA enter into two contracts for property management consulting during the design and construction phases for the Foundry: one with TSNE MissionWorks' NonProfit Center and one with the Artisan's Asylum. Each contract will reflect a scope that aligns with each entities' demonstrated expertise, and allow for interaction between the parties to ensure consulting advice from one party aligns with that from the other.