



The **Foundry** is envisioned by the Cambridge Redevelopment Authority (CRA) and the City of Cambridge (City) as a collaborative working and learning environment that fosters creativity and innovation.

#### What's an RFI?

A Request for Information (RFI) is an opportunity for you to share your ideas to help the CRA and the City shape the outcome of the project.

#### What's Inside?

- 1.0 Introduction
- 2.0 Background
- 3.0 RFI Questionnaire
- 4.0 How to Share Your Ideas

#### How can I find out more?

[www.cambridgeredevelopment.org/foundry](http://www.cambridgeredevelopment.org/foundry)



FOUNDRY | 101 Rogers Street, Cambridge, MA | August 1, 2017

# Request for Information

BUILDING AND PROGRAM OPERATIONS

Responses Due: September 15, 2017



## 1.0 INTRODUCTION

---

**Mission:** *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 facilitate access for residents, especially underrepresented communities and adjacent neighborhoods, to the dynamic working and learning environment of Kendall Square.*

If you have experience operating buildings and/or programs that touch on any aspect of this mission, we are interested in learning how that knowledge might relate to the Foundry. You may also have creative ideas about integrating operations and programs to achieve community goals, especially around the area of connecting underrepresented communities into new economic opportunities.

The Cambridge Redevelopment Authority (CRA) is seeking information and ideas regarding the management and community programming of the Foundry building in East Cambridge near Kendall Square. With input from experienced and creative professionals, we hope to better define criteria and strategies for putting a management team in place. We also want hear from organizations, companies, or individuals that may be interested in

being part of the team. Those who provide programs in the areas of artistic programming, technology education, workforce development, creative fabrication, and/or co-working may be able to help us understand how a diverse array of activities can find synergy in a building such as the Foundry.

Areas of interest include the following:

- Techniques for ongoing community engagement to enliven the building and foster inclusivity, especially outreach to underrepresented groups and organizations,
- Strategies related to leasing tenant spaces, including non-profit, community, and market-rate space, for short and long terms, to build synergies between job training, education, arts and technology,
- Issues related to coordination of property management and program management,
- Role of overall building program management in relation to the individual tenants, especially the collaboration across disciplines to find the vital intersection of ideas and activities, and sharing of common resources,
- Metrics and reporting to evaluate operational success, and
- Management strategies and ability to oversee the many varied roles of the Operator (as discussed below).

To respond to this RFI, you do not have to assemble teams or have expertise in all areas of the Foundry operation. We are interested in information from a variety of backgrounds and experiences to help plan for the most dynamic experience for all of the many constituents who will use the Foundry.

This RFI process is likely to result in one or more of the following steps:

- A request for additional information from RFI respondents, including individual meetings,
- The issuance of a Request for Qualifications (RFQ) as an open process,
- The issuance of a Request for Proposals (RFP) as an open process or to a respondent chosen as part of an RFQ, or
- Termination of the solicitation process without issuance of an RFP or RFQ.

Respondents to this RFI are invited to respond to any or all of the questions in this document. Responses to this RFI shall serve solely to assist the CRA in understanding the current state of the marketplace with regards to the solicited information. This RFI does not in any way obligate the CRA to issue or amend a solicitation or to include any of the RFI provisions or responses in any solicitation. Responding to this RFI is entirely voluntary, and will in no way affect the CRA's consideration of any proposal submitted in response to any subsequent solicitation, nor will it advantage or disadvantage the respondent in the course of any subsequent solicitation.

**Please submit all inquiries and responses to:**  
**Thomas Evans, Executive Director**  
**Cambridge Redevelopment Authority (CRA)**  
**[Foundry@cambridgeredevelopment.org](mailto:Foundry@cambridgeredevelopment.org)**

## 2.0 BACKGROUND

The City of Cambridge (City) acquired the Foundry building at 101 Rogers Street in 2012 as part of the zoning amendment for the Binney Street corridor. The zoning amendment now incorporated into the Cambridge Zoning Ordinance as Section 13.59.10 states a preference for municipal or community uses.

In 2015, the City approved the Foundry Demonstration Project Plan and the disposition of a long-term lease to the CRA. Under the lease, the City retains ownership of the Foundry while the CRA oversees the redevelopment and operation of the Foundry over the 50-year term of the lease.

When redeveloped, the Foundry is expected to have approximately 50,000 gross square feet (approximately 38,500 usable square feet) on three floors. The historic building will be repurposed with an array of flexible spaces that can accommodate anchor organizations, artists, and community uses, as well as host shorter-term events and activities in shared spaces. Over time, the building's uses may adapt to meet evolving community demand. The City and the CRA are working together to establish a design and construction plan that will be suitable for a wide range of activities, create universally accessible, high quality spaces, and respect the historic form of the original structure.

The City has created a Foundry Advisory Committee (FAC), a seven-member appointed group of community representatives, to assist the CRA and the City in crafting the programmatic scope of the community spaces.

## Implementation

To deliver a high-quality community space that achieves the mission, the City and the CRA are proposing to undertake the rehabilitation of the Foundry Building as a publicly funded capital project. The project is intended to be self-sustaining operationally, supported through rents paid by the building tenants. Annual operational costs include utilities, cleaning, security, insurance, maintenance and repairs, as well as program management such as community outreach, daily activity coordination, special events scheduling and support, and cross collaboration initiatives. In addition, a portion of the building revenues will be set aside as part of the capital reserve.

It is estimated that this strategy will allow for sixty percent (60%) of the building's programmatic space to be reserved for community and public uses. The remaining forty percent (40%) will be leased at rents at or close to market rates. All tenants of the building are expected to participate and engage in the life of the building. The portion of space utilized for community and public uses may be modified over time, especially if the operational budget of the building allows an increase in community utilization.

## Operations

The CRA expects to select a program management team (Operator) through a competitive process to operate and program the building. The scope of the Operator's responsibilities may involve several different roles, including recruiting tenants, coordinating use and scheduling of the facility, creating new collaborative programming to complement the other activities in the building, coordinating the building's physical management with program activities, and reaching out to constituencies and organizations who have yet to become engaged in the building. These roles are the subject of this RFI, as described further in Section 3.0.

## Draft Space Plan

The program is likely to evolve during the design process and through ongoing discussions with focus groups, the community, and the future Operator. An initial space program is proposed below:

Large Community Room	3,000 sf
Black Box Theatre	3,000 sf
Classrooms / Multi-Purpose Rooms	4,000 sf
Workshop	3,000 sf
Art Studios	3,000 sf
Kitchen / Café	1,000 sf
Gallery	1,000 sf
Non-Profit Office	5,000 sf
<u>Market Rate Office</u>	<u>15,500 sf</u>
Total	38,500 sf
	(net floor area)

## Timeline

The project will begin seeking funding approvals from the CRA Board and the City Council in September. After this milestone, the procurement of a design team would follow in fall 2017. The City plans to select and manage the construction contractor through a Chapter 149A CM at Risk process. The timing and scope of the Operator procurement by the CRA may be informed by this RFI as outlined in the following section. It is anticipated that the Operator procurement will be completed on a parallel track with the designer selection process to allow the Operator opportunity to inform the technical building design, particularly the appropriate fit-out of program spaces. The CRA will contract with the selected Operator to provide consultation and community outreach ahead of building occupancy. The FAC will serve in an advisory role during the selection of the Operator.

Additional information about the Foundry - its history, context, community process, building information, and more - is available on the CRA website:

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

### 3.0 RFI QUESTIONNAIRE

---

The CRA is interested in understanding and planning for the operational needs of the Foundry based on the experience of individuals, organizations, and companies with expertise in the many areas implicated by the Foundry project. The information gathered will be used to better define a Request for Qualifications / Proposals - based on realistic expectations - to obtain the most qualified team in an expeditious manner. The RFI seeks to better define and clarify the role(s) of the Operator, addressing the questions below in particular.

1. **What are the ways that the Operator should reach out to the community?** What are effective strategies to engage the many, varied organizations and constituencies in Cambridge now and over the long term? How might the Operator draw in diverse populations who have yet to engage with the facility, especially underrepresented residents and organizations?
2. **What process would be best to recruit and select non-profit tenants?** What are ways to balance a mix of tenants that will activate the building consistent with the Foundry's mission, responding to community needs, generating synergy among users, and generating rents to cover operating costs in combination with the market rents? How should the Operator select new tenants over time and manage turnover to promote access? How should the Operator interact with the CRA and the

FAC in this process since they both have a role in ensuring that the building stays true to its mission?

3. **What process would be best to lease space to market-rate tenants?** Would the Operator lease the market rate spaces or would this role be subcontracted out to a broker? Will it be possible to find and select market-rate tenants that support the building's mission and are engaged in the life of the Foundry in some way (events, mentorship, collaboration, etc.)? In your experience, will this participation compromise full market rents? How could the Operator take advantage of the Kendall Square location, organizations, institutions, and firms to find compatible market-rate tenants?
4. **What is the role of overall building program management in relation to the individual tenants and their programs?** How might the Operator program and schedule the use of lobby/galleries, community rooms, and other shared public spaces in a way that complements other activities? What is the best way to operate the theater and/or classrooms to be inclusive while also ensuring some revenue stream? Would this be the role of the Operator or tenant(s)? What measures would be effective in encouraging the building tenants to collaborate on activities, programs, and shared use of resources to promote the intersection of ideas? Are there examples of how workforce development can be promoted in this range of diverse activities and programs?
5. **What issues will the Operator face in coordinating facility management with program management?** What are the unique situations that might arise given the need to maintain a high quality, welcoming physical environment that can

accommodate a range of uses, many of which might be shared throughout the day, week, or year? How should the Operator manage custodial, security, and hospitality functions with turnover of uses between different programs on a day-to-day or weekly basis? What functions of property management would the Operator oversee with in-house staff and what functions might be contracted to others? How should tenant fit-outs and any necessary repairs and renovations be managed?

6. **What are various ways to measure operational success?** What metrics or indicators would be meaningful to track the building's operational success? What frequency of reporting is realistic and are there ways to use these reports to set the plan for the following year, working with existing or potentially new tenants?
7. **Is it possible for a single Operator to manage leasing, program management, and facilities management?** What are realistic levels of staffing for full time and part time positions, outside contractors and consultants, and even volunteers to deliver necessary functions? (Some of the possible performance criteria of the Operator are outlined in Attachment A). Once an Operator is selected, what are the different ways to fund operations during the pre-occupancy phase?

## 4.0 HOW TO SHARE YOUR IDEAS

---

### Submission Contents and Formatting

Please submit your response in digital format and consider these three elements in your response:

1. **Cover letter** that identifies the name of the respondent (individual, organization, company, and/or team), contact information, and primary area of focus or expertise if applicable.
2. **Response to RFI Questionnaire:** Provide information that responds to any or all of the seven topics identified in Section 3.0 as well as any other relevant suggestions or ideas. You need only speak to those areas where you have direct experience and knowledge (e.g. if you have experience only in programming, there is no need to address facility management or leasing and vice versa).
3. **Resume or description of entity:** It would be helpful to have one to two pages of background information on the organization, company, or individual respondent (years in business, type of entity, size, and proposed partnerships if any, or resume).

**Responses are due on September 15, 2017.** As schedules permit, we will be hosting a series of building tours during the late summer – please let us know if you would like to participate in a tour by email ([Foundry@cambridgeredevelopment.org](mailto:Foundry@cambridgeredevelopment.org)).

## **RFI Use**

This RFI is a request for information and is not part of a procurement. This RFI in no way obligates the CRA to enter into a relationship with any entity that responds to this RFI or limits or restricts the CRA's right to enter into a relationship with an entity that does not respond to this RFI. Information provided to the CRA in response to this RFI will become the property of the CRA and the City. The CRA does not plan to release responses for public inspection until after the Operator procurement process is finalized to protect the information of the respondents and the CRA's negotiation position with future contractors and/or sub-lessees.

## **Further Consultation**

The CRA may request one-on-one meetings with respondents to gain input on the Foundry project and specifically on the topics identified in Section 3. Individuals or entities capable of leading a team (or potential teams) may also request a one-on-one meeting with the CRA.

Decisions on offering a one-on-one meeting, as well as the time and date of such meeting, shall be at the CRA's sole discretion, and the CRA does not guarantee that any requesting entity will receive a one-on-one meeting. The CRA anticipates it will conduct one-on-one meetings in person or by conference call during the weeks of [September 25, 2017](#) and/or [October 2, 2017](#), depending on the nature and number of responses received.

The CRA intends to respond to one-on-one meeting requests by close of business on [September 22, 2017](#). Confirmation of one-on-one meetings will be sent via email to the Respondent's contact person identified in the RFI response. The City may participate in the meetings with Respondents prior to the completion of the RFI process.



## ATTACHMENT A: OPERATOR CHARACTERISTICS

---

The CRA will ultimately seek an Operator that can deliver the mission of the building to provide a dynamic facility fostering community collaboration, creativity and economic opportunity. Successful attributes of the Operator and the Operator's team are likely to include at least some of the following skills and experience:

- Ability to collaborate with the CRA, the City, and the Foundry Advisory Committee.
- Ability to work well with and respect the community, including finding creative ways to engage constituencies and organizations that are not already at the table, and conducting significant outreach to under-represented populations of Cambridge.
- Knowledge of potential tenants (both for-profit and non-profit) and awareness of complementary programs in Cambridge and surroundings.
- Experience in community programming, event management, and creating cross-sector collaboration.
- Ability to negotiate leases; knowledge of and/or experience with membership and fee structures to generate revenue.
- Experience in one or more of the thematic areas of the building such as performing arts, visual arts, education and/or workforce development programs, and the ability to build connections between these types of programs.
- Data management skills necessary for forecasting, analyzing, and reporting on community and public uses through a variety of measures.
- Financial management experience, including budgeting, record keeping, systems and procedures, monitoring, and analysis.

- Facility management experience, including responsibility for custodians, insurance, repairs, and day to day maintenance, in coordination with various users.
- Leadership qualities, including managing a team and mentoring and inspiring staff and others.
- Marketing and communication skills that keep the Foundry visible in the community, sharing information to enhance transparency, keeping the CRA informed, and refreshing the Foundry message when needed to maintain relevancy.

Responses to the RFI may suggest other key qualifications believed to be critical is the successful operation of the Foundry building to achieve its mission.