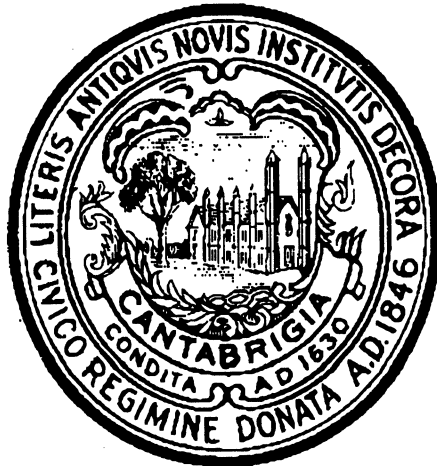


Permit Streamlining in the City of Cambridge



Presented to:
Members of the Cambridge City Council

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Prepared by:
The Permit Streamlining Committee
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SUMMARY

The City of Cambridge regulates a variety of land uses and activities within its 6.5 square miles of urban area. Within that area, dense commercial development, a varied mix of industries, and tight-knit residential neighborhoods all vie for space. To maintain an environment of benefit to Cambridge residents and businesspersons, the City established permitting and licensing regulations, in addition to the City's Zoning Ordinance. Over time, the number of regulations increased and became a complex network administered by multiple city departments geographically dispersed throughout the City. The City became concerned that municipal regulations imposed an unnecessarily high level of bureaucracy and confusion upon potential developers, businesspersons, and residents. To retain and strengthen its competitive advantages by promoting the perception of being "business friendly," Cambridge embarked on a process of reviewing and refining its permitting and licensing processes.

In 1996 the City Manager established a Permit Streamlining Committee chaired by Deputy City Manager, Richard Rossi, with representation from the heads of all permitting and licensing departments. The Committee reviewed case studies from communities nationwide in developing its own streamlining approach. The achievements of the permit and license streamlining effort to date include:

- ◆ Review of each permit and license the City may require to document statutory authorization, need, and the steps required to obtain the license. Following this review each process was critically examined. Unnecessary steps have been deleted. City departments will assume increased responsibility for routing permit applications which require multi-departmental approvals, thus relieving the customer of the burden of taking an application to several departments in different buildings.
- ◆ A map and guide to the City's permitting offices has been published and is available at all permitting and licensing departments to provide the public with an overview of required permits and licenses and where they can be obtained.
- ◆ Brochures describing frequently requested permits (building permits, curb cuts, and fire safety permits) have been published and are available at permitting and licensing departments. Additional brochures will be published in the coming fiscal year.

- ◆ A customer service program was piloted in the Traffic, Parking and Transportation Department and the Department of Public Works to obtain feedback from users of the system on the service they received. This program will be implemented by all permitting and licensing departments in the coming year.
- ◆ An interdepartmental cross training program was initiated to improve the knowledge that employees of permitting and licensing departments have of each other's requirements and functioning. This increased knowledge will improve staff's ability to provide accurate information to the public. Departments offering cross training during Fiscal 1998 are: the City Clerk's office, Community Development Department, Recreation division of the Human Services Department, and the Disabilities Commission.
- ◆ An interdepartmental large project review team has been established so that all permitting and licensing departments can provide input into development proposals for large projects at an early stage.
- ◆ A development log is published monthly by the Community Development Department and distributed to permitting and licensing departments to provide an ongoing summary of development projects in Cambridge.
- ◆ A designer has been selected to develop a coordinated system of signage for permitting and licensing departments.

The Permit Streamlining Committee continues to meet to discuss and coordinate the City's permit streamlining initiatives (see Attachment A for timeline of upcoming FY99 permit streamlining activities).

PRELIMINARY RESEARCH AND REPORTS

Cambridge's Community Development Department (CDD) - Economic Development Division began reviewing its permitting and licensing system by soliciting input from local developers, businesspersons and others seeking municipal approvals that numerous permitting and licensing processes lacked clarity, were administered inconsistently, and caused costly delays. These problems were exacerbated by the fact that the City's permitting and licensing departments were scattered in ten different locations. Due to limited interdepartmental contact, those seeking municipal services were oftentimes given conflicting or inconsistent information. The CDD staff began to investigate the problem by engaging in three types of research: 1) best practices research to determine what approaches other communities used to address this problem, 2) interviews with users of the system to obtain their views on the topic, and 3) observational field research to assess the experience of customers attempting to use the system.

1) Best Practices in Other Cities. Cambridge researched methods practiced by other cities to improve their permitting and licensing procedures. Municipalities throughout the United States and in Canada such as San Bernadino County, California; Chicago, Illinois; Toronto, Ontario; Denver, Colorado; Houston, Texas; Cleveland, Ohio; New Orleans, Louisiana; and Pasadena, California all underwent significant efforts to make their permitting and licensing processes less time-consuming, confusing, and costly to all involved. These cities reported positive feedback to procedural changes as simple as a permitting checklist to the more radical concept of "one-stop shopping" whereby permitting and licensing responsibilities are centralized into one composite agency. Some specific measures undertaken by these cities include:

- A. Improving the accuracy and timeliness of information;
- B. Simplifying permitting and licensing processes by eliminating unnecessary sign-offs and reviews;
- C. Implementing one-stop shopping at a composite, municipal agency which administers regulatory approvals;
- D. Initiating "first-stop" management, whereby one department is given responsibility for tracking and moving the application through the system; and
- E. Developing approval manuals and comprehensive guides to the most requested permits or licenses.

2) Interviews with Users of the System. Interviews revealed that professionals who frequently used the system expressed satisfaction, but less frequent users, particularly those not in the design, legal and development professions, encountered difficulty in obtaining information about what permits were needed and what processes must be followed.

3) What Happens When People Apply for Permits. In December 1995, City staff prepared an exploratory field research report summarizing their observations of customers trying to obtain permits at different departments. The research revealed that the information provided to the customer could be confusing and at times included contradictory instructions on procedures and requirements. In some cases, customers became frustrated by a lack of clarity and consistency between the multiple permitting and licensing departments, as they were expected to navigate their own way through the system with limited assistance. Finding the City's scattered departments was in itself a challenge. It was clear that the City needed to significantly improve its "user friendliness" and customer service.

THE COMMITTEE

In 1996, the City Manager directed the following City departments to appoint a representative to a Permit & License Streamlining Committee: Public Works; Traffic, Parking & Transportation; Inspectional Services; the License Commission; Fire; Electrical; Water; Police; the Office of the City Clerk; Public Health; Community Development; Animal Commission; the Conservation Commission; Historical Commission; the Recreation Division of Human Services Department, the Law Department, the Disabilities Commission, and the Arts Council. The Committee was chaired by the Deputy City Manager and staffed by CDD's Economic Development Division. The overall goal of the Committee was and continues to be:

to maintain Cambridge's competitiveness and desirability as the place to live, work, and do business by providing timely delivery of information and services which assists residents and businesspersons in moving through the City's regulatory processes as easily as possible.

Between September 1996 and March 1998, the Committee met eleven times in discussion and working sessions. The Committee sought to improve processes and the overall quality of service rather than implementing a costly and less feasible "one-stop shopping" system, which would have required extensive retraining of staff, obtaining a centrally located office, and developing a sophisticated management information system. The Committee gathered and reviewed information related to all permits and licenses issued by the City. The review process found the City of Cambridge regulating over 100 different types of activities from minor building improvements to new construction, as well as some occupational activities. The 100+ permits were organized into five categories: 1) Food-Related, 2) Retail (Non-Food Related), 3) Development, 4) Taxicabs/Automobiles, and 5) Festivals.

Subcommittees were formed for each category to review and recommend ways to improve permits and licenses. The subcommittees reported back to the Committee that sign-offs could be potentially eliminated if certain criteria were met by applicants. Applications were reformatted accordingly and made more user friendly. Information will eventually be available on the Internet.

ELIMINATING STEPS

Reviews by the subcommittees revealed that most departmental approvals were necessary, but where possible, subcommittees recommended the elimination of nonessential sign-offs or approvals. The elimination of a step means that a permitting or licensing process previously requiring five different departmental approvals would now require four such approvals. Where department sign-offs remained unchanged, the lead department rather than the applicant became responsible for tracking the progress of the permit application and securing sign-offs from other departments. With this increased departmental coordination, the customer no longer had to transport the application from department to department, saving time and money. Overall, subcommittees recommended clarifying procedures and simplifying language explaining permit or license requirements and conditions of approval. A summary of the findings for each of the five categories follows.

- ◆ *The Food Related Permits/Licenses* subcommittee reviewed the procedures for the Annual Alcohol (or Beer & Wine) License, Common Victualer License (see Example 1), Food Handlers Permit, and Temporary Food Service Permit. The subcommittee recommended that approvals required from the Fire Department, the building inspector, and the health inspector be *conditionally* eliminated. The conditions for elimination are:

- 1) if an applicant has a current valid copy of a Certificate of Occupancy (CO) and a Certificate of Inspection (CI), the building inspector's approval is not required.
- 2) if an applicant submits a current valid copy of the Food Handler's permit with his or her name indicated, the health inspector's approval is not required, and

EXAMPLE 1

Streamlined Common Victualer License*

1. File application with the License Commission.
2. ~~Obtain sign-off from ISD~~
3. ~~Obtain sign-off from the Health Dept.~~
4. ~~Obtain sign-off from the Fire Dept.~~
5. Applicant picks up the license.

*For applicant with current and valid CO/CI and Food Handler's permit.

Eliminated steps are shown above as crossed out lines.

3) it was further recommended that the Fire Department automatically inspect a site based on notification through the License Commission's hearing agenda, so that applicants do not have to request an inspection.

◆ *The Retail (Non-Food related) License subcommittee* recommended that the building inspector and Fire Department sign-offs, in each of the following licenses be *conditionally* eliminated: Antique Store or Second Hand Goods Store license (see Example 2); Annual Entertainment license; Lodging House license; Palm Reader license; Pawnbroker license; and Used Car Dealers Class I, II, III license. Under the streamlined processes, the Fire Department will inspect a premises based on the License Commission's hearing agenda. If a customer has a current Certificate of Occupancy, the building inspector's and Health Department's approvals will not be needed.

◆ *Changes to the four taxicabs/automobile licenses* were minimal, yet needed. If the customer's application does not include a site with a garage, sign-offs from the building inspector and the Fire Department will not be required. The appeal process was clarified for the licenses in this category.

EXAMPLE 2

Streamlined Annual Entertainment License*

1. File application with License Comm.
2. ~~Obtain sign-off from the Building Dept.~~
3. ~~Obtain sign-off from the Fire Dept.~~
4. ~~Obtain sign-off from the Health Dept.~~
5. ~~Obtain sign-off from the Electrical Dept.~~
6. Applicant picks up license.

**For applicants with current and valid CO/CI*

Eliminated steps are shown above as crossed out lines.

- ◆ *The extensive list of Development Permits* were further categorized and reviewed by three subcommittees. The categories were
 - 1) **“Time Consumers”** - approvals processes which typically take a great deal of time and interdepartmental coordination;
 - 2) **“The Works”** permits issued mostly by the Department of Public Works; and
 - 3) **“The HEAT is on”** - fire safety related permits. In the latter two categories of “the Works” and “the Heat is on”, the subcommittees reported that regulations established to protect the public’s health

and safety required all current approvals to be maintained. No changes were made to these, but improved literature about the processes was recommended to assist both City staff and the customer. The demolition permit (see Example 3), a type of building permit falling under the “Time Consumers” category, was conditionally revised. With the streamlined process, if the proposed demolition does not obstruct a public right of way, approvals are not required from the Traffic, Parking and Transportation (TPT) or the Department of Public Works (DPW).

- ◆ *The Committee recommended other changes* and improved coordination in other processes. The Moving Van permit (see Example 4) was reviewed and the number of trips for the customer was reduced by requiring only TPT to sign-off. The DPW sign-off will no longer be required.

EXAMPLE 3

Streamlined Demolition Permit

1. Pick up application from ISD.
2. Obtain sign-off from Historical Comm.
3. ~~Obtain sign-off from the Traffic Dept.~~
4. Obtain sign-off from the Police Dept.
5. Obtain sign-off from the Water Dept.
6. ~~Obtain sign-off from DPW.~~
7. Obtain sign-off from the Fire Dept.
8. Return application to ISD with all sign-offs.

Eliminated steps are shown above as crossed out lines.

EXAMPLE 4

Streamlined Moving Van Permit

1. ~~File application at DPW to obstruct sidewalk.~~
2. File application at TPT to park van.
3. ~~Return to TPT to pick up permit.*~~

*The permit is mailed to the applicant.

Eliminated steps are shown above as crossed out lines.

This same streamlining process was applied to permits for street occupancy or closure for smaller events, such as a block party (see Example 5). Construction/excavation permits would now be administered solely by DPW. DPW and TPT are continuing to work together to eliminate the need for both departments' review on permit applications. The Pole & Conduit procedure was reviewed and clarified. For large events, such as parades, fire dedications, festivals, religious events, etc.,

the City Manager now coordinates an interdepartmental committee which meets with the customer prior to the event to discuss plans and permitting requirements.

EXAMPLE 5

Streamlined Street Closing Permit (Neighborhood Block Party)

1. ~~File application at DPW.~~
2. File application at TPT.
3. ~~Take TPT application to Police Dept. for sign-off.~~
4. ~~Take TPT application to Fire Dept. for sign-off.~~
5. Return to TPT to pick up permit.

Eliminated steps are shown above as crossed out lines.

OTHER INITIATIVES BY THE COMMITTEE

The Guide. City staff reported that customers frequently requested directions to City departments and offices. In response, the Committee published 25,000 maps titled "Guide to City Offices and Permitting." The Guide graphically shows the location of the majority of the City's departments and offices. Additionally, the Guide includes the following types of information: departmental hours, addresses, phone numbers, fax numbers, TTY numbers, contact persons names, and best contact times. An extensive list of permits and licenses, cross-referenced to the department to contact to initiate the approvals process, appears on the map (see Attachment B). The maps are available at each City department.

The Brochures. To clarify procedures and requirements of more frequently requested approvals, the Committee has drafted three brochures.

- 1) Building Permit - This brochures describes who is eligible to apply for a building permit, what requirements must be met in order to apply for a building permit, what steps are in the building permit process, and what occurs after the construction is completed.
- 2) Curb Cut - This brochure describes who needs to obtain a permits, what requirements a curb cut must meet, and what steps are in the curb cut process.
- 3) Fire Safety - This brochures describes the different fire safety permits issued by the City's Fire Department and to whom the permits apply.

These brochures are being developed using consistent and clear language and graphic layout for ease of use. Customers will be able to find the brochures at various permitting and licensing departments. Three additional brochures are in the works which cover the Historical Commission, special events, and starting up a business. The three new brochures are expected to be completed toward the end of this summer. Other departments are being encouraged to contribute ideas and topics for additional brochures.

Improved Signage. There are eight different City buildings containing permitting and licensing departments and offices. To facilitate a customer's ability to find these buildings, a "Request For Proposals" was issued for a consultant to design a clear and consistent exterior signage system (see Attachment C). The eight buildings targeted for the signage program are:

1. City Hall (795 Massachusetts Avenue)
2. Michael J. Lombardi Municipal Building (831 Massachusetts Avenue)
3. Coffon Building (51 Inman Street)
4. McCusker Center - City Hall Annex (57 Inman Street)
5. Cambridge Police Department Headquarters (5 Western Avenue)
6. Cambridge Fire Department Headquarters (491 Broadway)
7. Department of Public Works (147 Hampshire Street)
8. Cambridge Water Department (250 Fresh Pond Parkway).

Karen Lewis Design, a Cambridge-based graphic design firm which has successfully completed similar signage contracts with several City of Cambridge and private clients, was chosen. The project will begin in May and take six months to complete.

The Net. A subcommittee has been working with the City's Management Information Systems office to increase access to permitting and licensing information via the Internet. A prototype site is being developed. The site will feature step-by-step procedures for obtaining permits or licenses mandated by the City. Essential information (i. e. what is expected of the customer; what the customer should expect from the City; why the approval is required; which legal statute or ordinance requires the regulation; typical length of time to achieve approval; and what fees must be paid) will be available. Some permit and license applications will also be available for downloading. The Committee discussed full computerization of smaller approvals processes via the Internet. However, the Committee recommended limiting computer access to general procedural information and applications because applications require hard copy signatures, and because of the possible difficulties with receiving and processing the required fees.

Staff Cross-Training. The Committee organized a series of informational sessions for the City staff. The sessions served as an opportunity for permitting or licensing departments to provide an overview of their responsibilities in issuing permits/licenses, and to answer questions from other departments. Attendees of these sessions included City employees with a high level of public exposure and customer service responsibilities. Their participation broadened their knowledge of City's overall permitting and licensing processes, and allowed them to better direct public inquiries for permit information handled by other department. These cross-training

sessions were instrumental in promoting interdepartmental staff coordination and improving the level of customer service.

There have been seven sessions since December 1996: Water; Public Works; Inspectional Services; Historical Commission; Police, Fire and Electrical; the License Commission; and Traffic, Parking & Transportation. Feedback from City staff attending these sessions were both positive and encouraging. City staff have requested an ongoing series and thus four additional training sessions have been scheduled for 1998. Presentations will be made by the City Clerk's office in May, the Community Development Department in July, Recreation Division of the Human Services Department in September, and the Disabilities Commission in November (see Attachment D for dates of scheduled training sessions).

The Development Log. The Committee has worked with the staff from the Community Development Department Economic Development Division to regularly update a register of development projects requiring interdepartmental coordination. The Log is published monthly and serves as a status report on large projects and projects which increase or decrease the amount of square footage, residential units, or commercial development in the City of Cambridge (see Attachment E for latest copy).

Large Project Review. The Large Project Review is a periodic meeting held to discuss coordination issues for large-scale development projects. Permitting and licensing department heads typically attend these meetings. The Review serves as an opportunity for City departments to be better informed and to coordinate responses to customers.

Customer Service. The Committee implemented a pilot customer service survey to gather information about permitting and licensing processes from the customer's perspective and to identify any room for improvement in the system. The pilot survey ran from mid-June to the end of September 1997. Survey forms and drop boxes were available at Traffic, Parking & Transportation (57 Inman) and Public Works (147 Hampshire). Approximately 600 forms were distributed, of which 67 completed forms were received. Responses are being reviewed by the Committee (see Attachment F for sample copy of the survey instrument).

WHAT'S NEXT?

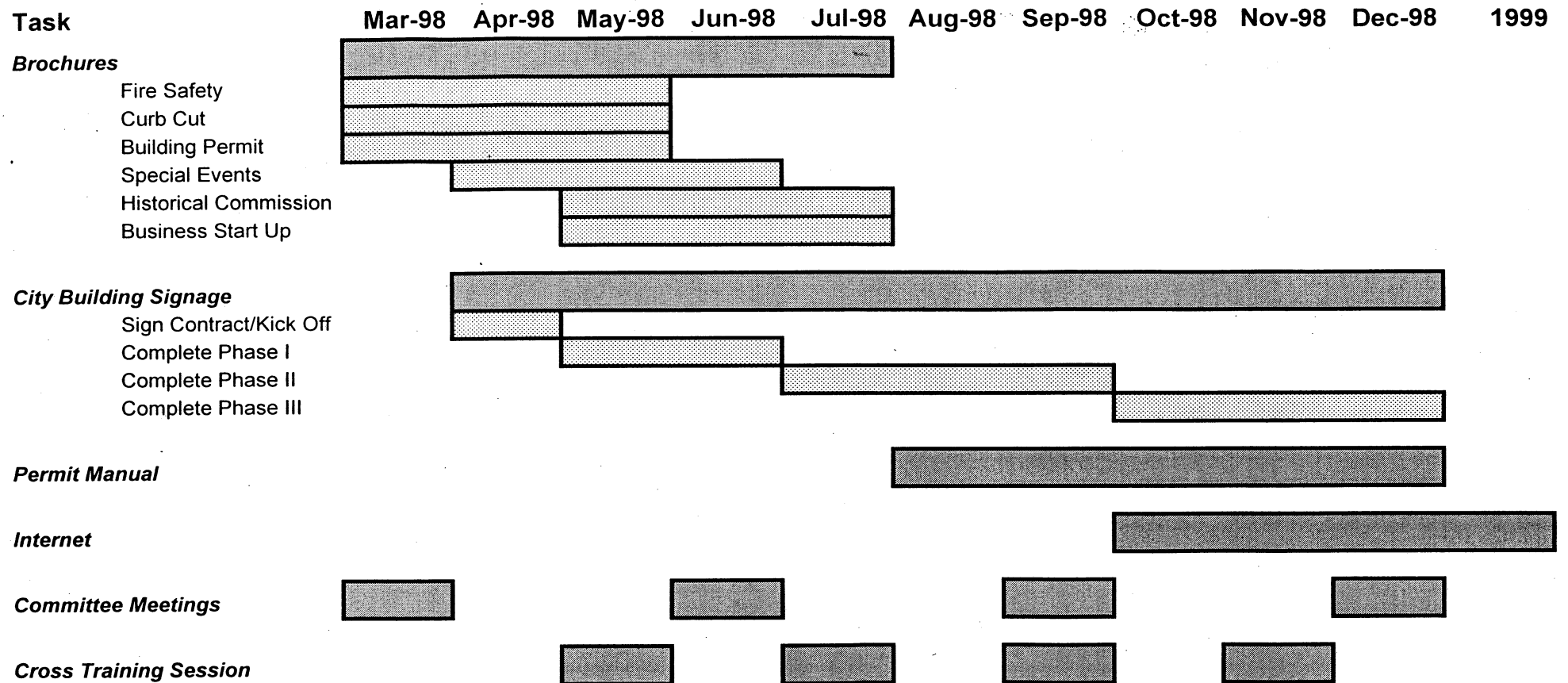
The Committee will continue to be involved in the following:

1. Engaging a consultant to prepare a comprehensive permits approval manual;
2. Overseeing the City's building signage program;
3. Publishing three additional brochures: general Historical Commission, special events, and starting up a business in Cambridge;
4. Updating the Guide to City Offices and Permitting;
5. Refining the customer service survey and implementing it at all permitting departments;
6. Developing a method of addressing customers' comments and concerns;
7. Continuing to develop the permits web site;
8. Continuing to provide cross-training sessions; and
9. Producing the Development Log on a regular basis.

Although much of the Committee's work involves projects and products that can be completed on a timeline, the Committee has realized that some ongoing level of effort will be needed to reflect changes in legislation, organizational structure, technology, and customer satisfaction.

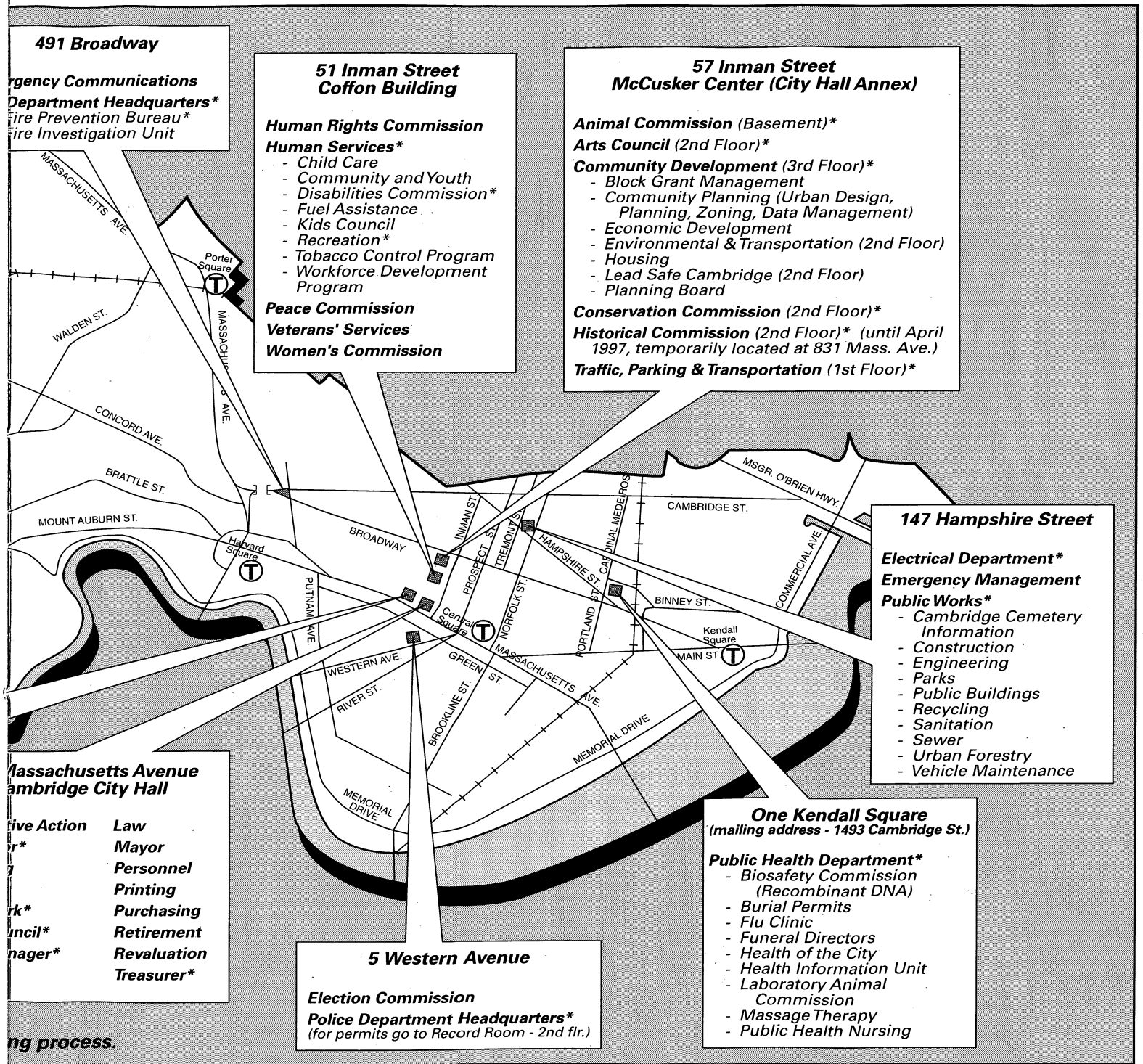
ATTACHMENT A

Permit Streamlining Workplan/Timeline



ATTACHMENT B

- 51. Lodging House License(LC)
- 52. Massage Therapist (PH)
- 53. Mechanical Equipment (Furnaces, Boilers, Roof Top Units, Air Conditioning, Emergency Generators), (ISD)
- 54. Moving Van Permit (TPT)*
- 55. Obstruction Street/Sidewalk (PW)/(TPT)*
- 56. Open Air Parking License (LC)
- 57. Package Goods Store (LC)
- 58. Palm Reader License (LC)
- 59. Parks & Public Areas Permit (PW)
- 60. Pawnbroker License (LC)
- 61. Peddlers License Clearance (PD)
- 62. Peddler/Vendor License, Annual (LC)
- 63. Plumbing Permit (ISD)
- 64. Pole & Conduit (LC)
- 65. Propane for Tar Kettle, Store and Use (FD)
- 66. Raffle & Bazaar License (LC)
- 67. Second Hand Goods Store License (LC)
- 68. Sewer Abatement (PW), (WD) *
- 69. Sidewalk Obstruction and Displays, Merchandise Tables & A-Framed Signs (CC)
- 70. Signs & Banners (ISD),(CC)
- 71. Site Plan Permit (proposed) (PW)
- 72. Smoke Detector Compliance (FD)
- 73. Special Events (PW)
- 74. Special Permit (ISD-Board of Zoning Appeal), (CDD)
- 75. Sprinkler Permit (ISD), (FD)
- 76. Storage Facility, Maintain an Existing/ New Underground (FD)
- 77. Store Opening, Holiday (PD)
- 78. Street Closing (TPT) *
- 79. Street Performers Permit (ArtC)
- 80. Swimming Pool Permit (ISD)
- 81. Sunday Work Permit - Construction (PD)
- 82. Tent Permit (ISD)
- 83. Tobacco Sales Permit (ISD)
- 84. Torch to Remove Paint or the Application or Removal of Roofing Material from Any Building or Structure, Use of (FD)
- 85. Used Car Dealer Class I, II, III (LC)
- 86. Utility Systems, Maintenance of Existing (ED)
- 87. Water Works Construction (WD) *
- 88. Wetlands Protection Act Order of Conditions Determination of Applicability (CoCo)
- 89. Wetlands Protection Act Notice of Intent or Request for Determination of Applicability (CoCo)
- 90. Wiring Permit (ISD)
- 91. Zoning Variance (ISD)



ing process.

The Contacts

Animal Commission (AnC)

City Hall Annex, 57 Inman Street, basement
7:30 - 6:30 PM (M-T-Th-F-S)
7:30 - 5:00 PM (W)
10:00-6:30 PM (Sun)
Mark McCabe Ph 349-4376
TTY 492-0235 Fx 349-4669
7:30 - 4:00 PM best time to contact

Arts Council (ArtC)

City Hall Annex, 57 Inman Street, 2nd Floor
8:30 - 5:00 PM
Jennifer Wong Ph 349-4380
TTY 492-0235 Fx 349-4669

City Clerk (CC)

City Hall, 795 Massachusetts Avenue, 1st Floor
8:30 - 5:00 PM
Maureen Morris Ph 349-4260
TTY 349-4242 Fx 349-4307

City Council (CCo)

City Hall, 795 Massachusetts Avenue, 2nd Floor
8:30 - 5:00 PM
Sandra Albano Ph 349-4280
TTY 349-4242 Fx 349-4287

Community Development (CDD)

City Hall Annex, 57 Inman Street, 3rd Floor
8:30 - 5:00 PM
Lester Barber Ph 349-4657
Liza Malenfant Ph 349-4647
TTY 492-0235 Fx 349-4669

Conservation Commission (CoCo)

City Hall Annex, 57 Inman Street, 2nd Floor
8:30 - 5:00 PM
Alex Strysky Ph 349-4680
TTY 492-0235 Fx 349-4669

Disabilities Commission (DC)

Coffon Building, 51 Inman Street, 2nd Floor
8:30 - 5:00 PM
Michael Muebe Ph 349-4692
TTY 492-0235 Fx 349-6248

Electrical Department (ED)

147 Hampshire Street, Trailer in back
8:30 - 5:00 PM
George Fernandes, Stephen Lenkauskas
Ph 349-4925 Fx 349-4913
TTY 349-4805

Fire Department (FD)

491 Broadway
7:30 - 5:00 PM
Deputy Fire Chief James Harrington
Captain Laurence Hodgdon
Lieutenant Barry Lynde
Ph 349-4918 Fx 349-4912
TTY 492-0235
7:30 - 10:30 AM best times to contact
3:30 - 5:00 PM

Historical Commission (HC)

Until April 1997 temporarily located at:
831 Massachusetts Avenue, 2nd Floor
After April 1997 (after completed renovation)
located at: 57 Inman St, 2nd Floor
8:30 - 5:00 PM
Sally Zimmerman, Kit Rawlins
Ph 349-4683 Fx 349-4669
TTY 492-0235

Inspectional Services Department (ISD)

Lombardi Building, 831 Mass Ave., 1st Floor
8:30 - 5:00 PM
Ph 349-6100 Fx 349-6132
TTY 349-6112
Department Clerk (general information)
8:00AM - 5:00PM best time to contact
Inspectors (specific permit information)
8:00AM - 10:00AM best time to contact
3:00PM - 4:30PM (Inspectors are in office)
Robin Cassidy (housing complaints)
Ph 349-6118
8:30AM - 4:30 PM best time to contact

License Commission (LC)

Lombardi Building, 831 Mass Ave., 1st Floor
8:30 - 5:00 PM
Valerie Harris Ph 349-6140
TTY 349-6112 Fx 349-6132

Police Department (PD)

5 Western Avenue
8:30 - 5:00 PM
Commissioner Ronnie Watson
Ph 349-3378 Fx 349-3320
TTY 349-3397
Deputy Supt. Gloria Pimentel
Ph 349-3331 Fx 349-3335
TTY 349-3397

Public Health (PH)

One Kendall Square, Building 200, 2nd floor
8:30 - 5:00 PM
Kevin Doherty Ph 498-1480 (ext. 205)
TTY 492-0235 Fx 498-1514

Public Works (PW)

147 Hampshire Street
8:30 - 5:00 PM
Lenore Lawrence Ph 349-4833
Gladys Irizarry Ph 349-4800
TTY 349-4805 Fx 349-4868

Recreation (RC)

Coffon Building, 51 Inman Street, 1st Floor
8:30 - 5:00 PM
Kevin Clark Ph 349-6238
TTY 492-0235 Fx 349-6248

Traffic, Parking & Transportation (TPT)

City Hall Annex, 57 Inman Street, 1st Floor
8:30 - 5:00 PM
Brian Carey [22] Ph 349-4745 Fx 349-4747
TTY 492-0235
Elizabeth Gallinaro [54], [55], [78] Ph 349-4721 Fx 349-4747
TTY 492-0235

Water Department (WD)

250 Fresh Pond Parkway
7:00 - 5:00 PM
Anthony J. Ippolito [12], [23], [45], [68] Ph 349-4778 Fx 349-4796
TTY 492-0235
9:00 - 2:00 PM best time to contact
Susan Braun [38], [44], [87] Ph 349-4797 Fx 349-4004
TTY 492-0235
8:30 - 5:00 PM best time to contact

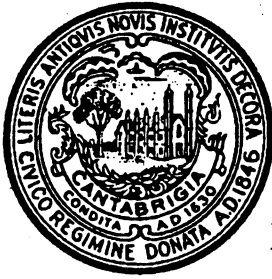
The Permits

(XYZ) Indicates the Department which initiates a specific permitting process.

* Check Contacts for specific person to speak with or see when inquiring.

1. Alcohol, Beer & Wine, Entertainment or Peddler/Vendor License, One Day All (LC)
2. Alcohol (or Beer & Wine) License - On Premise (Restaurant), Annual (LC)
3. Antiques Store License (LC)
4. Approval of Tank Truck (Storage of Oil), (FD)
5. Asbestos Removal Permit (ISD)
6. Athletics Permit - Spring & Summer (RC)
7. Auctioneer License (LC)
8. Auction Sale License, One Day (LC)
9. Entertainment License, Annual (LC)
10. Biosafety (Recombinant DNA), (PH)
11. Builder Licensing (ISD)
12. Building Fire Pump Test (WD) *
13. Building Permit (ISD)
14. Burial Permits (PH)
15. Business, Certificate of (CC)
16. Carnival / Festival License (LC)
17. Certificate of Appropriateness, Non-applicability or Hardship: Fort Washington Historic District, Old Cambridge Historic District, Half Crown Neighborhood Conservation District, & Mid-Cambridge Neighborhood Conservation District (HC)
18. Certificate of Inspection (ISD)
19. Certificate of Occupancy (ISD)
20. Christmas Trees, Store & Sell (FD), (LC)
21. Common Victualer License (LC)
22. Control Parking Facility (IPCC) Permit (TPT) *
23. Cross Connection Device (WD) *
24. Curb Cut Application (ISD), (CC)
25. Cutting, Burning or Welding (FD)
26. Demolition Permit (ISD)
27. Dewatering Permit (PW)
28. Development Consultation (CDD)
29. Disabled Parking Permit, Temporary (DC)
30. Dog License(s), Application for (AnC)
31. Excavation (PW)
32. Fire Alarm Connection (ED)
33. Firearm Identification Card (PD)
34. Firearms, License to Carry (PD)
35. Fire Protection, Install, Modify, Repair or Remove Any Device Used for (FD)
36. Flammable Liquids, Store and Use of (FD)
37. Food Handlers Permit (ISD)
38. Fresh Pond Reservation Use (WD) *
39. Fuel Storage Tank, Install Above Ground (FD)
40. Funeral Directors (PH)
41. Garage & Gasoline License (LC)
42. Gas Permit (ISD)
43. Hackney License/Medallion Owner (LC)
44. Hydrant Flow Test (WD) *
45. Hydrant Rental (WD) *
46. Innholders License (LC)
47. Jitney Permit (LC)
48. Kerosene Gallons for Use with Portable Heaters, Store; Temporary Heat for Construction (FD)
49. Letting of Motor Vehicles License (LC)
50. Livery/Limousine License (LC)

ATTACHMENT C



City of Cambridge
Request for Proposals
Design Services for Signage at
City of Cambridge Buildings
Cambridge, Massachusetts
File No.3213 (0)
Thursday, August 14, 1997 @ 11 AM

SECTION I PURPOSE AND OBJECTIVES OF THIS REQUEST FOR PROPOSAL

The City of Cambridge ("the City") seeks proposals for a consultant to provide design services to develop signage/graphics for the exteriors of City buildings ("the Buildings"). The Buildings shall include eight (8) public buildings: City Hall (795 Massachusetts Avenue); The McCusker Center - City Hall Annex (57 Inman Street); the Lombardi Municipal Building (831 Massachusetts Avenue); the Coffon Building (51 Inman Street); Fire Department Headquarters (491 Broadway); Police Department Headquarters (5 Western Avenue); Water Department (250 Fresh Pond Parkway) and Public Works (147 Hampshire Street).

The successful consultant shall 1) design a City signage system which has a consistent character, content and language that visitors and residents will respond to positively and 2) develop complete construction drawings and technical specifications for several types of signs (described in the Scope of Services) both for in-house use by the Public Works Department and for City design/construction consultants. The successful consultant shall have significant experience in designing signage for related buildings at scattered sites. Additionally, the successful consultant must be an Equal Opportunity Employer. The contract must be completed within six (6) months of contract award.

SECTION II INSTRUCTIONS

Copies of the RFP will be available at the Office of the Purchasing Agent on and after Wednesday, July 23, 1997 between the hours of 8:30 AM and 5:00 PM.

Two (2) *separate* sealed envelopes, one (1) containing an original and four (4) copies of the non-price technical proposal marked "Proposal-Public Signage Design Services (Non-Price)" and one containing two (2) copies of the price proposal marked "Price Proposal-Public Signage Design Services" must be received by *Gail Cohen, Office of the Purchasing Agent, City of Cambridge, Room 303, City Hall, 795 Massachusetts Avenue, Cambridge, Massachusetts 02139* no later than **Thursday, August 14, 1997 at 11:00 AM**. Massachusetts General Law chapter 30B requires that price proposals be submitted separately from technical proposals. Therefore, make no reference to the price in the non-price technical proposal. Failure to adhere to these requirements will result in the automatic rejection of your proposal.

A prebid conference will be held on Wednesday, July 30, 1997, at 11:00 AM at the Office of the Purchasing Agent. Questions about this RFP must be addressed to Gail Cohen at 349-4310 (phone), 349-4008 (FAX) or gcohen@ci.cambridge.ma.us (email). All requests or questions about this RFP must be received no later than 5:00 PM on Friday, August 1, 1997. The name, address, telephone number, FAX number (if available), and email address (if available) of the person to whom such additional information should be sent must be provided by the offeror.

SECTION III GENERAL TERMS AND CONDITIONS

The City of Cambridge reserves the right to reject any and/or all proposals, to waive any informalities in the proposal process, and to accept the proposal deemed to be in the best interest of the City.

The contract for this project will be between the City of Cambridge and the consultant, and will be administered by the Community Development Department. A sample contract is attached hereto. The City will have the option to cancel the contract provided that written notice is given 30 days prior to the effective termination date.

A proposal will remain in effect for a period of 90 calendar days from the deadline for submission of proposals or until it is formally withdrawn, a contract is executed or this RFP is canceled, whichever occurs first.

Failure to answer any question, to complete any form or to provide the documentation required will be deemed non-responsive and result in an automatic rejection of the proposal, unless the City determines that such failure constitutes a minor informality.

The City encourages proposals from prime vendors who are SOMWBA certified Minority Business Enterprises or from a prime vendor who intends to subcontract a portion of the work to a SOMWBA certified Minority Business Enterprise. The SOMWBA certified vendor list is available at the State House Bookstore (617) 727-2834, or on-line at <http://www.magnet.state.ma.us/SOMWBA/pdir/pdir.htm>.

SECTION IV BACKGROUND

The City of Cambridge contains a number of public buildings. However, the awarded contract for design services for signage shall include eight (8) public buildings: City Hall (795 Massachusetts Avenue); The McCusker Center - City Hall Annex (57 Inman Street); the Lombardi Municipal Building (831 Massachusetts Avenue); the Coffon Building (51 Inman Street); Fire Department Headquarters (491 Broadway); Police Department Headquarters (5 Western Avenue); Water Department (250 Fresh Pond Parkway) and Public Works (147 Hampshire Street). The awarded contract shall be for signage on the exterior of these buildings.

4.1 Overview of the Problem

Municipal government plays an active role in the lives of Cambridge residents and businesspersons. Locating the City's scattered departments and office is oftentimes difficult. The lack of clear informational and directional signage on the exterior of City buildings causes considerable time and money to be wasted as customers of the City trek from one public building to another. "Signage - City of Cambridge Buildings: Through the Eyes of First Timers", an initial assessment of the problem, is attached for review.

City Hall (795 Massachusetts Avenue)

The City Hall is at Massachusetts Avenue and between Inman Street and Bigelow Street. It contains the administrative arm of the City of Cambridge, including the offices of the Mayor, City Council, City Manager, City Clerk, Assessor, and a number of others (see attached "City of Cambridge Guide to City Offices and Permitting"). The City Hall is a landmark, and exterior alterations are subject to approval by the Cambridge Historical Commission.

The street address does not appear on the building. "CITY HALL" is printed above the front doors, but because the building is set back, it is difficult to see. A handicap sign directing customers to the back of the building is too high to be seen. When seeking a City department or office, many customers start at City Hall, where they are, in turn, directed to other City buildings.

The Lombardi Building (831 Massachusetts Avenue).

The Michael J. Lombardi Municipal Building is located at the intersection of Massachusetts Avenue and Bigelow Street. The City's Inspectional Services Department, License Commission, Historical Commission, Management Information Systems, Consumers Council, Police Review Board, and Weights & Measures offices are located here.

The street address is difficult to see because it is printed above a recessed door. The door is often in shadows. City employees within this building are oftentimes giving directions to the Traffic, Parking and Transportation office at 57 Inman Street.

The Coffon Building (51 Inman Street)

The Coffon Building (51 Inman Street) is between Inman Place and West Street, and the building is near the Inman Street and Broadway intersection. The City's Human Services department, Human Rights Commission, Peace Commission, Veterans' Services, and Women's Commission are at 51 Inman.

The street address is indicated, but the address is perhaps too high to be seen. Most of the signs on the front of the building are a bit high. There is a Handicap Accessibility sign without an arrow on the front facade yet there are steps up to the front door and up to the first floor reception area. The Handicap Accessibility sign is intended for the door to the side of the building. Moreover, although departments or offices within 51 Inman are indicated on the front door, the information could be arranged more clearly and could include a reference to the Legal Aid office in the Basement.

Because the building is within the Mid-Cambridge Neighborhood Conservation District, the Historical Commission staff will be actively involved in reviewing proposals for exterior signage.

City of Cambridge * Request for Proposals
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The McCusker Center - City Hall Annex (57 Inman Street)

The McCusker Center is located at the intersection of Inman Street and Broadway. Even when standing directly in front of the building, City customers are not aware that the McCusker Center is the City Hall Annex. Traffic and Parking is located here, and so to, Community Development, Animal Control, the Arts Council, the Conservation Commission, and the Planning Board.

Only the obscure McCusker Center label appears on the building. The street address is relatively small given the setback of the building from the street, and the address is often hidden by an opened door.

Because the building is within the Mid-Cambridge Neighborhood Conservation District, the Historical Commission staff will be actively involved in reviewing proposals for exterior signage.

Police Department Headquarters (5 Western Avenue)

The Police Department Headquarters is located at the intersection of Western Avenue and Green Street. The City's Election Commission are located in the same building, but on Green Street.

The Headquarters does not have an address located anywhere on it. There is a large sign on the building; no additional directional information is provided to other offices within the building.

Fire Department Headquarters (491 Broadway)

The Fire Department Headquarters is bound by the forked intersection of Cambridge Street and Broadway and by Quincy Street. The Headquarters is composed of both the Fire Prevention Bureau and the Fire Investigation Unit. In addition to the Headquarters, the City's Emergency Communications office is located at 491 Broadway.

The large sign announcing the building is clear. Given good directions, most should be able to at least identify the building. However, the street address printed in small letters just above the door should be more prominent. Both the Headquarters' and the Emergency Communications Center's doors are clearly indicated. However, the lack of directions from unmarked exterior doors to the primary entrances and the inadequate handicap accessibility signage are problematic.

Because the building is within the Mid-Cambridge Neighborhood Conservation District, the Historical Commission staff will be actively involved in reviewing proposals for exterior signage.

Public Works (147 Hampshire Street)

The Public Works Department (147 Hampshire Street) is located between Tremont Street and Elm Street. The City's Public Works and Electrical departments share this same address.

Perhaps a better use of existing signage occurs here. The street number, the name of the department, department hours, and even the department phone number are clearly displayed. It might be beneficial to also indicate that the Electrical Department is also located at this same address. As per providing useful information, the Public Works door sets a good example.

Water Department (250 Fresh Pond Parkway)

Comments about this location are withheld at this time given that a new Water Department facility is scheduled to begin construction later this year. The consultant may be asked to coordinate efforts with the design team for the new facility.

4.2 *Design Guidelines*

All proposed designs must adhere to the City's sign regulations (Zoning Ordinance Article 7), Americans with Disabilities Act guidelines, Historical Commission procedures for alterations to protected buildings, and other relevant regulations. Where possible, recommendations should include placing both identity signs and information/direction signs. Enlarged versions of the "City of Cambridge Guide to City Offices and Permitting" should also be considered within proposals.

SECTION V SCOPE OF SERVICES

The City seeks proposals from a consultant to provide design services to develop signage/graphics for the exteriors of City buildings. The goal is to develop a clear, consistent, visible, and informative signage system, with as few signs as possible, at the eight (8) scattered-site buildings indicated. Specifically, the successful consultant shall:

- Design a signage system, approved by the City, for the Buildings. The system must have a clear and consistent visual character, content and language which visitors and residents will respond to positively. The desired impact on the user is to make clear where City offices can be found specific to each Building and where other offices or departments may be found throughout the City. The consultant will be provided with site-specific references to other City offices or departments. Where determined necessary, signage may need to be provided in multiple languages.
- Develop complete construction drawings and technical specifications for several types of signs both for in house use by the Public Works Department and for City signage design consultants responsible for projects put out for bid. Signs to be designed include one or more examples of attractive identification signs and informational/directional signs, where possible incorporating a map and guide to City offices, departments, and services provided at other Buildings. In addition, sign locations, methods of mounting signs, the structures of kiosk used for presenting sign panels and relationships to walkways, plant material, lighting and other factors need to be part of these design recommendations. The signage system to be designed must completely specify the materials, lettering style, symbols, pictures, mounting hardware and structures, City seal, etc. Detailed construction drawings and technical specifications shall be required for all conceivable situations.

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Where appropriate, departmental logos will be incorporated into the signage system. The signage system should have flexibility in the event that City departments or offices are relocated.

The consultant shall base the signage system on successful examples. The consultant shall work closely with the project coordinator, representatives from each Building, the City's Open Space designer (as needed) and representatives from the City's Historical Commission and Disabilities Commission. The names and contact information for Building representatives shall be provided to the successful consultant. The consultant shall agree to compliance with Americans with Disabilities Act (ADA) Guidelines and other relevant local, state and federal regulations.

The project must be completed within 6 months of contract award.

SECTION VI EVALUATION OF PROPOSALS

6.1 Technical Proposals

All proposals will be reviewed in accordance with Massachusetts General Law chapter 30B by the Evaluation Committee, and final selection will be based upon an evaluation and analysis of the information and materials required under this RFP. The Evaluation Committee will be designated by the Purchasing Agent. Proposals that meet the Minimum Evaluation Criteria (Attachment II) will be reviewed for responses to the Comparative Evaluation Criteria (Section IX). The Evaluation Committee will assign a composite rating of Highly Advantageous, Advantageous, Not Advantageous or Not Acceptable to each proposal based on the comparative evaluation criteria. The City reserves the right to consider industry practices and to use information contained in industry publications in its evaluation process.

6.2 Price Proposal

The lowest price bid will be the one for which the total cost for the contract is the lowest. In accordance with MGL ch. 30B, the contract award is not necessarily given to the lowest price bid. The City seeks the lowest price bid from qualified firms demonstrating specific and considerable expertise in signage systems for related buildings at scattered sites.

6.3 References

All proposals should include the contact names, company names, addresses, and telephone numbers of at least five (5) clients with which the consultant has worked in the last five (5) years. References will be contacted to determine if the offeror is professional and responsible. References will be asked about their overall impression of the offeror, quality of work performed, understanding of factors affecting signage and graphic design, timeliness of the product, and professional work ethic.

6.4 Interview

An interview may be conducted with selected offerors that have been given a composite rating of Highly Advantageous or Advantageous. The Project Leader and other persons who would be directly involved with the City must attend. The Evaluation Committee will judge each offeror's ability to communicate effectively and their knowledge of signage for related buildings at scattered sites.

6.5 Award of Contract

The City will award a contract to only one (1) professional and responsible, eligible offeror. The City reserves the right to reject any and all proposals if it determines that it is in the best interest of the City to do so.

SECTION VII PROPOSAL SPECIFICATION AND PREPARATION

All information in the proposal should be organized and presented as directed below. The proposal should provide a straightforward and concise description of the offeror's commitment and ability to perform the contract as described in this document. A proposal may be deemed to be non-responsive and automatically disqualified, at the Evaluation Committee's discretion, if an offeror fails to comply with the following instructions:

7.1 Part One Introduction

The introductory portion of the proposal must include a letter of transmittal signed by an individual authorized to bind the offeror contractually. The letter must include: the name of the individual(s) who is authorized to negotiate and sign a contract on the offeror's behalf; and the name, title, address and telephone number of the individual(s) who can supply additional information.

7.2 Part Two Proposal Form

The attached Proposal Form (Attachment I), which includes the Minimum Evaluation Criteria (Attachment II) and a Certificate of Non-Collusion and Tax Compliance (Attachment III), must be completed. YES or NO must be checked for each minimum evaluation criterion. The proposal form included in this RFP must be used. No substitute form will be accepted.

7.3 Part Three Description of Services Proposed

Please refer to Section V. This section must include a detailed description of the proposed method and approach, the services to be provided by the offeror, the sequence and scheduling of those services, and information on project staffing and management. This section should also include an informative description of the City of Cambridge staff involvement which the offeror believes will be necessary.

7.4 Part Four Exceptions to Scope of Services

If the offeror cannot provide a service as it is described in Section V, but believes it can offer equivalent or superior results by some other means, the offeror must identify the service, state that it is offering an alternative, and provide a description of the proposed alternative. The proposal should describe the alternative thoroughly and should clearly state how the alternative achieves equivalent or superior performance or results.

7.5 Part Five Responses to Comparative Evaluation Criteria

This portion of the proposal is intended to present a description of the offeror's qualifications, and to assist the City in making judgments about the offeror's technical abilities and experience. The offeror must respond concisely but completely to each item listed in Section IX.

7.6 Part Six Price Summary Form

The Price Summary Form (Attachment IV) must be completed. No substitute form will be accepted. Pricing must remain firm throughout the contract. The Price Summary Form must be submitted under separate cover to the Purchasing Department. The offeror's cost proposal shall be all-inclusive. No additional costs will be considered or allowed.

SECTION VIII PROPOSAL SUBMISSION REQUIREMENTS

The following documents must accompany the proposal. Failure to provide any of the requested documents may result in the determination that the offeror is non-responsive.

1. Proposal form included in this RFP.
2. Resumes for personnel to be involved in the project.
3. A list of five (5) professional clients, including contact persons, and telephone numbers.

SECTION IX COMPARATIVE EVALUATION CRITERIA

The purpose of information requested in this section is to assist the City in making judgments about the offeror's overall qualifications, including its technical abilities, and previous experience. The offeror should respond to each criteria. Responses to the following areas should be complete and full.

9.1 Project Leader's experience in designing signage.

Highly Advantageous will be given if the Project Leader has four (4) or more years experience in signage design, with over two years of significant experience designing signage for buildings, scattered-site buildings, or campuses.

Advantageous will be given if the Project Leader has three (3) or more years experience in signage design, with one (1) or two (2) years of significant experience designing signage for buildings, scattered-site buildings, or campuses.

Not Advantageous will be given if the Project Leader has three (3) or more years experience in signage design, with no significant experience in designing signage for buildings, scattered-site buildings, or campuses.

Unacceptable will be given if the Project Leader has less than three (3) years experience in signage design.

9.2 *Offeror's success in signage design. A successful contract is defined as one that meets the expectations of the client. Please provide a list of five (5) professional clients, including contact persons, and telephone numbers.*

Highly Advantageous will be given to an offeror that has completed more than three (3) successful signage design contracts of a similar nature.

Advantageous will be given to an offeror that has completed more than three (3) successful signage design contracts, only two (2) or three (3) of a similar nature.

Not Advantageous will be given to an offeror that has completed three (3) or less successful signage design contracts, only one of a similar nature to the system proposed herein.

Unacceptable will be given to an offeror that has not completed a successful signage design contract.

9.3 *Scope of Services*

Highly Advantageous will be given for a proposal that excels in addressing the scope of services requested in this RFP, and whose method and approach is sensible, detailed, comprehensive, and effectively presented.

Advantageous will be given for a proposal that fully addresses the scope of services requested in this RFP, and whose method and approach is sensible, detailed and comprehensive.

Not Advantageous will be given to a proposal that describes a mediocre response to the scope of services requested in this RFP, and whose method and approach is not detailed or comprehensive.

Unacceptable will be given for a proposal that fails to address the scope of services specified in this RFP.

ATTACHMENT D

PERMIT STREAMLINING CROSS TRAINING SESSIONS

City Clerk's Office	May 13, 1998
Community Development Department	July 15, 1998
Human Services - Recreation	September 23, 1998
Disabilities Commission	November 18, 1998

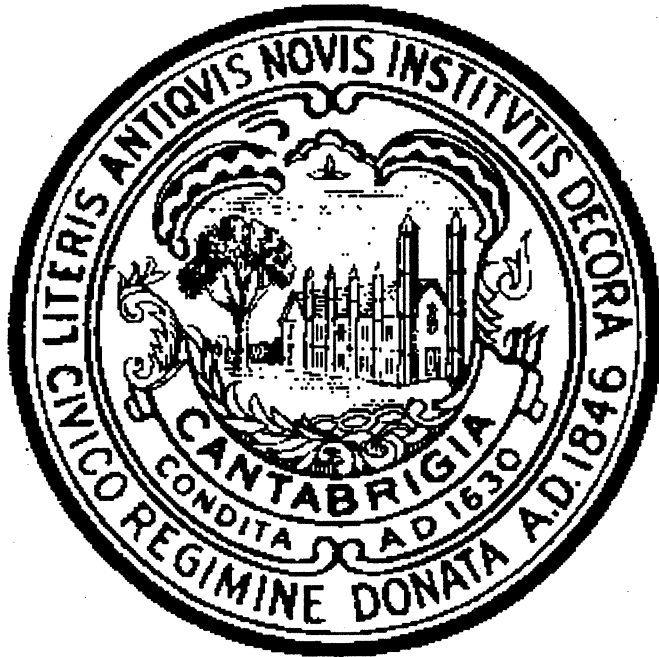
All cross training session, with the exception of the Disabilities Commission, will be held on the 3rd Floor Conference Room of the City Hall Annex Building, 57 Inman Street.

The Disabilities Commission will hold their training session on the 2nd Floor Conference Room of the Coffon Building, 51 Inman Street.

All four training sessions will begin promptly at 10AM.

If you have any questions or comments regarding the cross-training session, please call (617) 349-4637.

ATTACHMENT E

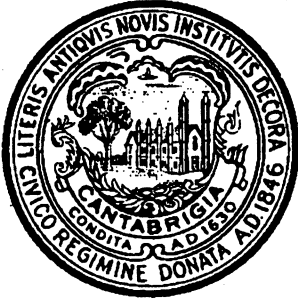


City of Cambridge
Community Development Department
Development Log

April 1, 1998

(Next Update Scheduled for May 1, 1998)

Contact: Theresa Park at 349-4637



City of Cambridge

Community Development Department

Development Log

Criteria

The Development Log was developed to keep an active record of large scale projects or developments which are happening throughout the City of Cambridge. The Log is distributed on a monthly basis to City departments to keep them posted of a developments progression from a proposed development through permitting and construction to completion.

Criteria for the Log include:

- ◆ The Development Log shall include commercial projects totaling over 20,000 square feet and any which have a significant impact on the neighborhood in which it is located.
- ◆ The Development Log shall include residential projects of eight or more units which are new construction or rehab/renovation projects which alter the existing use either by adding to or subtracting from the existing number of units or square footage.
- ◆ The Development Log shall include all use-conversion projects.
- ◆ The Development Log shall include all municipal projects in which a cross section of City departments may have an interest and all which are considered significant.

Revisions and updates are made periodically. A Revision and Update form is include in the back of this booklet. Feel free to make copies of the form and forward it to Theresa Park at Community Development (FAX 349-4669) as projects develop.

Direct comments and questions about the Development Log to Theresa at (617) 349-4637.

Project / Address **Alewife Center - North Cambridge**

Developer Spaulding & Slye; David Vickery; Abend & Assoc.; Haley & Aldrich

Zoning Industry/PUD IC **FAR** 2.0 **GFA** **Lot Area** 1528904

Status pre-proposal **Date Began** **Date Completed**

Type(s) of Use

Residential (units)	Industrial	Conference
Retail	Parking	Other
Office / RD	Hotel Rooms	

Actions Required PUD

Miscellaneous Notes Rezoning in Progress; No specific proposal pending

Contact S. Dash / C. Hart **Contact #** 349-4640 / 349-4639

Project / Address **Arrow Street, #0**

Developer Gunwyn Company **577-9666**

Zoning Office 3/Harvard Square Overlay District **FAR** 3.0 **GFA** 52000 **Lot Area** 15000

Status permitted **Date Began** **Date Completed**

Type(s) of Use Office

Residential (units)	Industrial	Conference
Retail	Parking	Other
Office / RD	Hotel Rooms	

Actions Required Special permit #129 granted from Planning Board

Miscellaneous Notes

Contact L. Barber **Contact #** 349-4657

Project / Address **Binney, #195 ; Third St., #259-265**

Developer TRW; Worthington Place Asso: Steven Rioff; HMFH: Martin Batt **(617) 542-1880**

Zoning Industry B-1--FAR 3.0 (proposed 2.5); 88 ft Height **FAR** 2.5 **GFA** **Lot Area**

Status construction **Date Began** 08/96 **Date Completed**

Type(s) of Use Residential, retail; ca. 275,296 SF

Residential (units)	Industrial	Conference
Retail	Parking	Other
Office / RD	Hotel Rooms	

Actions Required

Miscellaneous Notes BZA # 7311; hearing 8/15/96; Zoning allows up to 200 parking spaces; Est completion Spring '99

Contact L. Barber / S. Schlesinger **Contact #** 349-4657 / 349-4610

Project / Address Cambridge Center, #6

Developer Cambridge Redevelopment Authority 492-6800

Zoning MXD FAR 2.0 GFA Lot Area

Status construction Date Began Date Completed

Type(s) of Use

Residential (units) Industrial Conference
 Retail Parking Other
 Office / RD Hotel Rooms 221

Actions Required Zoning Amendment; Amendment to the Renewal Area granted and passed

Miscellaneous Notes

Contact L. Paden Contact # 349-4647

Project / Address Cambridge Park Drive

Developer Spaulding & Slye

Zoning Office 2 / PUD 5 FAR GFA Lot Area

Status permitting Date Began Date Completed

Type(s) of Use

Residential (units) Industrial Conference
 Retail Parking 250 Other
 Office / RD 200000 Hotel Rooms

Actions Required MEPA Certificate

Miscellaneous Notes This may be an as of right development.

Contact Contact # 349-4604

Project / Address Central Square, #1-9 (Carl Baron Plaza)

Developer Holmes Family Trust

Zoning Business B / Central Square Overlay District FAR 3.9 GFA 129750 Lot Area 32823

Status permitted Date Began 03/97 Date Completed

Type(s) of Use Residential; 2 floors of commercial

Residential (units) 72 Industrial Conference
 Retail 40000 Parking 71 Other
 Office / RD Hotel Rooms

Actions Required Historical Commission; BZA; Central Square Advisory

Miscellaneous Notes Planning Board Special Permit #133

Contact L. Paden Contact # 349-4647

Project / Address

Cambridge Center, #6

Developer

Cambridge Redevelopment Authority

492-6800

Zoning

MXD

FAR 2.0

GFA

Lot Area

Status

construction

Date Began

Date Completed

Type(s) of Use

Residential (units)

Industrial

Conference

Retail

Parking

Other

Office / RD

Hotel Rooms

221

Actions Required

Zoning Amendment; Amendment to the Renewal Area granted and passed

Miscellaneous Notes

Contact

L. Paden

Contact #

349-4647

Project / Address

Cambridge Park Drive

Developer

Spaulding & Slye

Zoning

Office 2 / PUD 5

FAR

GFA

Lot Area

Status

permitting

Date Began

Date Completed

Type(s) of Use

Residential (units)

Industrial

Conference

Retail

Parking

250

Other

Office / RD

200000

Hotel Rooms

Actions Required

MEPA Certificate

Miscellaneous Notes

This may be an as of right development.

Contact

Contact #

349-4604

Project / Address

Central Square, #1-9 (Carl Baron Plaza)

Developer

Holmes Family Trust

Zoning

Business B / Central Square Overlay District

FAR 3.9

GFA 129750

Lot Area

32823

Status

permitted

Date Began

03/97

Date Completed

Type(s) of Use

Residential; 2 floors of commercial

Residential (units)

72

Industrial

Conference

Retail

30000

Parking

71

Other

Office / RD

Hotel Rooms

Actions Required

Historical Commission; BZA; Central Square Advisory

Miscellaneous Notes

Planning Board Special Permit #133

Contact

L. Paden

Contact #

349-4647

Project / Address **Davenport Street, #1-15**

Developer Bob Bray 491-4977

Zoning North Mass Ave Overlay District / Residence B **FAR** 2 / .5 **GFA** 23800 **Lot Area** 18381

Status construction **Date Began** 06/96 **Date Completed**

Type(s) of Use Residential (12 apartment & 5 Townhouse)

Residential (units) 17	Industrial	Conference
Retail	Parking 22	Other
Office / RD	Hotel Rooms	

Actions Required

Miscellaneous Notes Apartment building nearly complete; townhouses footing going in

Contact L. Barber / L. Malenfant **Contact #** 349-4657 / 349-4647

Project / Address **First Street, #25 (2 Canal Park)**

Developer New England Development 965-5100

Zoning Business A / PUD - 4 **FAR** 2.35 **GFA** 197000 **Lot Area** 61780

Status construction **Date Began** 03/97 **Date Completed**

Type(s) of Use Office / RD; Parking

Residential (units)	Industrial	Conference
Retail	Parking 190	Other
Office / RD 197000	Hotel Rooms	

Actions Required Planning Board Special Permit PUD; BZA Variance granted

Miscellaneous Notes 1st Public Hearing: April 1, 1997 (part of PB #38); PB #125 granted

Contact L. Barber **Contact #** 349-4657

Project / Address **Fresh Pond Parkway, #250 (Water Treatment Plant)**

Developer City of Cambridge 349-4703

Zoning Open Space **FAR** **GFA** **Lot Area**

Status permitting **Date Began** **Date Completed**

Type(s) of Use Water Treatment Plant

Residential (units)	Industrial	Conference
Retail	Parking	Other
Office / RD	Hotel Rooms	

Actions Required Special Permit #128 to construct in Open Space District & Parkway Overlay District

Miscellaneous Notes New 24 MGO Water Treatment Plat to Replace Existing Plant; Demolition Required; PB #128

Contact M. Nicoloro / R. Boothe **Contact #** 349-4770 / 349-4646

Project / Address Harvard Properties (Wendell, Athens, Flagg, Oxford, Trowbridge)

Developer Homeowners Rehab, Inc. 868-4858

Zoning FAR GFA Lot Area

Status construction Date Began 04/97 Date Completed

Type(s) of Use

Residential (units)	100	Industrial		Conference	
Retail		Parking		Other	
Office / RD		Hotel Rooms			

Actions Required

Miscellaneous Notes Non-profit acquisition of 100 units of formerly rent control housing from Harvard

Contact Shelley Dein, HRI Contact # 868-4858 X210

Project / Address Harvard Street, #273

Developer CASCAP, Inc. 234-2907

Zoning C-1 FAR GFA 0 Lot Area 0

Status pre-construction Date Began 09/97 Date Completed

Type(s) of Use Elderly housing

Residential (units)	22	Industrial	0	Conference	0
Retail	0	Parking	0	Other	0
Office / RD	0	Hotel Rooms	0		

Actions Required Permit received 8/97; construction to begin 3/98

Miscellaneous Notes

Contact E. Sternberg Contact # 349-4619

Project / Address Harvey Street, #181

Developer World Realty Cohousing - Terry Morris 969-4154

Zoning Industry A-1 FAR .92 GFA 54687 Lot Area 56110

Status permitting Date Began 02/97 Date Completed

Type(s) of Use Residential

Residential (units)	32	Industrial		Conference	
Retail		Parking	42	Other	
Office / RD		Hotel Rooms			

Actions Required PB multi-family Special Permit; PB #128 decision filed and appealed; refiled as PB #133

Miscellaneous Notes

Contact L. Barber / C. Hart Contact # 349-4657 / 349-4639

Project / Address **Massachusetts Ave., #1380-1392; JFK Street, #32-14**

Developer Cambridge Savings Bank: Gil McManus (617) 864-8700

Zoning Business B; Harvard Square Overlay District FAR 4.0 GFA 37632 Lot Area 12350

Status permitted **Date Began** **Date Completed**

Type(s) of Use

Residential (units)		Industrial		Conference	
Retail	25000	Parking		Other	
Office / RD	25000	Hotel Rooms			

Actions Required HC review for demolition and proposed development

Miscellaneous Notes PB Special Permit #130

Contact L. Barber / C. Sullivan **Contact #** 349-4657 / 349-4683

Project / Address **Massachusetts Avenue, #1008**

Developer Oaktree Development / Arthur Klipfel (617) 491-9100

Zoning Business B-1 FAR 3.25 / GFA 74610 Lot Area 36661

Status construction **Date Began** 10/96 **Date Completed**

Type(s) of Use

Residential (units)	67	Industrial		Conference	
Retail	4000	Parking	74	Other	
Office / RD		Hotel Rooms			

Actions Required Estimated completion Spring '99

Miscellaneous Notes

Contact L. Barber / L. Paden / S. Dash **Contact #** 349-4657 / 349-4647 / 349-4640

Project / Address **Massachusetts Avenue, #2105-2109**

Developer Ricardo Dumont

Zoning FAR GFA 0 Lot Area 0

Status construction/comp **Date Began** 01/96 **Date Completed**

Type(s) of Use Townhouses (4), 2 lofts & retail

Residential (units)	6	Industrial	0	Conference	0
Retail	0	Parking	0	Other	0
Office / RD	0	Hotel Rooms	0		

Actions Required

Miscellaneous Notes BZA #7175

Contact L. Paden **Contact #** 349-4647

Project / Address **Massachusetts Avenue, #2325 (Pemberton Market)**

Developer Tom Saidnaway 876-2910

Zoning Business A-2; Residence B; North Mass Ave Overlay FAR 1.75 / GFA Lot Area 29140

Status construction **Date Began** 10/95 **Date Completed**

Type(s) of Use Farm Stand

Residential (units)		Industrial		Conference	
Retail	4000	Parking		Other	
Office / RD		Hotel Rooms			

Actions Required BZA Use Variance in Res B; BZA #7490

Miscellaneous Notes Ongoing Meeting with Abutters and Neighborhood; 1.75 FAR conditional upon residential allotment

Contact S. Dash / C. Hart **Contact #** 349-4640 / 349-4639

Project / Address **Massachusetts Avenue, #2525**

Developer Just A Start Corporation 494-0444

Zoning FAR GFA 0 Lot Area 0

Status proposed **Date Began** **Date Completed**

Type(s) of Use Affordable rental housing

Residential (units)	20	Industrial	0	Conference	0
Retail	0	Parking	20	Other	0
Office / RD	0	Hotel Rooms	0		

Actions Required

Miscellaneous Notes

Contact Elizabeth Sternberg **Contact #** 349-4619

Project / Address **Massachusetts Avenue, #580**

Developer Rothman: Eric Pfeufer (617) 354-3561

Zoning Business B; Central Square Overlay District FAR 3.0 GFA Lot Area

Status permitting **Date Began** 11/96 **Date Completed**

Type(s) of Use Residential / Ground Floor Retail

Residential (units)	32	Industrial		Conference	
Retail		Parking		Other	
Office / RD		Hotel Rooms			

Actions Required PB Special Permit #122 granted / BZA #7383 granted; resubmitted #137

Miscellaneous Notes Special Permit appeal pend; major amend denial

Contact L. Paden **Contact #** 349-4647

Project / Address Memorial Drive, #778-784 (Polaroid)

Developer Spaulding & Slye: David Vickery 523-8000

Zoning Office 3 FAR GFA 285000 Lot Area 263967

Status construction Date Began Date Completed

Type(s) of Use Office, parking garage, housing

Residential (units)	30	Industrial	0	Conference	0
Retail	0	Parking	500	Other	0
Office / RD	285000	Hotel Rooms	0		

Actions Required

Miscellaneous Notes Permit for alterations to main building issued 8/97; Parking study underway

Contact C. Woodbury Contact # 349-4617

Project / Address Memorial Drive, #808-812

Developer Homeowner's Rehab 868-4858

Zoning FAR GFA 0 Lot Area 99150

Status construction-rehab Date Began 06/97 Date Completed

Type(s) of Use Residential and commercial

Residential (units)	301	Industrial	0	Conference	0
Retail	0	Parking	263	Other	37750
Office / RD	0	Hotel Rooms	0		

Actions Required HRI negotiated non-profit acquisition of 301 units apt. bldg.; closed July 14, 1997; \$30+ mill proj

Miscellaneous Notes 211 subsidized units assured for 50 years (until 2047)

Contact E. Sternberg Contact # 349-4619

Project / Address Msgr. O'Brien Highway, #15 (Museum Towers PB #85)

Developer Congress Group Ventures 494-1111

Zoning North Point PUD FAR GFA Lot Area

Status construction Date Began Date Completed

Type(s) of Use Residential (514,662 SF), Office

Residential (units)	435	Industrial		Conference	
Retail		Parking		Other	
Office / RD	159000	Hotel Rooms			

Actions Required MEDPA #7578 Project Change Filed 9/15/95

Miscellaneous Notes Housing under construction

Contact L. Barber / R. Boothe Contact # 349-4657 / 349-4646

Project / Address Msgr. O'Brien Highway, #187-199

Developer Natraj Realty, Inc. - Kishor Patel, Trustee

Zoning Special District I **FAR** 3.0 **GFA** 51919 **Lot Area** 17330

Status construction **Date Began** 03/96 **Date Completed**

Type(s) of Use Hotel

Residential (units)		Industrial		Conference	
Retail		Parking	72	Other	
Office / RD		Hotel Rooms	121		

Actions Required

Miscellaneous Notes ENF on file; Estimated completion Spring '99

Contact L. Paden **Contact #** 349-4647

Project / Address Mt. Auburn Street, #100-104; Winthrop St, #89-107 (Eliot Sq. Enter.)

Developer Intercontinental Contracting Corporation (617) 782-2600

Zoning Business B; Harvard Square Overlay District **FAR** 3.61 **GFA** 86000 **Lot Area** 24000

Status construction **Date Began** 10/96 **Date Completed**

Type(s) of Use Residential, retail, office : 53,000 SF

Residential (units)	8	Industrial		Conference	
Retail	29000	Parking		Other	
Office / RD		Hotel Rooms			

Actions Required

Miscellaneous Notes PB Special Permit #120; Estimated completion Fall '98

Contact L. Barber / R. Boothe **Contact #** 349-4657 / 349-4646

Project / Address Otis Street, #210

Developer Just A Start Corporation 494-0444

Zoning **FAR** **GFA** 0 **Lot Area** 0

Status Proposed **Date Began** **Date Completed**

Type(s) of Use Affordable rental housing

Residential (units)	11	Industrial	0	Conference	0
Retail	0	Parking	11	Other	0
Office / RD	0	Hotel Rooms	0		

Actions Required

Miscellaneous Notes

Contact Elizabeth Sternberg **Contact #** 349-4619

Project / Address Oxford Street, #17 (Maxwell - Dworkin Building)

Developer Harvard University/Jennifer Champa 496-2803

Zoning Commercial 3 FAR 1.364 GFA Lot Area 1332963

Status pre-construction Date Began Date Completed

Type(s) of Use Computer Lab

Residential (units) Industrial Conference

Retail Parking 15 Other

Office / RD 91500 Hotel Rooms

Actions Required Demolition completed; construction scheduled for Spring 1998

Miscellaneous Notes

Contact C. Sullivan Contact # 349-4683

Project / Address Pemberton Street Condos

Developer Kline / Levy: Jeff Kline (617) 734-5593

Zoning Residential B FAR .5 GFA Lot Area 42433

Status construction Date Began 01/98 Date Completed

Type(s) of Use Residential

Residential (units) 20 Industrial Conference

Retail Parking 47 Other

Office / RD Hotel Rooms

Actions Required BZA #7415; PB #124 granted

Miscellaneous Notes

Contact S. Dash / C. Hart Contact # 349-4640 / 349-4639

Project / Address Porter Square Shopping Center

Developer Gravestarr-John Civilinski, John O'Connor, Dennis Carlone, Drew Le

Zoning Business C; North Mass Ave Overlay District FAR 2.0 GFA 462844 Lot Area

Status construction Date Began Date Completed

Type(s) of Use Retail

Residential (units) Industrial Conference

Retail 40000 Parking Other

Office / RD Hotel Rooms

Actions Required

Miscellaneous Notes 126,000 SF allowed

Contact S. Dash / C. Hart Contact # 349-4640 / 349-4639

Project / Address Putnam Avenue, #331-351

Developer Kennedy Associates (617) 397-1700

Zoning Office - no height limit FAR 3.0 GFA 382161 Lot Area 127387

Status proposed Date Began Date Completed

Type(s) of Use Osco completed; proposed to build a Bread & Circus

Residential (units) Industrial Conference
Retail 37120 Parking 147 Other
Office / RD Hotel Rooms

Actions Required

Miscellaneous Notes BZA #7644

Contact S. Dash Contact # 349-4640

Project / Address Richdale Avenue

Developer Cambridge Cohousing: Gwen Noyes (617) 491-9100

Zoning Industrial A-1 FAR 1.25 GFA 78000 Lot Area

Status construction Date Began 09/96 Date Completed

Type(s) of Use Multi-family housing

Residential (units) 43 Industrial Conference
Retail Parking Other
Office / RD Hotel Rooms

Actions Required

Miscellaneous Notes PB Special Permit #119

Contact L. Paden Contact # 349-4647

Project / Address Rindge Avenue, #402

Developer Just a Start Corporation 494-0444

Zoning C-2 FAR GFA Lot Area

Status construction Date Began 01/97 Date Completed

Type(s) of Use Rental residential

Residential (units) 274 Industrial Conference
Retail Parking Other
Office / RD Hotel Rooms

Actions Required

Miscellaneous Notes Non-profit acquisition and renovation of expiring use property; \$6 mill renovation begins 6/97

Contact E. Sternberg / Jim Hexter, JAS Contact # 349-4619 / 494-0444

Project / Address **Sidney Street, #180**

Developer David Clem / Fort Washington Realty Trust (603) 795-2129

Zoning SD-8 Special Business, Office, and Industrial District **FAR** 1.25 **GFA** 140840 **Lot Area** 186289

Status permitted **Date Began** 05/97 **Date Completed**

Type(s) of Use Technical Office for R&D, Lab, and Research Facility

Residential (units) **Industrial** **Conference**
Retail **Parking** 125 **Other**
Office / RD 140000 **Hotel Rooms**

Actions Required

Miscellaneous Notes New 3 story bldg (60 ft.; existing bldg on lot to remain; seeking tenant; no known construction date

Contact C. D. Woodbury / L. Barber **Contact #** 349-4617 / 349-4657

Project / Address **Sidney Street, #20; Mass Ave., #350-Parking (University Park Phase II)**

Developer Forest City Development-Jonathan Ginsberg (617) 225-0310

Zoning CRDD **FAR** **GFA** **Lot Area**

Status construction **Date Began** 01/89 **Date Completed**

Type(s) of Use Supermarket (45,000 SF) & retail (40,000); office; hotel; conference; structured parking

Residential (units) **Industrial** **Conference** 10000
Retail 85000 **Parking** 960 **Other**
Office / RD 80000 **Hotel Rooms** 210

Actions Required

Miscellaneous Notes Spring '98 opening of 350 Mass Avenue, Star market and garage; Nov. '98 hotel opening

Contact C. Woodbury **Contact #** 349-4610 / 349-4617

Project / Address **Sidney Street, #45 & 75 (University Park Phase III)**

Developer Forest City Development-Jonathan Ginsberg (617) 225-0310

Zoning CRDD **FAR** **GFA** 260000 **Lot Area** 0

Status construction **Date Began** 06/97 **Date Completed**

Type(s) of Use Office / R&D

Residential (units) **Industrial** **Conference**
Retail **Parking** 525 **Other** 43560
Office / RD 260000 **Hotel Rooms**

Actions Required Other is 1 acre of Open Space; PB design development, curb cuts?

Miscellaneous Notes Preliminary design development; Estimated completion March '99

Contact C. D. Woodbury **Contact #** 349-4617

Project / Address Webster Street; #67-83 ; Bristol Street, #51-53

Developer Just a Start Corporation 494-0444

Zoning C-1 **FAR** .97 **GFA** 12743 **Lot Area** 13137

Status construction **Date Began** 04/96 **Date Completed**

Type(s) of Use Residential

Residential (units)	14	Industrial		Conference	
Retail		Parking	11	Other	
Office / RD		Hotel Rooms			

Actions Required

Miscellaneous Notes Affordable rental: 12 substantial rehab, 2 new construction; Partial CO issued.

Contact John Woods **Contact #** 349-4612

Project / Address Western Avenue, #165

Developer CASCAP, Inc. 234-2924

Zoning **FAR** **GFA** 0 **Lot Area** 0

Status construction **Date Began** **Date Completed**

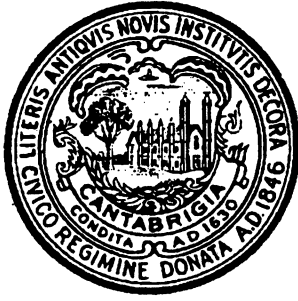
Type(s) of Use Affordable rental housing

Residential (units)	9	Industrial	0	Conference	0
Retail	0	Parking	0	Other	0
Office / RD	0	Hotel Rooms	0		

Actions Required

Miscellaneous Notes

Contact Elizabeth Sternberg **Contact #** 349-4619



City of Cambridge
Community Development Department
Development Log

Projects by Neighborhood

March 25, 1998

Neighborhood 1 - East Cambridge

Binney, #195; Third Street, #259-265
First Street, #25 (2 Canal Park)
Monsignor O'Brien Highway, #15 (Museum Towers PB #85)
Msgr. O'Brien Highway, #187-199
Otis Street, #402

Neighborhood 2

Cambridge Center, #6

Neighborhood 3

Neighborhood 4

Harvard Street, #273
Webster Street, #67-83; Bristol Street, #51-53

Neighborhood 5 - Cambridgeport

Central Square, #1-9
Memorial Drive, #778-784 (Polaroid)
Memorial Drive, #808-812
Sidney Street #20; Mass Ave., 350 - Parking (University Park Phase II)
Sidney Street, #45 and 75 (University Park)
Sidney Street, #180

Neighborhood 6 - Mid-Cambridge

Harvard Properties (Trowbridge)

Neighborhood 7 - Riverside

Arrow Street, #0
Harvard Properties (Athens & Flagg)
Massachusetts Avenue, #580
Massachusetts Avenue, #1008
Massachusetts Avenue #1380-1392; JFK Street, #2-14
Putnam Avenue, #331-351
Western Avenue, #165

Neighborhood 8 - Agassiz

Harvard Properties (Wendell, Sacramento, Oxford, Trowbridge-)
Oxford Street, #17 (Maxwell - Dworkin Building)

Neighborhood 9

Neighborhood 10

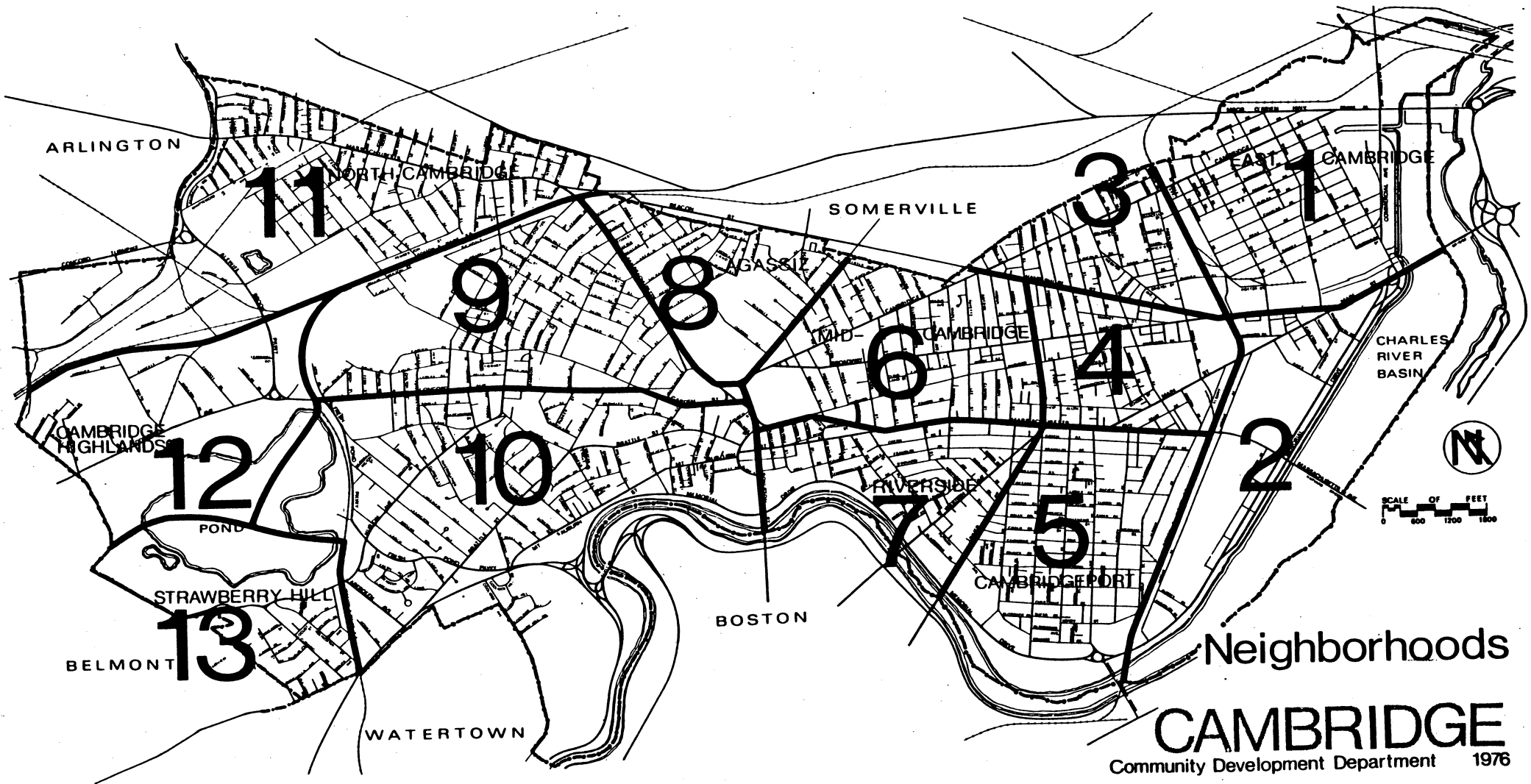
Fresh Pond Parkway, #250 (Water Treatment Plant)
Mt. Auburn Street, #100-104; Winthrop St., #89-107 (Eliot Sq. Enterprises)

Neighborhood 11 - North Cambridge

Alewife Center
Cambridge Park Drive, #30
Davenport Street, #1-15
Harvey Street, #181
Massachusetts Avenue, #2105-09
Massachusetts Avenue, #2325 (Pemberton Market)
Massachusetts Avenue, #2525
Pemberton Street Condos
Porter Square Shopping Center
Richdale Avenue
Rindge Avenue, #402

Neighborhood 12 - Cambridge Highlands

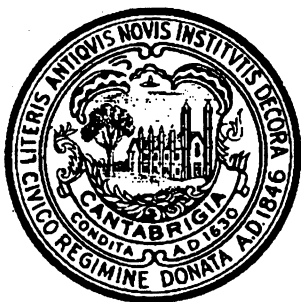
Neighborhood 13 - Strawberry Hill



Neighborhoods

CAMBRIDGE

Community Development Department 1976



City of Cambridge

Community Development Department

Development Log

Projects by Status

April 1, 1998

Proposed

Alewife Center (pre-proposal)
Putnam Avenue, #331-351
Massachusetts Avenue, #2525
Otis Street, #210

Acquisition

None

Permitting/Permitted

Arrow Street, #0
Cambridge Park Drive
Central Square, #1-9
Fresh Pond Parkway, #250 (Water Treatment Plant)
Harvey Street, #181
Massachusetts Avenue, #580
Massachusetts Avenue, #1380-1392; JFK Street, #32-14
Sidney Street, #180

Litigation/Appeal/On Hold

None

Construction

Binney, #195; Third Street, #259-265
Cambridge Center, #6
Davenport Street, #1-15
First Street, #25 (2 Canal Park)
Harvard Properties (Wendell, Athens, Flagg, Oxford, Trowbridge)
Harvard Street, #273 (pre-construction)
Massachusetts Avenue, #1008

Construction (cont.)

Massachusetts Avenue, #2105-2109

Massachusetts Avenue, #2325 (Pemberton Market)

Memorial Drive, #778-784 (Polaroid)

Memorial Drive, #808-812

Msgr. O'Brien Highway, #15 (Museum Towers PB#85)

Msgr. O'Brien Highway, #187-199

Mt. Auburn Street, #100-104; Winthrop St., #89-107 (Eliot Sq. Enter.)

Oxford Street, #17 (Maxwell-Dworkin Building)

Pemberton Street Condos

Porter Square Shopping Center

Richdale Avenue

Rindge Avenue, #402

Sidney Street, #20; Mass. Ave., #350-Parking (University Park Phase II)

Sidney Street, #45 & 75 (University Park Phase III)

Webster Street, #67-83; Bristol Street, #51-53

Western Avenue, #165



City of Cambridge
Community Development Department
Development Log
Projects by Use
April 1, 1998

Residential	(units)
<i>Proposed</i>	
Massachusetts Avenue, #2525	20
Otis Street, #210	11
	31
<i>Permitting / Permitted</i>	
Central Square, #1-9 (Carl Baron Plaza)	72
Harvey Street, #181	32
Massachusetts Avenue, #580	32
	136
<i>Litigation / Appeal / On Hold</i>	
None	0
	0
<i>Construction</i>	
Binney, #195; Third St., #259-265	200
Davenport Street, #1-15	17
Harvard Properties (Wendell, Athens, Flagg, Oxford, Trowbridge)	100
Harvard Street, #273	22
Massachusetts Avenue, #1008	67
Massachusetts Avenue, #2105-2109	6
Memorial Drive, #778-784 (Polaroid)	30
Memorial Drive, #808-812	301
Msgr. O'Brien Highway, #15 (Museum Tower PB #85)	435
Mt. Auburn Street, #100-104; Winthrop St., #89-107 (Eliot St. Enter.)	8
Pemberton Street Condos	20
Richdale Avenue	43
Rindge Avenue, #402	274
Webster Street, #67-83; Bristol Street, #51-53	14
Western Avenue, #165	9
	1546
TOTAL RESIDENTIAL UNITS	1,713

Retail**(SF)***Proposed*

Putnam Avenue, #331-351	37,120
	<hr/> 37,120

Permitting / Permitted

Central Square, #1-9 (Carl Baron Plaza)	40,000
Massachusetts Avenue, #1380-1392; JFK Street, 14-32	25,000
	<hr/> 65,000

Construction

Binney, #195; Third Street, #259-265	3,000
Massachusetts Avenue, #1008	4,000
Massachusetts Avenue, #2325 (Pemberton Market)	4,000
Mt. Auburn Street, #100-104; Winthrop St. #89 (Eliot Sq. Enter.)	29,000
Porter Square Shopping Center	40,000
Sidney St., #20; 350 Mass. Ave.-Parking (University Park Phase II)	85,000
	<hr/> 165,000

TOTAL RETAIL SF**267,120****Office / R&D****(SF)***Proposed*

	0
	<hr/> 0

Permitting / Permitted

Arrow Street, #0	55,604
Cambridge Park Drive	200,000
Massachusetts Ave., #1380-1392; JFK Street, #14-32	25,000
Sidney Street, #180	140,000
	<hr/> 420,604

Construction

First Street, #25 (2Canal Park)	197,000
Memorial Drive, #778-784 (Polaroid)	285,000
Msgr. O'Brien Highway, #15 (Museum Towers PB #85)	159,000
Oxford Street, #17 (Maxwell-Dworkin Building)	91,500
Sidney St. #20; Mass Ave., # 350 -Parking (University Park Phase II)	80,000
Sidney St. #45 & 75 (University Park Phase III)	260,000
	<hr/> 1,072,500

TOTAL OFFICE / R&D SF**1,493,104****Industrial****(SF)**

Hotel Rooms **(rooms)**

Permitting / Permitted

None	0
	<hr/> 0

Construction

Cambridge Center, #6	221
Msgr. O'Brien Highway, #187-199	121
Sidney St. #20; Mass Ave., #350-Parking (University Park Phase II)	210
	<hr/> 552

TOTAL HOTEL ROOMS	552
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Conference **(SF)**

Construction

Sidney St., #20; Mass Ave., #350-Parking (University Park Phase II)	10,000
	<hr/> 10,000

TOTAL CONFERENCE SF	10,000
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Other **(SF)**

Other

Memorial Drive, #808-812	37,750
Sidney Street, #45 & 75 (University Park Phase III)	43,560
	<hr/> 81,310

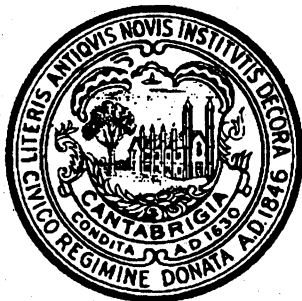
TOTAL OTHER SF	81,310
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Municipal Projects **(SF)**

Permitting

250 Fresh Pond Parkway (Water Treatment Plant)	155,000
	<hr/> 155,000

TOTAL MUNICIPAL PROJECTS SF	155,000
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City of Cambridge
Community Development Department
Development Log
Completed Projects
April 1, 1998

Projects Completed in 1997*

Bent Street, #243

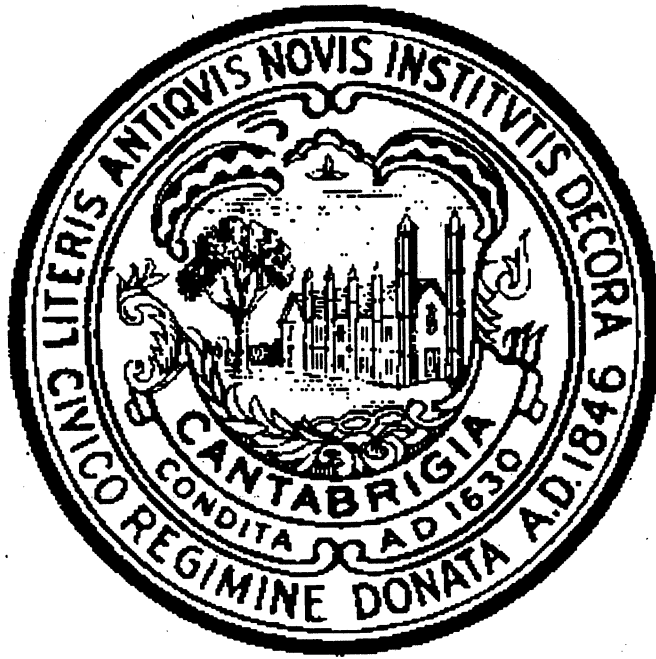
Education First PB #85

Memorial Drive,, #600

Memorial Drive, #620 (Hybridon)

Msgr. O'Brien Highway, #258

*These projects have been removed from the main portion of the Development Log



City of Cambridge

Community Development Department

Development Log - Revision & Update

Please make as many copies necessary to provide updated or additional information pertaining to projects meeting the Development Log criteria. Please refer to the latest version of the Development Log perform completing this form to determine whether the project has or has not been posted. Return forms to Theresa Park - CDD-Economic Development. FAX - (617) 349-4669. Thank you.

Project / Address _____ Neighborhood _____

Developer _____ Developer Ph _____

Zoning _____ Date Began _____

FAR _____ GFA _____ Lot Area _____ Status: proposed permitting construction

Type(s) of Use _____ complete litigation/appeal acquisition

Residential (units) _____ Retail (SF) _____ Office/RD _____

Industrial (SF) _____ Parking (spaces) _____ Hotel Rooms _____

Conference (SF) _____ Other (SF) _____ specify: _____

Actions Required _____

Miscellaneous Notes _____

CDD Contact(s) _____ Contact PH _____

ATTACHMENT F

The Customer Survey Form

This form has been prepared by the City of Cambridge's Permit Streamlining Committee. This is one of the City's efforts to make the City more user friendly. Your responses to questions in this survey are greatly appreciated. The results of this survey will be used solely by the Committee to further evaluate how the City might continue to improve the level of service offered to its clients. Our goal is client-satisfaction!

1. Which of the following best describes you?

- Contractor
- Businessperson
- Developer
- Resident
- Architect
- Attorney
- Engineer
- Other

specify _____

2. What type of permit, license, or approval were you requesting?

3. From which department or office?

- Animal Commission
- Arts Council
- City Clerk
- City Council
- Community Development Department
- Conservation Commission
- Disabilities Commission
- Electrical Department
- Fire Department Headquarters
- Historical Commission
- Inspectional Services Department
- License Commission
- Police Department
- Public Health Department
- Public Works Department
- Recreation
- Traffic, Parking & Transportation Dept.
- Water Department

4. How were you informed that you needed this permit, license, or approval?

- I had done it before.
- I was referred by another City Department.
Which department? _____
- I saw a Guide to City Offices & Permitting.
- I was referred by an associate.
- I saw the Web Site.
- Other
specify _____

5. Was your contact person polite, courteous and knowledgeable about the process?

- Yes
- No

6. Tell us about the information you received about this permit, license, or approval when beginning this process.

Quantity

- Too much information given.
- Adequate information given.
- Not enough information given.

Clarity

- Information was very clear.
- Information was adequately clear.
- Information was not clear.

7. Tell us about the City staff's responses to your questions about this permit, license, or approval process.

- All questions were answered well.
- Some questions were answered well.
- No questions were answered well.

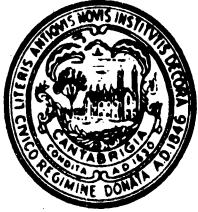
8. Tell us about the approval or disapproval you received.

Approved or Disapproved

- Your request was approved.
- Your request was disapproved.
- If disapproved, you were told why.
- If disapproved, you were not told why.

Length of Time (according to the length you were told)

- Approval/disapproval was prompt.
- Approval/disapproval was longer than expected



CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

TEL. 349-4300
FAX. 349-4307



13.

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

April 27, 1998

To The Honorable, The City Council:

The attached report outlines the accomplishments and status of the Permit Streamlining effort. This effort has been ongoing for the last 2 ½ years and involved a wide range of City departments. The goal of the Committee was "to maintain Cambridge's competitiveness and desirability as the place to live, work, and do business by providing timely delivery of information and services which assists residents and businesspersons in moving through the City's regulatory processes as easily as possible." The report also details the next steps in this ongoing process.

Very truly yours,

Robert W. Healy
City Manager

RWH/mec

Consent Agenda #13

S-2P1

Relative to report on the accomplishments
and status of the Permit Streamlining
effort..

In City Council April 27, 1998

Referred to the
~~Economic Development~~
Committee

sent to C. Galluccio 4/30/98