

## ATTACHMENT A

**REQUEST FOR PROPOSALS  
Kendall Square – Main Street  
July 2010**

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**Kendall Square – Main Street  
Cambridge, MA**

### SCOPE OF SERVICES

The City of Cambridge, acting through the Purchasing Agent working with the assistance of the Public Works Department, Traffic Department, Community Development Department, Water Department and Electrical Department is seeking proposals to provide design services for the Kendall Square – Main Street Project (See Attachment A). Many of the streets in the area have recently been reconstructed. The goal is to develop a master plan of recommendations for the remaining streets in the Kendall Square area. The Master Plan would focus on bicycle facilities, pedestrian crossings, vehicular traffic flow, parking, street trees, landscaping and lighting (LED and metal halide options). Detailed construction plans will be created for Main Street between Wadsworth and Ames streets, Point Park and the MBTA walkway.

Questions concerning the Request for Design Services may be submitted in writing by 5:00 p.m. **Wednesday, August 11, 2010** to Cynthia H. Griffin, at the address above or by fax (617-349-4008). Answers will be sent to all vendors who received the Request for Design Services through the Purchasing Office.

The proposal should be a maximum of 15 pages, not including the resumes of key staff. As the consultants have previously been selected through the House Doctor designer selection process, there is minimal need to present the firms' general qualifications; rather the proposal should focus on the key individual's that will be assigned to the project and to the team's approach to the Kendall Square project. The City will request a price proposal from a firm or firms after the interview process is complete.

An email with the proposal or one original and (10) copies of the proposal marked "Kendall Square – Main Street" must be received by Cynthia H. Griffin, Purchasing Agent, City of Cambridge, 795 Massachusetts Avenue, Cambridge [cgriffin@cambridgema.gov](mailto:cgriffin@cambridgema.gov); [nmcleod@cambridgema.gov](mailto:nmcleod@cambridgema.gov) prior to 11:00 a.m., on **Monday, August 23, 2010**.

## **Table of Contents**

- 1. Objective of the Request for Proposals**
- 2. Introduction / Project Purpose**
- 3. Scope of Services**
- 4. Project Schedule**
- 5. Evaluation of the Proposals**

## **Attachments**

- Attachment A – Map of the Kendall Square – Main Street Project Area**
- Attachment B – Map of Property Ownership**
- Attachment C – 2009 Traffic Count Data**
- Attachment D – 25% Plans and Traffic Analysis for Third Street Bus Cut-Through**
- Attachment E – Conceptual Plans for Gateway Project**
- Attachment F – Lighting Study**

## **Kendall Square – Main Street Project**

### **(1) Objective of the Request for Proposals**

The City of Cambridge, acting through the Purchasing Agent, working with the assistance of the Public Works Department, Traffic Department, Community Development Department, Water Department and Electrical Department is seeking proposals to provide design services for the Kendall Square – Main Street Project (See Attachment A). A master plan of recommendations will be made regarding sidewalk materials, street lighting and traffic modifications in the larger Kendall Square area. Detailed construction plans will be created for Main Street between Wadsworth and Ames streets, Point Park and the MBTA walkway.

### **(2) Introduction/ Project Purpose**

The primary objective of this project is to address the surface infrastructure needs of Main Street between Wadsworth and Ames Street, while also creating a framework for future improvements in Kendall Square (lighting, sidewalks materials, transportation improvements, etc.). The City anticipates appropriating up to \$5 M for construction of Main Street in July 2011.

#### **(2.1) Transportation Goals**

The overall surface design objective is to create a street design which balances transportation modes (transit, pedestrian, bicycling, trucks, deliveries, and single-occupancy vehicles), safety, neighborhood feel, and support of local businesses. The design should emphasize the character of the neighborhood and encourage walking and cycling to the maximum extent possible while also accommodating vehicular transportation needs.

Metered parking has been added throughout the area over the last number of years to bring increased street level activity to the area. It is important that curb uses including metered parking, accessible parking, loading zones and bus stops are optimally allocated on the streets and in such a way as to safely co-exist with bicycle facilities.

Kendall Square is a major transit and shuttle bus connection. The design should consider the needs and enhance the experience of transit and shuttle bus riders.

**The City is committed to improving conditions for cyclists to improve safety and encourage more cycling in the city. It is expected that bicycle lanes and / or cycle tracks will be an integral part of this design and that the plans will create seamless connections between existing and planned bicycle facilities in and around the project area. Convenient and adequate bicycle parking facilities must also be incorporated in the design, including the public art bike racks, covered bike parking and identification of locations for the anticipated regional bike share program.**

**Pedestrian access and safety through reconstructed sidewalks, re-designed street crossings (crossing islands, curb extensions, raised intersections, raised crosswalks) and other measures are of significance in the design. Sidewalk design should provide a safe and convenient walking surface and include other improvements such as landscaping to enhance the pedestrian environment. Regarding sidewalk materials, a balance must be struck between the need to maximize accessibility of the sidewalks by choosing materials that are smooth and require minimal maintenance, while also respecting the visual and historical character of the neighborhood. Sidewalk design should strive to meet universal design standards and must, at a minimum, meet state and federal accessibility codes.**

## **(2.2) General Goals**

**In addition, the following goals will be part of the design work:**

- Enhance existing open space and design improvements to both the public and private open spaces in the area.**
- Enhance landscaping and streetscape upgrades, including street furniture.**
- Improve signage and wayfinding for all street users.**
- Evaluate opportunities for the use of Low Impact Development Design protocols, to maximize infiltration or reduced runoff using environmentally sound construction materials when possible.**
- Improve the lighting system along the street so as to provide adequate light levels, be more aesthetically appropriate and consistent with the recommendations in the Lighting Study (Attachment F).**

### **(3) Scope of Services**

The following is a proposed scope of work for the Kendall Square – Main Street Project. In developing a response to this proposal, consultants must ensure that from their perspective the scope of work is adequate to achieve the required goals. If not, then they must add to that which is delineated.

#### **(3.1) Collection & Review of Existing Information**

- (3.1.1)** The consultant will be required to collect and analyze record plans with regard to public and private utilities (most particularly: storm, sewer and water supply) in the area as well as those of large institutions (MIT) and private property owners in the area.
- (3.1.2)** The consultant will be required to investigate and familiarize itself with plans and proposals as they exist from City Departments including the Community Development Department and Traffic Department for the area and by large institutions (MIT) and private properties in the area.
- (3.1.3)** The consultant will be required to collect and review previous field inspection data in the area including photogrammetric mapping of the area. Aerial photographs are available from a 2003 flyover of the City of Cambridge. Applicants should schedule an appointment with the GIS Analyst at the Cambridge Information Technology Department, Lombardi Building, and 831 Massachusetts Avenue to view or obtain copies of photographs. [www.cambridgema.gov/GIS](http://www.cambridgema.gov/GIS)
- (3.1.4)** The consultant will be required to collect and analyze record plans of the MBTA system in the area. The depth of the MBTA tunnel and impacts on proposed surface enhancements must be clearly understood and considered.
- (3.1.5)** The consultant will be required to collect and analyze the study area's existing and anticipated future transportation conditions including: vehicle, bicycle, pedestrian and transit volumes, circulation patterns, parking, loading and service.

#### **(3.2) Coordination with Other Projects**

There are numerous projects either on-going or in the planning stages in the Kendall Square project area. The consultant should become familiar with each of these projects and ensure that proposed improvements are consistent with these.

##### **(3.2.1) Other Projects On-Going in Area**

**Ames Street – Memorial Drive to Main Street – Reconstruction of roadway and sidewalks. Currently under construction.**

**Amherst Street – Ames to Wadsworth – Reconstruction of roadway and sidewalks. Completed.**

**Broadway – Third to Ames – Reconstruction of roadway and sidewalks.**  
[www.cambridgema.gov/TheWorks/projects/BroadwayThirdToAmes.htm](http://www.cambridgema.gov/TheWorks/projects/BroadwayThirdToAmes.htm)

**Gateway Project – Main Street from Longfellow Bridge to Third Street – create an entry point into Cambridge**

See Appendix E

**Main Street and Wadsworth Street Intersection – Re-alignment of intersection. Reconstruction of roadway and sidewalks. Completed.**

**Main Street – Vassar to Ames – southside of the street – Sidewalk reconstruction. Complete.**

**Plaza at Kendall Square Marriot – redesign currently underway by Boston Properties**

**Wadsworth Street – Main to Memorial Drive – Reconstruction of roadway and sidewalks. Completed.**

### **(3.2.2) Other Projects Planned in Area**

**Binney Street – Third Street to O’Brien Highway – significant development proposed. Anticipate reconstruction of roadway, sidewalks and cycle track.**

**Binney Street – Broadway to Third Street – Reconstruction of roadway, sidewalks and cycle track.**

**Galileo Galilei Way – Main Street to Broadway – reconstruction of multi-use path on the north side (Cambridge Redevelopment Authority)**

**Grand Junction Rail-with-Trail – multi-use path**  
<http://www.cambridgema.gov/cdd/et/infra/gi/gi.html>

**Lechmere Station Relocation – including connecting First Street to O'Brien Highway**

**[www.commentmgr.com/Projects/1228/docs/07\\_GLX\\_FEIR\\_V1\\_Figures\\_5-1 to 5-6b.pdf](http://www.commentmgr.com/Projects/1228/docs/07_GLX_FEIR_V1_Figures_5-1_to_5-6b.pdf)**

**MIT Property on Main / Carlton / Deacon – MIT is in the early stages of planning of new office and retail building at this site.**

**Urban Ring – [www.cambridgema.gov/cdd/et/infra/ur/index.html](http://www.cambridgema.gov/cdd/et/infra/ur/index.html) and [www.theurbanring.com](http://www.theurbanring.com)**

### **(3.3) Field Investigations**

Field investigations will include the following work items:

- (3.2.1) The consultant will be required to assess traffic flow and congestion in the project area, to that end it is expected that ATR surveys, turning movement surveys, vehicular speed surveys, origin/destination surveys, video surveys and bicycle and pedestrian counts will be required. See Section 3.9 Traffic Assessment.
- (3.2.2) The consultant will be required to complete a field & topographic survey identifying all landscape features, to include street and sidewalk layouts, curb cuts, driveways, utility covers, trees, street furniture, bike racks, fire hydrants, parking meters, signs, traffic equipment, encroachments, water, drain and sewer pipe type, size, inverts, etc. All survey work must be performed in compliance with the provisions of 250 CMR 1.00 – 6.00.
- An existing conditions base plan that conforms to MHD Field Survey and Base plan preparation standards for English units and 250 CMR 6.02 Data Accumulation Surveys need to be provided, *including existing surface and sub-surface utility information.*
  - The City of Cambridge Datum should be used for the vertical datum
  - Massachusetts State Plane, NAD 1983 should be used for the horizontal co-ordinate system
  - For each street an AutoCAD 2007 formatted or higher drawing, should be provided to the city for internal use. Two CD's should be provide with copies of the electronic drawing and all associated files (txt, shape, plot, etc.).
  - Surveys should use the City of Cambridge AutoCAD Layer Standards that will be provided when the contract is awarded.
  - Two stamped and signed by a certified Massachusetts Land Surveyor hard copies drawings will be provided to the city once all survey work is completed.

- Develop taking and acceptance plans and legal descriptions for the CRA owned sidewalk on Main Street.
- Develop easement (or taking) and acceptance plans and legal descriptions for the Boston Property and CRA owned property in the area of the bus cut-through.

**(3.4) OHM Assessment**

The project is primarily a street and sidewalk reconstruction project and not a utility project with extensive soil disturbance. However, some utility work will be required to support the roadway and sidewalk work. Therefore a reasonable approach to understanding the existing soil and ground water information is required.

(3.4.1) The consultant will be required to review DEP files of sites located within or adjacent to the Kendall Square area to assess soil contamination issues as they relate to the street.

(3.4.2) City of Cambridge Historical Records should be reviewed in order to further develop an assessment of the potential of encountering contaminated and hazardous soils during utility projects in the area.

(3.4.3) 5-10 sample locations should be considered in developing a ground water quality and soil condition assessment program for the street. This analysis will be used to address construction dewatering management soil management (chemically and geotechnically) and disposal strategies and costs.

- (a) Borings should also be used to confirm the condition of the street structure, the presence of old railroad ties and rails, or reinforced concrete base.

(3.4.4) The consultant will provide to the City an Environmental Assessment Report once all field investigations associated with the project have been completed.

**(3.5) Utility Location and Coordination**

(3.5.1) The consultant will be required to procure private utility company plans and maps and delineate all of the various utilities within Main Street so that all potential conflicts with all of the various municipal systems, to include drainage and sewer service connections have been fully identified ahead of construction beginning on the municipal project.

(3.5.2) The City will want to know as to how the consultant proposes defining major private and public utility constraints within the project area. There are no known utilities that have easements in the City. To the best of our knowledge, all utilities are on City property by means of Grant of Location. Thus it is possible to have such moved within reason. The City policy is not to subsidize private utility movements. The consultant will be required to

complete a records system survey to confirm street layout, easements, encroachments (to include areaways and tunnels).

- (3.5.3) The consultant will be required to send copies of the plans at appropriate times to the various utilities, maintain records of correspondence, and coordinate meetings with affected utilities.

### **(3.6) Permits**

- (3.6.1) The consultant will be required to procure all of the permits necessary to complete all of the various field investigations and environmental investigations associated with the design of the proposed project.
- (3.6.2) The consultant will be required to procure or indicate to bidders the steps that need to be taken to procure all the various permits that may be required to construct the project.
- (3.6.3) The consultant will be required to determine whether any portion or the entire project meets the thresholds that would trigger the requirement to submit an Environmental Notification Form (ENF) or Environmental Impact Report (EIR) to the Massachusetts Environmental Act Policy Office (MEPA).
- (3.6.4) The consultant will be required to obtain NStar permits for proposed signal and lighting improvements.
- (3.6.5) The consultant will be required to obtain required MBTA permits associated with field investigations and construction.

### **(3.7) Sewer and Drainage Infrastructure**

Upgrades to the existing sewer and drainage infrastructure in this area are not included in this scope of work. However, there is a likelihood that some upgrades will be provided for either in advance of or during this construction. The consultant will need to coordinate with those improvements as well as ensure that street and sidewalk drainage associated with modifications to the existing street layout is properly managed.

Cambridge DPW maintains copies of sewer and drain plans at 147 Hampshire Street,

Information on the existing sewer and drainage infrastructure can be found at [www.gis.cambridgema.gov/gis](http://www.gis.cambridgema.gov/gis) – sewer viewer.

### **(3.8) Water Infrastructure**

Upgrades to the existing water distribution system in this area are not included in this scope of work. Information on the existing water system can be found at [www.gis.cambridgema.gov/gis](http://www.gis.cambridgema.gov/gis) – water viewer.

The consultant will be required to obtain and confirm with the City of Cambridge Water Department the number and location of all lead service water connections as they exist along Main Street and other areas potentially within the construction project area. All remaining lead services must be removed as part of this project.

The Cambridge Water Department maintains specifications for upgrading the mains, copper services, valves, and hydrants.

Existing irrigation system – The consultant will need to research existing facilities (DPW, Boston Properties and CRA) and include the existing system in the design plans, and potentially expand irrigation to other areas.

### **(3.9) Traffic Assessment**

#### **(3.9.1) Existing Traffic and Parking**

- Existing signals – brown poles that include street lighting.
- MBTA bus routes CT2, 64, 68, and 85 travel on Main Street with frequent service.
- EZ Ride, Galleria Shuttle, The Wave, Trolley Tour Buses and other shuttle services utilizing Main Street.
- Proposed urban ring stops in Kendall Square.
  - o <http://www.theurbanring.com/>
  - o <http://www.cambridgema.gov/cdd/et/infra/ur/index.html>

Traffic volumes (Average Daily Traffic, 2009): See Attachment C.

References:

### Traffic volumes

[www.mhd.state.ma.us/default.asp?pgid=content/traffic01&sid=about#para8](http://www.mhd.state.ma.us/default.asp?pgid=content/traffic01&sid=about#para8)

Cambridge Truck Routes: [www.cambridgema.gov/traffic/trucks.cfm](http://www.cambridgema.gov/traffic/trucks.cfm)

Bicycle Trends: [www.cambridgema.gov/cdd/et/bike/bike\\_trends\\_2010.pdf](http://www.cambridgema.gov/cdd/et/bike/bike_trends_2010.pdf)

MBTA schedules: [http://www.mbta.com/schedules\\_and\\_maps/bus/](http://www.mbta.com/schedules_and_maps/bus/)

### (3.9.2) Traffic Surveys

The consultant will be required to collect and analyze the study area's existing transportation conditions including, vehicle, bicycle, pedestrian and transit volumes.

It is expected that Automatic Traffic Recorder (ATR) surveys will be conducted at numerous locations in and surrounding the project area together with a turning movements survey and a vehicular speed assessment to access traffic volumes, speeds, LOS, delays, etc within the project area. It is expected that bicycle and pedestrian volumes will be taken at am, pm, and Saturday peak times at key intersections. Note that peak count times for bicyclists and pedestrians vary from traditional motor vehicle count times. Exact times to be confirmed with Cambridge CDD and TP&T Department staff.

In addition to the ATRs that CRA does annually (2009 counts included in Attachment C) key locations include:

Main / Galileo Galilei Way / Vassar  
Broadway / Third  
Broadway / Galileo Galilei Way  
Broadway / Ames  
Main / Ames

See 3.9.3 for more information on traffic surveys.

**ATR locations:** In addition to the ATR's that CRA does annually (2009 counts included) also count the following locations:

- Broadway (between Ames Street and Galileo Galilei Way)
- Galileo Way (between Main Street and Broadway)
- Ames Street (between Main Street and Broadway)
- Conduct 12-hour bike counts (7:30 AM to 7:30 PM) at ATR locations.

**Turning Movement Counts** (vehicle, bike and pedestrian TMC counts) (7:30-9:30 AM, 4:30-7:00 PM and Saturday Peak) (Check with TP&T who have some counts from other projects that can be used):

- Galileo Galilei Way at Broadway/Binney

- Galileo Galilei Way at Main Street/Vassar
- Main Street at Ames Street
- Main Street at Broadway
- Broadway at Third Street
- Broadway at eastern connector to Main Street
- Broadway at Ames Street

**Speed and safety assessments:**

Speed studies should be conducted for

- Main Street
- Galileo Galilei Way,
- Ames Street
- Broadway

Compile and analyze traffic crash data for all study area intersections, for the most recent three years of available data.

**(3.9.3) Third / Broadway / Main Intersection**

The intersection currently provides a connection from eastbound Broadway to westbound Main Street, but all other moves are prohibited. The City has a strong desire to enhance future Urban Ring bus operations by providing a bus cut-through from southbound Third Street to westbound Main Street (See Attachment D). Other members of the community have expressed support for other options at this intersection including:

- Maintain existing connections only – no bus cut-through.
- Provide bus cut-through – enhances urban ring and does not open up any new traffic patterns.
- Provide bus and cycle cut-through through – enhances urban ring and bicycle network and does not open up any new traffic patterns.
- Provide bus, cycle and taxi cut-through
- Provide bus, cycle and full vehicular cut-through
- Reconnect more legs of the intersection – i.e. westbound Longfellow to westbound Main Street. This type of operation was in operation in the 1947 aerial.



It is expected that this intersection will be a key component of this project. The opinions about the best approach are varied. In addition, the property involved is controlled by 3 separate entities – Boston Properties, Cambridge Redevelopment Authority, and City of Cambridge (See Attachment B).

In coordination with the Cambridge Traffic, Parking and Transportation Department and the Community Development Department, the consultant shall design and implement a traffic count and analysis program (including an Origin – Destination study or other suitable method) to evaluate the impacts of the various alternatives including, but not limited to,

- Impacts on traffic volumes, delay and LOS on Third Street
- Impacts on traffic volumes, delay and LOS on Broadway
- Impacts on traffic volumes, delay and LOS on Main Street
- Impacts on transit operations – increased potential for illegal parking on Main Street, potential for increased delays.
- Impacts on bicycle network
- Impacts on pedestrian delay and LOS

The information shall be summarized in a way that is easily conveyed to the public, such as a map showing the change in vehicle volume for each street segment that is impacted.

The consultant shall collect relevant bicycle, pedestrian and vehicular crash data. This information shall be summarized in a way that is easily conveyed to the public.

The consultant shall develop alternatives for the design of this location. The consultant shall research the need for Article 97 legislation, as design alternatives affect Point Park in varying degrees.

### **(3.10) Traffic Signals**

- In general, the existing traffic signals are technically functional, however they are not aesthetically pleasing.
- Conflicts between turning motor vehicles and crossing pedestrians and bicyclists at intersections continue to be problematic and the primary causes of crashes in the city. Concurrent signals remain the preference for a multitude of reasons, including better LOS for pedestrians and bicyclists. Consultant should evaluate signal operations and identify possible options for reducing conflicts (Leading Pedestrian Intervals, other).
- Existing pedestrian signal on Main Street at the MBTA headhouse does not function particularly well. Pedestrians overwhelm the intersection and do not wait for the signal and the vehicular volumes are low enough that a signal does not seem necessary.
  - Consultant should evaluate the current signal operation
    - Count number of pedestrians that cross with the walk light.
    - Count number of vehicles with a green light that yield to pedestrians.
    - Measure vehicle gaps.
    - Count number of pedestrians.
  - Consultant should evaluate how this crosswalk can work best for all users.
    - Maintain signal or
    - Eliminate signal and provide other enhancements to crossing – crossing island, bus appropriate raised crosswalk, etc. or
    - Other.
- Consultant should develop a minimum of two options for improving the signals
  - Replace all of the signals with new equipment – black mast arms.
  - Develop specification for painting the existing signals black.
  - Other.

### **(3.11) Pedestrian Access**

The City's 5 Year Sidewalk and Street Plan outlines the City's approach to street and sidewalk improvements including design of pedestrian ramps, emphasis on complete streets program, etc.

<http://www.cambridgema.gov/TheWorks/news/5YearPlan.pdf>

Traffic calming tools should be evaluated to improve access and pedestrian safety. Curb extensions, crossing islands, raised intersections and side street ramp details should all be considered important tools in the design process.

[http://www.cambridgema.gov/TheWorks/specs/Paving\\_RaisedCrosswalk.pdf](http://www.cambridgema.gov/TheWorks/specs/Paving_RaisedCrosswalk.pdf)

### **(3.12) Bicycle Facilities**

The City's goal is that all streets should be designed to encourage and support bicycling; dedicated bicycle facilities on major roads are a critical component to achieving this. Bicycle lanes and cycle tracks exist in the immediate project area; and this project should include plans to connect the facilities. Upgrades to existing facilities should be considered, and connecting existing facility should be anticipated)e.g. a cycle track on Galileo Galilei Way to connect the existing one on Vassar Street with the planned one on Binney Street). A planning map of bicycle facilities can be found at

[http://www.cambridgema.gov/cdd/et/bike/bike\\_map.pdf](http://www.cambridgema.gov/cdd/et/bike/bike_map.pdf)

In addition to improving bicycle facilities throughout the Kendall Square area, a couple of specific issues have been identified:

- Illegal parking in bike lane on south side of Main Street between Carleton and Wadsworth creates conflicts for cyclists. Possible cycle track?
- Illegal parking in bike lane on west side of Ames Street near the Broadway intersection.
- General conflicts between cyclists and parked cars.
- Level of comfort for cyclists, to support additional rider types.

### **(3.13) Sidewalk and Roadway Materials**

- Prepare inventory of existing sidewalk and roadway materials.
- Develop alternatives, with appropriate graphical representations, for community consideration – wire cut brick, concrete, concrete with brick edging, other.
- Significant portion of the Broadway to Main Street cut-through and the north side of Main Street are currently concrete pavers in poor condition. It is anticipated that these areas will be reconstructed of asphalt.
- Granite – existing granite is pink. The plan needs to be responsive to the existing character of the pink granite, while also being reasonable to construct and maintain.

**(3.14) Planting / Landscaping** Prepare inventory of existing trees and plantings in project area, including condition, size, species, etc.

- Develop recommendations for additional tree plantings and landscaping improvements.
- Develop sidewalk recommendations to improve viability of street trees.

- Evaluate the cost and benefits of irrigation system in the open spaces and the sidewalks.

### **(3.15) Plazas / Open Spaces**

There are three significant plazas / open spaces along Main Street that are a key component of the pedestrian infrastructure and environment. The City is interested in improving these spaces and developing conceptual plans that could be implemented by the private property owners.

#### **(3.15.1) Plaza at Kendall Square Marriot**

- Existing infrastructure in poor condition.
- Plaza underutilized.
- Property owned by the Cambridge Redevelopment Authority and managed by Boston Properties.
- Redesign is currently underway by Boston Properties.
- The consultant should coordinate the private property improvements with the public space improvements.

#### **(3.15.2) Walkway at MBTA Headhouse**

- Existing infrastructure in poor condition.
- Connection to Carleton Street and MIT's Infinite Corridor could be enhanced.
- Property ownership and maintenance responsibilities are somewhat unclear.
- The consultant should develop alternatives for redesign of the open space; changes should consider bicycle parking, covered bicycle parking and a Bike Share station.

#### **(3.15.3) Point Park (Main and Wadsworth)**

- Existing infrastructure in poor condition.
- Steam line no longer services the steam fountain.
- Existing circular arrangement not conducive to pedestrian desire lines.
- Property owned by Boston Properties and Cambridge Redevelopment Authority.
- Need to be respectful of art installation.  
[http://www.cambridgema.gov/cac/public\\_art\\_tour/map\\_11\\_private.html](http://www.cambridgema.gov/cac/public_art_tour/map_11_private.html)
- The consultant shall research the installation of the art and understand the rights of the artist and the constraints that design needs to work within.

- The consultant shall research the problems with the steam fountain and develop a plan for reconnecting steam to the art work.
- The consultant should develop alternatives for redesign of the open space.

**(3.16) Median on Main Street between Wadsworth and Ames**

- Existing median makes it difficult for busses to pass each other.
- Existing median provides pedestrian refuge for people using the mid-block crosswalk between the MBTA headhouse and the Marriott Plaza.
- Existing flagpoles on island are in poor condition, but help to create a sense of identity for the space.
- The consultant shall develop alternatives for the cross-section of Main Street
  - Maintain median.
  - Maintain a portion of the median where it is useful for pedestrians or other users.
  - Maintain vertical element that creates some identity and can define the crosswalk.
  - Other.

**(3.17) Signage**

- Develop comprehensive signage plan for the area. Specific issues that should be addressed, include, but are not limited to,
  - Broadway to Main Street vehicular cut-through is currently not clear to motorists. Signage should be developed to clarify that this is publicly accessible. The design of the connection and signage will be dependent on the outcome of the Third Street bus cut-through.
  - Pedestrian and bicycle wayfinding signage should be used to direct people
    - From the MBTA station to the Volpe Crosswalk across Broadway. Boston Properties is considering signage options for their plaza as part of their redevelopment plan.
    - To the Kendall Square Theater.
    - To the Charles River.
    - To the Broad Canal walkway.
    - To the Sixth Street walkway.
    - Rooftop garden.
    - Other significant destinations.

**(3.18) Lighting**

- Existing utilities are currently underground.
- Lighting has traditionally been provided by city-owned shoe box and cobra-head street lights.
- More recent projects (Main at Wadsworth and 500 Main Street) have installed Selux Saturn 1 (black finish, aluminum pole, 14' pole, 16'-9" to top of fixture,

metal halide, GFCI receptacle at top) pedestrian scale lighting and 1907 tall lighting.

- The City is committed to improving the energy efficiency of our street lighting and is interested in LED lighting, but also understands that this is new technology that is rapidly changing.
- The consultant shall develop two plans for lighting improvements – 1 metal halide and 1 LED.
- Plans shall be consistent with Lighting Study (Attachment F).

**(3.19) 1% for Art** This project contains a 1% for Art component. It is anticipated that the Cambridge Arts Council will commission 5 to 10 artists to develop proposals for bicycle racks. The consultant should be prepared to review the proposals and judge them for constructability as well as meeting the criteria defined in the City's Bicycle Parking Brochure:

[http://www.cambridgema.gov/cdd/et/bike/bike\\_pkng\\_brochure.pdf](http://www.cambridgema.gov/cdd/et/bike/bike_pkng_brochure.pdf)

The consultant will also develop specifications for the installation of the artistic bike racks.

### **(3.20) Bike Parking**

The consultant should develop a comprehensive bike parking plan consisting of individual artist designed racks, individual standard Dero racks, group Dero racks, and covered racks. Identifying the design and location for covered bike parking is a new endeavor for the City and will require significant attention to the aesthetics and maintenance requirements.

### **(3.21) Transit**

The Kendall Square area is a major transportation hub serving Red Line trains, MBTA buses and numerous shuttles and trolleys. The City believes that providing clear and accurate transit information enhances and encourages additional non-auto modes of transportation. It is anticipated that the master plan will explore options for improved signage, wayfinding and ITS technologies.

There are 2 existing shelters on the north side of Main Street. The consultant should identify opportunities for additional bus shelters to serve bus and transit riders. Specific requests have been received for shelters on the south side of Main Street to serve the MIT shuttles and trolleys.

### **(3.22) Community Process and Meetings**

**(3.22.1)** The consultant should make recommendations as to a recommended community process and meeting format (project committee, series of meetings, charrette, open house, etc), which must include community meetings with the City's standing committees (Bike, Pedestrian and Disability Commissions), residents, and businesses and institutions in the area. The number of meetings will be determined by the nature of the community process recommended.

**(3.22.2)** Typically, these meetings are organized to address unique design or infrastructure situations. It is expected that the consultant will be responsible for ensuring meetings are properly organized and run efficiently. The consultant will be responsible for chairing update meetings, preparing schedules and agendas, taking, distributing, editing and filing minutes and ensuring adequate follow up, subsequent to these meetings. All paper documentation specific to these meetings must be made available to the city in electronic format.

**(3.22.3)** Surveys – what works well for cyclists, pedestrians, transit users and motorists, what could be improved, what are people’s vision of the Kendall Square area?

**(3.22.3)** The consultant should be prepared to develop suitable graphical materials to convey complex technical information with the general public. This information will include, but not be limited to,

- Traffic volumes, delay, LOS, crash data and speed.
- Pedestrian volumes, delay, LOS and crash data.
- Bicycle volumes, delay, LOS and crash data.
- Alternatives for the Third Street Bus-Cut-Through.
- Alternatives for the various open spaces.
- Alternatives for the various sidewalk materials.
- Alternatives for the street lighting.
- Alternatives for street furniture and landscaping.

**(3.22.4)** The consultant should be prepared to attend ten (10) technical meetings with City staff and two (2) meetings with regulatory agencies.

### **(3.23) Reports and Submittals**

#### **(3.23.1) Master Plan**

- (a)** The consultant will be required to submit for review a master plan of improvements for the larger Kendall Square area that includes bicycle facilities, pedestrian crossings, vehicular traffic flow, parking, street trees, landscaping, lighting (LED and metal halide options), MBTA walkway and Point Park.
- (b)** The consultant will be required to submit for review a preliminary cost estimate, inclusive of a 25% contingency for the construction of the project.
- (c)** The consultant will be required to submit for review a schedule showing outstanding tasks, their durations and their time to completion to include bidding and submitting review of bid s received and recommendation to award a construction contract.

#### **(3.23.2) 25% Submittals**

- (a) The consultant will be required to submit for review a 25% design submission for Main Street, Point Park and the MBTA walkway. The 25% design should show street and sidewalk layout, all mainline drain, sewer and water main, locations and sizing.
- (c) The consultant will be required to submit for review a preliminary cost estimate, inclusive of a 25% contingency for the construction of the project (Main Street, Point Park and the MBTA walkway).
- (d) The consultant will be required to submit for review a schedule showing outstanding tasks, their durations and their time to completion to include bidding and submitting review of bids received and recommendation to award a construction contract.

**(3.23.3) 75% Submittals**

- (a) The consultant will be required to submit for review a 75% design submission for Main Street, Point Park and the MBTA walkway. The 75% design should show street and sidewalk layout, all mainline drain, sewer and water main, locations and sizing together with the appropriate details specific to the infrastructure plans.
- (c) The consultant will be required to submit for review a cost estimate, inclusive of a 15% contingency for the construction of the project (Main Street, Point Park and the MBTA walkway).
- (d) The consultant will be required to submit for review a schedule showing outstanding tasks, their durations and their time to completion to include bidding and submitting review of bids received and recommendation to award a construction contract.

**(3.23.4) Preparation of Plans, Specifications and Final Cost Estimate**

- (a) The chosen consultant will prepare a 100% submittal of all general, civil, mechanical, traffic, landscape and electrical plans and specifications which show existing and proposed conditions on Main Street, Point Park and the MBTA walkway. The documents must be of sufficient quantity, quality and detail to fully indicate to the contractor the requirements of the contract.
- (b) Construction traffic management plans and specifications must also be included with the final drawings and specifications. These plans must adhere to MUTCD requirements as well as MAAB and ADA requirements.

- (c) A final estimate of the construction cost will also be provided with final plans and specifications, inclusive of a 10% contingency allowance.
- (d) The consultant will provide 25 full size and 15 ½ size final sets of plans and specifications suitable for public bidding in response to city comments based on the 100% submittal.

**(3.24) Construction Services**

- Preparation of conformed Plans and Specifications.
- Attendance at weekly meetings related to specific design related items (assume up to 19 meetings).
- Respond to requests for information (RFIs) and address design questions as they arise.
- Review shop drawing on specialty items only.
- Not included in Scope
  - Regular attendance at weekly meetings.
  - Preparation of as-built drawings.
  - Construction oversight.
  - Public meetings.

**(4) Project Schedule**

The City expects to execute a contract with the selected consultant in the summer 2010 and anticipates that the contract will take 12 to 18 months to complete the design scope of work outlined. Construction Services are estimated to take an additional 12 months.

**(5) Evaluation of the Proposals**

The purpose of information requested in this section is to assist the City in evaluating the offeror's overall qualifications, including its methodologies and technical abilities and previous experience. As the consultants have previously been selected through the House Doctor designer selection process, there is minimal need to present the firms' general qualifications; rather the proposal should provide information about key team members and the team's approach to the Kendall Square project. It is anticipated that interviews with 2-3 firms will be scheduled before a recommendation is made to the City Manager.

Please provide written answers to the following:

1. Depth and breadth of knowledge specific to the scope of work, particularly multi-modal transportation and access issues in a dense urban environment with many competing interests for public space.

- 2. Depth and breadth of knowledge specific to design of urban spaces, particularly in dense urban environments serving a multitude of demands – bicycle and pedestrian connections, place for leisure, public art, attractive backdrop for adjacent businesses, potential for outdoor dining, etc.**
- 3. In the majority of City projects, the City controls the property and can use a consensus based community process. In this instance, the “public property” is owned by a combination of the MBTA, Cambridge Redevelopment Authority, Boston Properties, MIT and the City (See Attachment B). Each of these entities, in addition to residents, business owners, commuters, pedestrians and cyclists, is likely to have strong opinions about what is best for the Kendall Square area. How would you approach the design and community process in this instance?**
- 4. Quality of work, as determined by information on other projects on which the consultant and the personnel has worked. The offeror should provide detailed information about previous projects that are similar to work proposed in this scope of services. The project descriptions should display the elements listed below. The evaluations will be based on the number and quality of elements in which the project descriptions display particular strength.**
  - a. Content that is clearly written, engaging, and effectively communicates the purpose of the project.**
  - b. Graphic elements that are attractive and help to effectively convey information.**
  - c. Evidence that the offeror has experience working with the public to convey complex utility and transportation related information and ideas successfully.**



# City of Cambridge

O-8  
AMENDED ORDER  
IN CITY COUNCIL  
October 18, 2010

COUNCILLOR REEVES  
COUNCILLOR CHEUNG  
VICE MAYOR DAVIS  
COUNCILLOR DECKER  
COUNCILLOR KELLEY  
MAYOR MAHER  
COUNCILLOR SEIDEL  
COUNCILLOR SIMMONS  
COUNCILLOR TOOMEY

WHEREAS: MIT has expressed its desire to build a major mixed use retail/office complex in Kendall Square; and

WHEREAS: Kendall Square has also been discussed by local developers as an area that should be twice as dense as it currently is; and

WHEREAS: Neither the City of Cambridge, nor the Cambridge Redevelopment Authority, have taken a comprehensive look at Kendall Square development in some time; now therefore be it

ORDERED: That the City Manager be and hereby is requested to confer with the Acting Assistant City Manager for the Community Development Department to identify a well qualified consultant to assist with determining the desired future course of overall development in Kendall Square and Central Square. It is particularly important that the City immediately think through the overall impact of a significant MIT project in Kendall Square and Central Square; and be it further

ORDERED: That the City Manager be and hereby is requested to obtain from Forest City/MIT their plans for the All Asia block and the site acquired by Novartis; and be it further

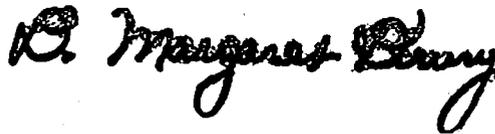
**ORDERED:** That the City Manager be and hereby is requested to report back to the Economic Development, Training and Employment Committee with regard to these matters; and be it further

**ORDERED:** That the Mayor be and hereby is requested to schedule a meeting with MIT and the City Council to discuss development of Kendall and Central Squares.

In City Council October 18, 2010  
Adopted as amended by the affirmative vote of nine members.

Attest:- D. Margaret Drury, City Clerk

A true copy;

A handwritten signature in cursive script that reads "D. Margaret Drury". The signature is written in black ink and is positioned to the right of the text "A true copy;".

ATTEST:-

D. Margaret Drury, City Clerk

# ATTACHMENT C

Submitted By Bob Simha:

A quick review of the Proposed Kendall / Central RFP that will be reviewed this evening suggests the following changes, additions and emphasis...

## Goals for Central should include:

- 1) Repopulating the square with new residential development to insure a 24/7 environment
- 2) Creating a safer environment
- 3) Encouraging institutional development that is mutually beneficial to MIT and Central Square

## Goals for Kendall should include:

- 1) Insuring "balanced development" which includes supportive housing and public facilities and an appropriate area for institutional development within the institutional zone

## Goals for Transition Area should include:

- 1) Reinforce relationship between Lafayette and Kendall along the Main Street Corridor
- 2) Insure sympathetic development between north and south side of Main Street
- 3) Limit institutional development to the south side of Main Street

## Scope of Services

Peer Review: Should include development of design character and design vocabulary

Advisory Committees: Who is going to get appointed? This is key...

## Phase A

- 1) Kendall: Did anyone know that the Main street landscape and traffic project was going forward?
- 2) Is there any process to gather input from Neighborhood 4 and East Cambridge?
- 3) Should include alternate proposals for MIT land
- 4) Should include alternate routes for circumferential beside the one that CDD has put in the proposal in order to better serve Kendall, Alexandria, East Cambridge
- 5) Deliverables should include conflicts between development proposals and community interests

- 6) **Emphasize housing needs and public open space**
- 7) **Review future of Volpe**
- 8) **Final reports should be available in electronic form**

#### **Phase B**

- 1) **Central work product should include rezoning proposals**
- 2) **Redevelopment opportunities for public open space ( the Naggar square )**
- 3) **Housing**
- 4) **Transportation changes**