

THE FOUNDRY BUILDING | 101 Rogers Street, Cambridge, MA | January 25th, 2018

BUILDING OPERATOR REQUEST FOR PROPOSALS

Responses due: March 8th, 2018



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The Foundry Building at 101 Rogers Street, Cambridge, Massachusetts

1.0 PROJECT NOTICE

The Cambridge Redevelopment Authority (CRA), in consultation with the City of Cambridge (City), is issuing this Operator Request for Proposals (RFP) to select a master tenant to occupy, activate, program, and maintain the City-Owned building known as the Foundry at 101 Rogers Street in Cambridge, Massachusetts (the “Foundry” or the “Property”). Respondents will compete for designation as the operator and master tenant of the Property (the “Operator”), based on the strength of their experience and proposals to fulfill the vision for the Foundry. This RFP is being issued consistent with the Foundry Demonstration Project Plan pursuant to M.G.L. Chapter 121B § 46(f).

The CRA seeks to partner with an Operator with experience, creativity, and capability to manage the Foundry as a self-sustaining and thriving, innovative center that offers a collaborative environment and space for visual and performing arts, entrepreneurship, technology and workforce education. The project will require expertise of an Operator to curate a variety of creative non-profit, community, and market-rate programs that can coexist and interact within the approximately 50,000 square foot building. The Operator, subject to a master lease agreement with the CRA, is expected to perform three major roles: property management, program management, and outreach to potential tenants, for an initial term of five years.

Procurement Deadlines

Issue RFP	January 25th, 2018
Information Session & Tour	February 7th, 2018
Questions Due	February 15th, 2018
RFP Responses Due	March 8th, 2018

RFP responses are due on 3/8/2018 no later than 4:00 pm.

**Address: Thomas Evans, Executive Director
Cambridge Redevelopment Authority
255 Main Street, 8th floor, Cambridge, MA 02142
Phone: 617-492-6800
foundry@cambridgeredevelopment.org**



The Foundry is in East Cambridge close to Kendall Square, Boston, and the Charles River.

2.0 OVERVIEW OF THE RFP

The purpose of the RFP selection process is to review each submittal in detail to evaluate the proposed programmatic approach, the viability of the business and staffing plans, and the experience of the responder(s) to ensure that the Foundry will achieve the public policy goals laid out in the Foundry Building Demonstration Project Plan and the City-CRA Lease and Cooperation Agreement (the “Governing Documents”), available on the CRA website.

The CRA will host a non-mandatory Information Session and Tour at the Foundry Building on February 7th, 2018, at 10:00AM. The Information Session will be an opportunity to ask specific questions of CRA and City staff and to tour the building. Please note that the building is not ADA compliant.

All inquiries concerning this RFP must be addressed to the following person:

Thomas Evans, Executive Director
Cambridge Redevelopment Authority
255 Main Street, 8th floor, Cambridge, MA 02142
Phone: 617-492-6800
foundry@cambridgeredevelopment.org

Potential Responders are encouraged to register their interest in the Operator RFP to the CRA via email (foundry@cambridgeredevelopment.org).

Any addenda will be emailed to the contact on file and will also be posted on the CRA website. It is the responsibility of Responders to ensure that they obtain all information pertaining to this RFP and ensuring that they receive all addenda.

All questions must be submitted by February 15th, 2018. Responders should note that all questions, requests for clarifications and exceptions, must be submitted in writing, and e-mail is preferred. Submissions made in any other format will not be given a direct response. Answers to all questions of a substantive nature will be provided to all Responders in the form of an addendum to this RFP via email to registered Responders and posted on the CRA website at: www.cambridgeredevelopment.org/foundry.

Submissions are due on the date indicated above and must be submitted to the address above. Any response received after the time specified will be considered a late response and will be disregarded. See Section 5.0 for detailed information on submission requirements.

Information provided to the CRA in response to this RFP 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.



Existing interior space on the 2nd floor

3.0. PROJECT INFORMATION

Operating 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.*

When redeveloped, the Foundry is expected to have approximately 50,000 gross square feet (approximately 38,500 usable square feet) on three or four floors. The historic building will be repurposed with an array of flexible spaces that can accommodate public uses, community-oriented uses, and market-rate uses, with a combination of anchor organizations, shared spaces, and shorter-term events and activities. Over time, the building's uses may adapt to meet evolving community demand.



Side yard with view from Bent Street

The City, working in concert with the CRA, will redevelop the building with the goal of renovating the building to be suitable for a wide range of activities, to create universally accessible, high quality spaces, while respecting the historic form of the original structure. On October 19, 2017, the City issued a Request for Qualifications (RFQ) for design services for the Foundry building and site. The design team is projected to develop a feasibility study in Spring 2018. The intent is to engage an Operator by the second quarter of 2018 so that the Operator will be able to collaborate with the City's design team in developing the program for this project.

In 2015, the City created a Foundry Advisory Committee (FAC), a seven-member appointed group of community representatives, to ensure that the use of the Foundry is consistent with the Project Vision and Objectives (Section 3.1). As set out in the Governing Documents, the FAC will serve as a resource to provide input to the CRA and the City regarding the building program in the design phase and throughout the operations phase.

3.1 Project Vision and Objectives

The Foundry Vision and Objectives have been informed by years of community input which strive to cover the broad range of possible uses that may be undertaken at the Foundry building throughout the life of the Project. First written into the Demonstration Plan in 2015, this overarching vision and the objectives that follow still guide the project today:

Vision

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 multi-generational and multicultural, providing a citywide and neighborhood resource that is financially sustainable for years to come.

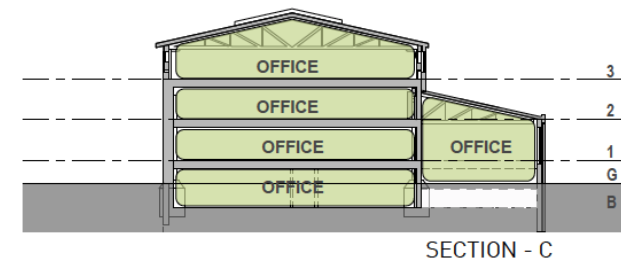
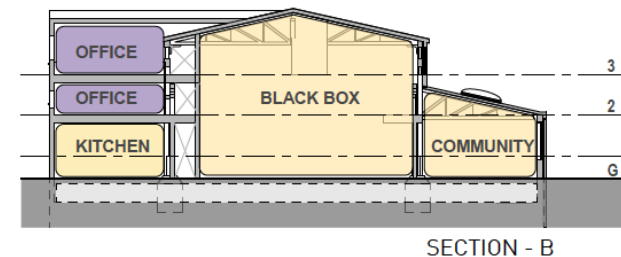
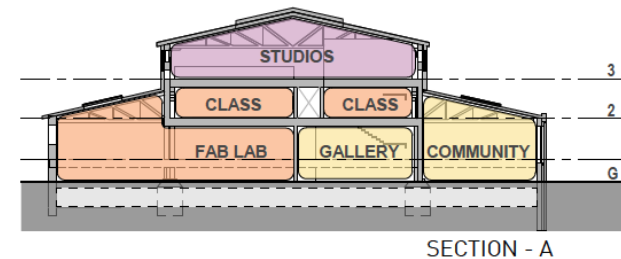
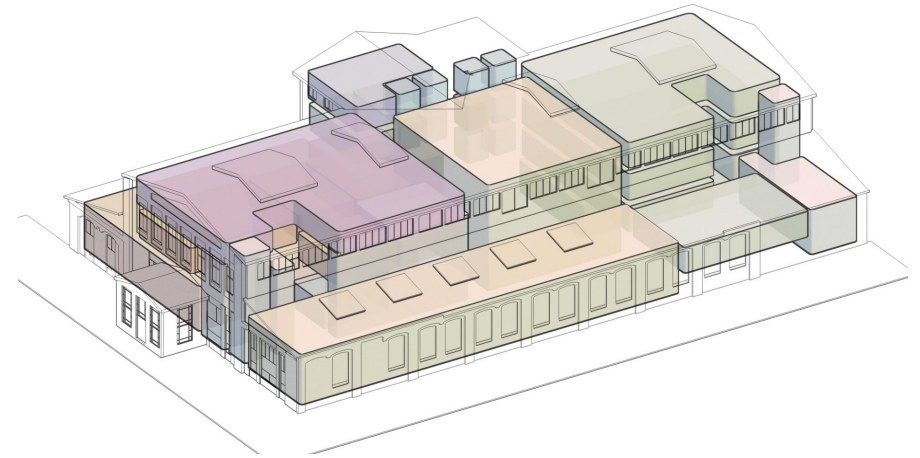
Objectives

Innovative Programs:

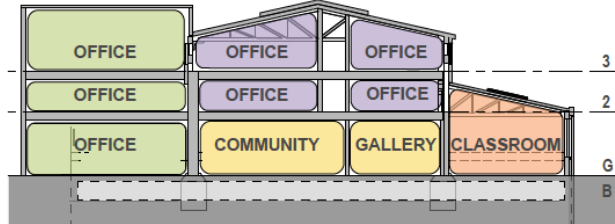
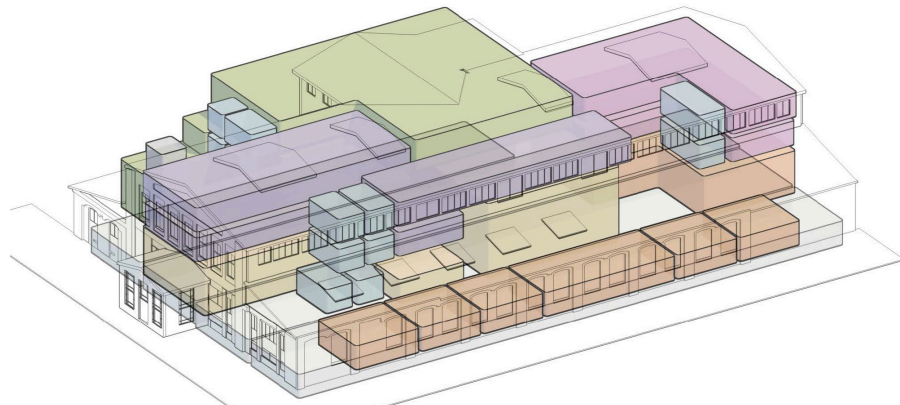
- Foster a center of creativity and innovation through the shared use of space populated with complementary uses that is accessible to all.
- Create mentorship, internship, apprenticeship, workforce training, and educational programs for Cambridge residents that can directly benefit and engage the surrounding community.
- Include significant training opportunities in the areas of science, technology, engineering, arts, and math (STEAM) fields that can effectively introduce and prepare Cambridge residents for the existing and growing professional fields that have emerged in Kendall Square area over the past several years.
- Capitalize on the commercial success of Kendall Square's redevelopment to create a unique collaborative environment as a citywide resource, with a diverse mix of cultural, educational, and commercial uses emphasizing youth and senior engagement, with a particular focus on under-represented, lower income households.

Building and Site Development:

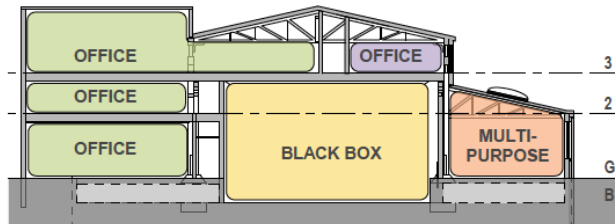
- Create physical assets (a renovated structure, new facilities, and equipment) that will support viable economic activity and promote business growth and job creation within the Foundry in a manner that can be sustained in the years to come.
- Bring the Foundry into productive use for the community with universal accessibility and prevent the Property from falling into disrepair.
- Highlight the historic architectural elements of the building and connect the building to its site and surroundings, including its new streetscape.



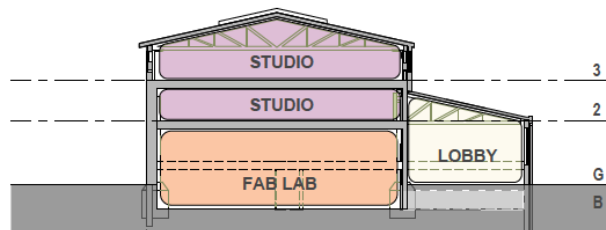
Study of Spatial Layout - Option 1



SECTION - A



SECTION - B



SECTION - C

Operational and Financial Structure:

- h) Leverage multiple funding sources to provide a financially sustainable building operation, while providing space for community, cultural, and educational functions at rents commensurate with those uses.
- i) Maximize the extent of public and/or community uses of the building and providing a structure for ongoing management and oversight of those uses.
- j) Pilot and report techniques for the adaptive reuse of an industrial building into a center of innovation and creativity, utilizing public private partnership both as a financing tool and a model of collaborative economic and cultural development.

3.2 Background/Context

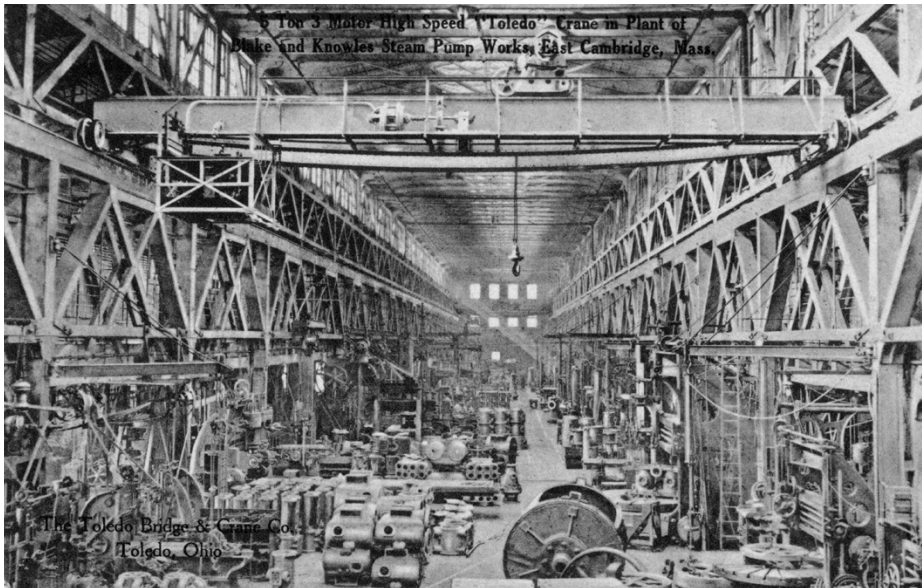
The Foundry is an industrial building constructed by the Blake & Knowles Steam Pump Works in 1890. The company, who once processed 50 tons of iron a day, supplied 90% of the pump supplies to the U.S. Navy in the 1930s. Since then, the Foundry has retained its historic brick and timber-framed structure, but was modified in the 1980s to accommodate office and other uses.

The building sits in between the East Cambridge residential neighborhood and Kendall Square, a leading innovation district that is home to some of the world's most visible companies in life sciences and technology. Like the area's original innovative manufacturing businesses, it continues to be a place where people invent the future through research, development, and production, from incubators to start-ups to mature firms.

In the past decade, Kendall Square has begun to flourish with a growing street life of restaurants and cafes, farmers markets, and recreational activities in nearby parks and along the Charles River. Private development has occurred not only in the center of the district around Main and Broadway, but more

recently along Binney Street near the Foundry. The nearby Rogers Street Park is a significant open space that is in the process of being programmed and designed through the City initiative, Connect Kendall Square. Adjacent to the Foundry, a new residential project is under construction at 301 Third Street.

The size and location of the Foundry make it uniquely positioned to leverage the investment and innovation taking place in Kendall Square, to deliver workforce, educational, and entrepreneurship resources for underrepresented communities, while also providing needed space for the arts, nonprofit organizations and community uses.



The Main Machine Shop in East Cambridge circa 1891. The Foundry is much smaller, but originally had a similar style of construction.

3.3 Conceptual Building Program

The overall goal of the Project is to create a unique collaborative space for a variety of uses consistent with the Vision and Objectives above. The uses contemplated for the building allow for flexibility and a wide range of activities that could be incorporated into the programming concepts. Programming concepts should highlight the work of community-based non-profit organizations as well as interdisciplinary partnerships, and should incorporate workforce development opportunities for local residents wherever possible. The building should remain open and accessible to the general public, especially on the ground floor. Proper consideration should be given to ensure that uses are compatible with one another and it is expected that all tenants will contribute to the life of the building.

The programmatic scope is expected to evolve during the design process with input from the selected Operator, the Foundry Advisory Committee, and the community. An initial program, which has been discussed in recent public forums, is provided below:

Program Element	Floor Area (net square feet)
Large Community Room	3,000 sf
Classrooms / Multi-Purpose Rooms	4,000 sf
Performance Space / Black Box	3,000 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
Market Rate Office	15,500 sf
TOTAL	38,500 sf (net floor area)

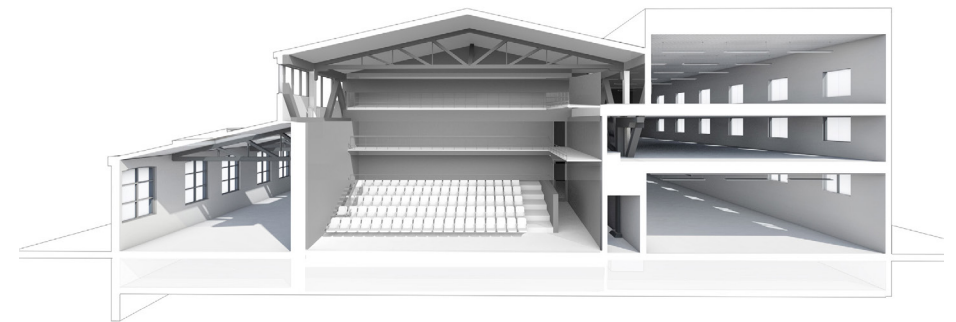
This program is based on considerable community outreach and discussions. The balance of uses is projected by the CRA to meet the building objective of a financially sustainable building operation, as well as other community goals. The program anticipates some anchor or resident uses complemented by a variety of shared uses.

3.4 Redevelopment Process

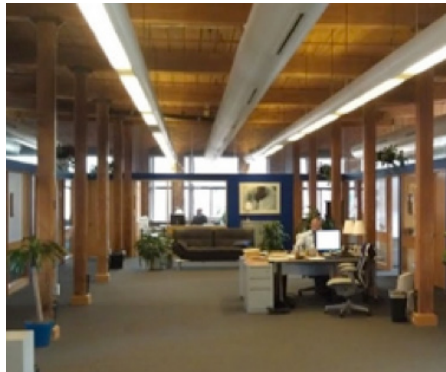
In 2016, the CRA, working in cooperation with the City, sought development entities that would both redevelop and operate the Foundry over a fifty-year term. Following receipt of proposals, public feedback was received questioning the level of community space to be made available. These concerns caused the CRA to cancel the procurement for a private development entity.

The current redevelopment process is structured so that the City, in cooperation with the CRA, will oversee the design and construction of the capital improvements, and the CRA, with the assistance of the City, will oversee the selection of the Operator. The City will also lead the permitting processes for design and construction.

The construction projects will include a “Core and Shell Project,” which will include major capital improvements, and a “Fit-Out Project”, which will include finish and furnishing work to make the building usable for tenants. The Operator selected through this RFP process will work with the City and CRA to help define the designs, particularly the design for the Fit-Out Project.



Conceptual design section of black box with grade level entry and exposed trusses



Building Use Program Examples: Makers space, theater, classrooms, office space, community room and art gallery.

4.0. OPERATOR ROLE AND RESPONSIBILITIES

The Operator is expected to perform three major roles: program management and outreach, property management, and sub-tenant recruitment and selection. The Operator will serve as the master tenant of the building. The Operator may be an individual or a team, as long as there is a single point of responsibility. The roles may be fulfilled through staffing, partnerships, or subcontracts. The capacity to handle these overlapping responsibilities will be critical. The Operator will need to reach out to a broad range of constituencies and organizations; create, coordinate, and schedule collaborative programming to complement other activities in the building; coordinate the building's physical management with program activities, and recruit tenants and build programmatic partnerships.

The Operator's responsibilities and legal relationship with the CRA will be memorialized in an Operator Lease, which will contain provisions that will enable the CRA continuously to oversee the operation of the Foundry and ensure that the Vision and Objectives of the project are met throughout the term of such Lease. The CRA anticipates that the initial Operator Lease will be five years in duration, with the possibility for multiple renewals. The Foundry Advisory Committee will also provide input to the CRA and the City Manager on the Project's consistency with the Plan's Vision and Objectives. The CRA may retain the role of negotiating agreements with market-rate tenants, and could retain other roles as necessary during the start-up phase. The CRA and Operator together must assure that the design and programming of the Foundry, including the allocation of space to public uses, community-oriented uses, and market-rate uses, achieves a sustainable source of revenues to fund the Operations Phase over the term of the Operator Lease.

The operations of the Foundry are intended to be self-sustaining, supported through rents, fees, and other revenue sources generated by the building. These revenues should cover all annual operational expenses such as utilities, cleaning, security, insurance, maintenance and repairs, as well as program management costs such as community outreach, daily activity coordination, special events scheduling and support, and cross collaboration initiatives.

Initial analysis by the CRA anticipates that this strategy will allow for sixty percent (60%) of the building's programmatic space to be reserved for community and public uses, with the remaining forty percent (40%) to be leased at rents at or close to market rates. It is also expected that the distribution of uses in the building will evolve as community needs, market conditions, and technology change over time.

The Operator will serve as an asset manager helping to broker and maintain sub-tenant leases. Longer-term sub-leases (one year or longer) or leases to occupy greater than a certain portion of rentable square footage in the building will be subject to the approval of the CRA, with shorter-term arrangements (less than one (1) year), to be facilitated fully by the Operator in accordance with agreed upon protocols. The CRA may occupy up to 2,000 sf in the Foundry as if it were a commercial tenant. It is expected that the Operator and program partners will have an on-site office presence as the building's master tenant.



Community engagement workshop for the Foundry

Specific areas of expertise that will help to fulfill the roles of property management, program management, and tenant selection are outlined below:

1. **Develop Inclusive and Collaborative Programming.** The Operator is expected to program and schedule the use of the theater, lobby/galleries, community rooms, classrooms and other shared public spaces in a way that complements other activities in the Foundry and is inclusive to the community. The Operator should create measures to encourage diverse building tenants to collaborate on activities, programs, and shared use of resources to promote the intersection of ideas.
2. **Facility Oversight and Management.** The Operator needs to maintain a high quality and welcoming physical environment that can accommodate a range of uses, during different times of the day, week and year. Consistent with its role as master tenant, the Operator will manage custodial, security, and hospitality functions with turnover of uses between different programs on a day-to-day and weekly basis. They will also oversee property management, tenant fit-outs and any necessary repairs and capital maintenance under \$50,000.
3. **Community Outreach.** The Operator will need to engage various organizations and constituencies in Cambridge as the Operator develops and continuously improves the Foundry programming. Special attention should be given to attract diverse and underrepresented populations and organizations. Throughout operation, the Operator will also be expected to conduct continual outreach to attract new residents and organizations who have yet to engage with the facility or its programming partners.
4. **Selection and Recruitment of Non-Profit and Market-Rate Tenants.** The Operator is expected to recruit a balanced mix of tenants that will activate the building consistent with the Foundry's mission. Below market-rate tenants should be responsive to community needs, consistent with the Vision and Objectives, generate synergy among users, and provide rents that cover operating costs in combination with the market rents. The

Operator is expected to manage the marketing of the Foundry and identify prospective market-rate tenants whose rent will support the operations of the building. Working in collaboration with the CRA, the Operator will seek market-rate tenants that also support the building's mission and can engage in the life of the Foundry, through events, mentorships, and other forms of program collaboration. The Operator also needs to manage turnover and communicate effectively with the CRA and FAC to ensure tenant selection and leasing agreements stay true to the Foundry mission.

5. **Measurement of Operational Success.** The Operator will be expected to create annual operation plans that forecast revenue, expenses, and community programs. In order to realize and track community goals for the building, the Operator will develop methods of tracking on no less than a quarterly basis the building's operational success using metrics or other indicators that show programmatic use and budget implications of the mix of uses. These reports should guide the Operator on how to plan for the following year and work with existing tenants and/or find new tenants, while sharing information with the CRA, City, and community.



Perspective of high-bay community room by HMFH Architects

5.0. SUBMISSION REQUIREMENTS

All submissions shall provide information related to the elements listed below in sufficient detail to allow an informed and fair selection process. Incomplete submissions will be rejected. A checklist is provided in Appendix 8.1 (Form C).

Submissions should be in both digital and hardcopy formats:

- Twenty (20) bound copies in 8-1/2 x 11-inch format.
- One flash drive with a digital version of the submission as a single PDF with a maximum file size of 18 MB.

All materials submitted to the CRA in response to the RFP will become the property of the CRA and the City and, unless specifically exempted, should be considered to be public records under Massachusetts law (Appendix 8.1, Form A). See Section 7.0 for additional details.

5.1 Letter of Interest

Responders must submit a letter of interest signed by the principal(s) of the Responder.

5.2 Programming Concept and Management Approach

Responders must provide a narrative description of the programming vision and approach to fulfill the Operator Roles and Responsibilities outlined in Section 4.0. The narrative should address the strategy for marketing, outreach, and community partnerships over time to achieve an inclusive space that involves a cross-section of Cambridge residents, including under-served and under-represented populations. A description of the proposed program should demonstrate how the uses and projected tenants will contribute to the life of the building including shared use and hours of operation throughout the day and evening. Approaches to property management, whether an internal or external function, should contemplate day to day transitions between uses and the role of hospitality in welcoming all members of the community. The management approach should include a strategy to coordinate and manage short term rentals and longer-term leases in cooperation with the CRA. The

amount of space that the Operator, as a tenant, will need in the Foundry for their programmatic functions should be identified. Anticipated concerns, issues, or limitations should be identified with a strategy to address them.

5.3 Staffing and Organization Plan

Responders must submit a staffing and organization plan that identifies key management positions, full and part-time positions, partnerships, and independent contractors, necessary to fulfill the Operator Role and Responsibilities outlined in Section 4.0. The experience and skills of the key management positions should be provided. An organizational chart will help identify lines of responsibility and number of positions. Any needs for technical assistance, capacity building, or other support, especially before or during the first year of occupancy, should be identified.



A view of the Foundry from Rogers Street

5.4 Business Model

The CRA will allocate one million dollars (\$1,000,000) to the Operation and Maintenance Account, a portion of which can support tenant recruitment before occupancy and program ramp up during the first year. The CRA will also allocate one million dollars (\$1,000,000) to an Operating Reserve Fund to cover unforeseen costs in the Foundry's operations. Additionally, the CRA will create a Capital Reserve Fund. The business model presented by Respondents should demonstrate the ability to fund the Capital Reserve Fund. The Operator, working with the CRA, may also seek private donations and grants from third party sources to help support the mission of the building. The CRA is expected to review the budget with the Operator on a quarterly or annual basis.

The Operator will collect other rents and fees to support the operations, maintenance and programming of the Foundry with significant oversight by the CRA. The Operator would make ground rent payments to the CRA, which would help support the Operating Reserve Fund and the Capital Reserve Fund. The business model for the Foundry needs to demonstrate that the building will be financially self-sustaining after the first year, with the projected revenues from Community Users, Non-Profit users, market-rate tenants, third party funders and donations, and any other sources (Project Revenues) matching the expected costs of operations (Project Expenses). Project Revenues would be paid into an Operation and Maintenance Account designated by the CRA for use for the Foundry, and Project Expenses would be drawn from this same account. Sub-leases with terms over one year (or for greater than a certain portion of rentable square footage of the building) will be approved by the CRA. The CRA anticipates entering into an initial five year term, with an option of a five year extension.

Baseline Model

The Responder must provide a business model based on the conceptual building program described in Section 3.3. The business model projects a 10-year cash flow with the following information:

1. Chart of uses and/or tenants by floor area (gross and net floor area),
2. Rents and other revenue sources according to use or tenant,
3. Costs for utilities, insurance, taxes, marketing, payroll, contracted services, building repairs and maintenance, and other expected expenses,
4. Payments into the Capital Reserve Fund to cover future updates or new furnishings and finishes, which are expected every ten to twelve years,
5. Explanations regarding assumptions about net and gross floor area, vacancies, escalations, terms, lease up periods, inflation, and contingencies,
6. Expectations for management fees, performance bonuses, or other asset management incentives.

Responders should provide a description of how their proposed business model and income projections for the Foundry relate to specific types of tenant arrangements or subleases, including duration, and what part of the fit-out costs, tenant improvements, and operating expenses are expected to be paid by sub-tenants and Responder respectively. The business model should also address how the approach to curating the community uses and overall management of and integration of the proposed uses might affect the financial plan or any other aspects of the business model. The financial model must be expressed in a fixed dollar amount with appropriate escalations over a 10-year lease term.

Alternative Business Model

As an Alternative Technical Response, Responders may also submit an alternative program and coordinated business model in addition to the Baseline Model. Additional alternative structures in which market rate tenants lease space directly from the CRA may also be presented. In this case, the CRA would deposit these rents into the Foundry Operations and Maintenance Account for use by the Operator.

5.5 Experience and Qualifications

Responders must demonstrate their capacity to work with the CRA and carry out operational and program management of the Foundry building by providing information on relevant initiatives and experience, which might include:

- Creation of programs with innovative operating models and tenanting strategies, including the incorporation of uses providing a public benefit and/or a mix of market- and non-market rate tenants.
- Creation of programs focusing on arts, technology and/or workforce development.
- Negotiation of successful partnerships, including partnerships with property managers and operators, and public entities.
- Negotiation of subleases with tenants and users similar to those proposed for the Foundry Building.
- Evidence of their ability to secure tenants including any existing relationships, partnerships or collaborations, past projects, or proposed strategies.



Third Floor View of the Foundry

5.6 Letters of Support, Collaboration and/or Commitment

In order to demonstrate outreach capacity, local partnerships, and financial feasibility, Responders should provide appropriate letters from prospective tenants, funders, and program providers. It is anticipated that no one entity can successfully provide the diverse range of community programs expected by the community, thus it is anticipated that the Operator will need to form partnerships to fulfill the full scope of the Foundry's functions.

5.7 Forms

Responders must submit Form A, Policy on Release of Documents, Form B, Anti-Collusion Agreement and Form C, Submission Checklist (see Appendix 8.1).

6.0 EVALUATION AND SELECTION PROCESS

6.1 Selection Process

Evaluation of the proposal will be based on the information provided in the Responder's submission, in accordance with the requirements of this RFP, and any interviews, references, and additional information requested by the CRA. The CRA Board will select the Operator based on the recommendations of the Evaluation Committee and the input of the Foundry Advisory Committee, subject to the approval of the City Manager. The Evaluation Committee will be comprised of CRA and City staff.

Based on the Evaluation Committee's evaluation, some of the Responders may be invited for an interview. The CRA may also request additional information as part of the interview.

The Evaluation Committee will then evaluate all additional information, including any further input from the Foundry Advisory Committee, and will make a recommendation for an Operator to the CRA Board and the City Manager for their approval, respectively. The recommended Operator may be asked to present their concept publicly to the CRA Board. The CRA will notify all Responders in writing of the final decision.

6.2 Evaluation Criteria

The evaluation criteria below reflect the intent of the Project Vision and Objectives (Section 3.1) and other aspects of the Governing Documents. All factors are important and many are interrelated; proposals are expected to be responsive to all criteria. Proposals will be evaluated according to the extent the following criteria have been fulfilled.

1. Submission offers **creative ideas and an inclusive, collaborative program** to create a City-wide resource that is financially sustainable for years to come, promoting the building vision and objectives.
2. Responder demonstrates the ability to engage the community in an active and ongoing manner to create a place that is accessible, **inclusive, and welcoming** to the public in a variety of ways and times, tied to the program vision and objectives, targeting the full diversity of Cambridge, including opportunities for drop-in visits by the general public and destination activities.
3. Responder demonstrates experience and presents ideas for hosting cross-disciplinary **programs and collaboration**, with strategies to engage and maintain community involvement in the building and its programs over time.
4. Responder demonstrates experience, partnerships, or ability to build capacity in **property management**, especially its integration with program management.
5. Responder demonstrates experience, partnerships, or ability to build capacity in **tenant recruitment, selection, and retention**, with both non-profit and market-rate tenants.
6. **Program mix and allocation** maximizes benefits to the community while maintaining the financial sustainability of the property over the long term.
7. **Staffing and Organization Plan** demonstrates dedicated, qualified management personnel, committed staff resources, strong contractors and/or partnerships that will focus on the Foundry project.
8. **Business Model** demonstrates a solid understanding of non-profit and market-rate revenue rates and structures, staffing and other operational costs, and offers creative approaches or solutions where necessary.
9. Responder identifies **performance measures and reporting strategies** to keep the CRA and the public informed about the Foundry programming and community benefits.

7.0 GENERAL TERMS AND CONDITIONS FOR RFP

1. The RFP is issued to seek a real estate transaction to procure a master tenant for the Foundry, who will, in addition to occupying the Foundry, program and maintain the Foundry consistent with the Foundry Demonstration Project Plan, pursuant to M.G.L. Chapter 121B § 46(f).
2. MBE/WBE Participation. The CRA encourages the use of MBE/WBE principles and subcontractors if subcontractors are used.
3. 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.”
4. System and Document Security Requirements. All documents including both paper copy and electronic files provided to the Responders for printing, copying or digital imaging and any copies or duplicates of electronic files made from those provided by the CRA are the property of the CRA and shall not be provided to any third party without the prior written consent of the CRA.
5. Reasonable Accommodation. Responders with disabilities or hardships that seek reasonable accommodation, which may include the receipt of RFP information in an alternate format, must communicate such requests in writing to the CRA. Requests for accommodation will be addressed on a case-by-case basis. A Responder requesting accommodation must submit a written statement, which describes the disability and the requested accommodation. The CRA reserves the right to reject unreasonable requests.
6. Acceptance/Rejection/Withdrawals of Proposals. The CRA reserves the right to amend or modify the RFP at any time during the procurement process, prior to the date and time which responses are due. All amendments and modifications will be posted on the CRA’s website in the form of an Addendum. It is the responsibility of the Responder to check the website (www.cambridgeredevelopment.org) for Addenda. The CRA reserves the right, at its sole discretion, to: reject any or all proposals or parts of any and all proposals; re-circulate this RFP; terminate or suspend the solicitation process, at any time; or waive any irregularities in this RFP or in the proposals received as a result of this RFP; or reject any and all submissions, or portions thereof, all as may be deemed to be in the best interest of the CRA, subject to applicable law. A late response shall not be considered for award.
7. The Operational Agreement for this project will be between the CRA and the Operator.
8. A proposal will remain in effect for a period of ninety (90) calendar days from the deadline for submission of proposals, until it is formally withdrawn according to the procedures set forth herein, an Operational Agreement is executed, or the RFP is canceled, whichever occurs first.
9. Any changes or additions to proposers or personnel named in the Response must be submitted in writing and approved by the CRA.

8.0 APPENDIX

8.1 Forms

Form A - Policy on Release of Documents

Form B - Anti-Collusion Agreement

Form C - Submission Checklist

8.2 Reference Documents

You can find the following documents online at www.cambridgeredevelopment.org/foundry

- Foundry Lease
- Demonstration Plan
- City Council Presentation

Form A: Policy on Release of Documents

All materials submitted to the CRA in response to the RFP will become the property of the CRA and the City and, unless specifically exempted, should be considered to be public records under Massachusetts law. The CRA reserves the right to post materials submitted by Responders on its website at the appropriate time. As part of the selection process, the CRA will invite some or all of the Responders to participate in interview(s) and a community presentation. The undersigned certifies under penalties of perjury that the Responder understands the policy on Release of Documents.

Responder Name: _____

Authorized Signature: _____

Name (Printed): _____

Title: _____

Date: _____

Form B: Anti-Collusion Agreement

The undersigned certifies under penalties of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any other person (defined to mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals), and that it includes all submission requirements listed above.

Responder Name: _____

Authorized Signature: _____

Name (Printed): _____

Title: _____

Date: _____

Form C: Submission Checklist

Check each element below to confirm that you understand and have completed each Submission Requirement.

- Letter of Interest
- Project Concept and Management Approach
- Staffing and Organization Plan
- Business Model
- Experience and Qualifications
- Letters of Support, Collaboration and/or Commitment
- Forms

