

FILE NO. 6848

Cambridge City Wide Planning
Request for Qualifications

Sealed proposals will be received at the Office of the Purchasing Agent, Room 303, City Hall, 795 Massachusetts Avenue, Cambridge, Massachusetts 02139 until 11:00 a.m., on Thursday June 18, 2015 as originally advertised in the Cambridge Chronicle and changed to **Thursday, June 25, 2015** for providing the following services to the City of Cambridge:

The City of Cambridge (“City”) is seeking proposals from a qualified consultant team to provide citywide comprehensive planning services to the City. This will include:

- **Working with members of the community and the City to develop a shared vision for Cambridge looking out approximately 20 years,**
- **Analyzing data to develop alternative scenarios that reflect shared vision, and developing action steps that will guide implementation of plan recommendations,**
- **Conducting a robust community engagement process throughout the planning process that informs each step of the process, and**
- **Conducting an early study of the Alewife area that will be integrated into the citywide plan,**
- **Other services as outlined in the scope of services of this RFQ.**

Copies of the Request for Proposal may be obtained at the Office of the Purchasing Agent on and after **Wednesday, May 27, 2015** from 8:30 a.m. to 8:00 p.m. on Mondays, Tuesday through Thursday from 8:30 a.m. – 5:00 p.m., and Fridays from 8:30 a.m. to noon.

This proposal may be downloaded from the City’s website, www.cambridgema.gov, Online Services, Purchasing Bid List, Design RFP File No. 6848.

A pre-submission conference will be held on Monday, June 8, 2015 at 9:00 a.m. located at the Community Development Department, 2nd Floor Conference Room, 344 Broadway.

The successful offeror must be an Equal Opportunity Employer.

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

Price will not be considered when initially evaluating a proposal. After the finalists have been ranked, the City will enter in price negotiations with the first ranked offeror.

THERE MUST BE NO MENTION OF THE APPLICANT'S FEE IN THE PROPOSAL. ANY MENTION OF THE FEE WILL SUBJECT THE PROPOSAL TO REJECTION.

Amy L. Witts
Purchasing Agent

CAMBRIDGE CITYWIDE PLANNING REQUEST FOR QUALIFICATIONS

SECTION I: SCOPE OF SERVICES

PART A: GOALS OF THE CONSULTING PROJECT

Cambridge strives to be a city that is livable, sustainable, and equitable not just for the current generation, but also for generations to come. Through the citywide planning process, the City aims to develop policy and design goals and actionable recommendations to guide future change and promote the well-being of residents, businesses, and stakeholders in the midst of local, regional, and global trends. The citywide planning process aims to integrate and build upon the City's existing policies, programs, and initiatives through an inclusive, wide-reaching process that looks beyond traditional planning efforts and incorporates creative thinking to guide future change in Cambridge. During the multi-year process, early action items and pilot projects may be identified and launched.

The citywide plan intends to create a shared vision for the city and its future. The City of Cambridge is known regionally and nationally as a leader in planning, and with this citywide planning process, the City aims to remain at the forefront of planning practice. An interdisciplinary professional consultant team will help guide the planning process, bringing outside expertise and creative, new ideas to complement and augment the capacity of City staff. This process will engage residents, employers, employees, schools and other institutions, neighborhood and non-profit organizations, regional and state infrastructure and service entities, appointed and elected public officials, and the operational and planning functions in the city.

PART B: CONTEXT FOR A CITYWIDE PLAN

Within Massachusetts, many communities follow the state guidelines that allow a planning board to make a master plan for the entire city following nine standard planning elements (M.G.L. Ch. 41, Section 81D). The City of Cambridge, however, has more latitude to develop a citywide plan, since the Planning Board was established prior to enactment of this law in 1936.

In recent years, many cities nationally are shaping their own planning processes to address topics that are most relevant, with a particular emphasis on sustainability, engaged shared effort, and cross-cutting themes and values. This approach, which is also being piloted by the American Planning Association, interweaves the traditional topics (transportation, land use, housing, etc.) in more meaningful ways with a focus on long term sustainability – social, economic, and environmental. The Cambridge citywide plan is an opportunity to build on the many strengths of the city, while focusing on key topics that are current and that will define the city in the future.

Previous Plans

The City of Cambridge has prepared previous citywide plans and a number of area plans over the years. These planning endeavors reflected the issues and trends of the time, and each had an influence on shaping the city we have today. In the 1970s and 1980s, redevelopment was seen as a priority, leading to a series of plans for the revitalization of specific areas (East Cambridge Riverfront Plan, 1978; Alewife Revitalization Plan, 1979; and Cambridgeport Revitalization Plan, 1983). The need to coordinate these plans provided impetus for the first citywide growth policy in 1993, ***Toward a Sustainable Future***, which was issued during an economic downturn and was a departure from the redevelopment plans of the previous decades. In 1998-2000, the City conducted a citywide planning effort that culminated in citywide rezoning of 2001. The 1993 citywide growth policy was revisited in 2007.¹

During the 1990s and 2000s, a series of neighborhood plans (and updates) addressed local issues around housing, land use, urban design, transportation, open space, institutional uses, and economic development. In this time period, the City's Community Development Department (CDD) also began to prepare citywide plans on specific topics, such as Inclusionary Housing, Open Space, Traffic Calming, Pedestrian Improvements, Bicycling, Economic Policy, Climate Protection, Energy, and Lighting. Significant planning initiatives for specific districts have included the East Cambridge Planning Study (ECaPS, 2001), Concord/Alewife (Con/Ale, 2006), and most recently, Kendall Square and Central Square (K2C2, 2013). CDD has also issued a number of guides on zoning, business development, demographics, historical commission certificates, and other topics.²

Cambridge Conversations

To prepare for a citywide plan, the City conducted an initial outreach process to understand community concerns and aspirations. This process, known as Cambridge Conversations, responded to City Council interest in soliciting input from the community to provide recommendations and a strategy for moving forward on short and long range planning and urban design work based on previous studies and recommendations.

The process outlined an intensive effort for open-ended discussions to hear concerns, thoughts, and ideas about a citywide plan and process, working with an outside consultant, Madden Planning Group. The public engagement was designed to achieve the following objectives:

1. Hear issues and concerns on the minds of residents and businesses in the city
2. Develop themes that can frame the upcoming citywide plan
3. Establish some common understandings about municipal roles and activities

Input received during the series of meetings, drop-in sessions, and online input in June was reported to the City Council in July through the *Cambridge Conversations: Preliminary Summary of Process and Input*. <http://www.cambridgema.gov/CDD/Projects/Planning/~media/65A35E2F58E54F1A92339D1519F68607.ashx>

Subsequently, CDD staff and consultant met with groups who were under-represented in the June public engagement -- youth and underrepresented communities of Cambridge (working with the City's Community Engagement Team). Outreach to Planning Board members, institutions, business associations, and other neighborhood groups further contributed to the understanding of issues and priorities in the City.

http://www.cambridgema.gov/~media/Files/CDD/Planning/Studies/cambridgeconversations/camb_conversations_20141119_final_report.ashx

¹ <http://www.cambridgema.gov/cdd/planud/masterplan>

² <http://www.cambridgema.gov/CDD/publications>

PART C: KEY PLANNING TOPICS

The citywide plan should, at minimum, address a number of topic areas identified through many of the ongoing discussions around planning in Cambridge. These topics often involve interconnected issues and challenging choices, and may need additional research and data collection and analysis to help clarify trade-offs, balance interests, and contemplate different scenarios for the future. Though this listing of topic areas is not comprehensive, it serves as a starting point for more in-depth inquiry through the citywide planning process.

Civic Engagement

The city is fortunate to have many engaged citizens, but the full spectrum of voices are not now always represented in civic discussions. Given the number of initiatives and the pace of change, the amount of information can be overwhelming to many, and the process can sometimes seem frustrating rather than productive. The citywide plan is an opportunity to establish better lines of communication in all directions, recognizing the value of a variety of engagement strategies to reach the community. A range of tools should be explored, including inventive new techniques as well as the most effective use of current methods and technologies. Creative and user-friendly use of social media and online information management must be integral to the planning process, starting early, continuing through the citywide plan, and becoming best practices for the future. Participants in Cambridge Conversations suggested a wide range of techniques, including online engagement (games, new apps, social media, websites and effective use of email), personal outreach (canvassing, talking to people on the streets, neighborhood events, schools, health centers, faith communities, and house parties), walking tours, educational programs, print media, and partnerships (institutions, non-profits, media outlets) and focus groups, particularly reaching out to underrepresented communities. Use of community liaisons, translation services, and provision of childcare and food can help facilitate participation. The citywide planning process will need to encourage participation across generations, ethnic groups, and income ranges and ensure that input received through different channels is honored equally.

Shaping and Managing Urban Change

In Cambridge, change is constant. The community is dynamic, with generations of students, recent immigrants and other new residents, start-up enterprises, and research breakthroughs set within a context of long-time residents, stable businesses, evolving institutions, and an urban fabric that reflects the history of the city. The citywide plan should evaluate the extent to which different areas of the city are likely to undergo future transformation—or remain relatively unchanged—and should explore the desired land uses, scale, and urban character in areas of the city anticipating change. (Re)development allows for opportunities for positive change that anticipates and is responsive to future needs, such as enhancing stormwater management capacity and implementing green infrastructure strategies, and the plan will need to develop strategies to manage impacts to create positive outcomes for neighborhoods and commercial districts. The guidance provided by the Citywide Plan can help anticipate potential changes in other areas, such as future utility needs and potential effects on school populations or

community services. Based on recent growth trends, the Fresh Pond/Alewife area has been identified for early study.

Transportation and Mobility

Cambridge is a dense, compact city, with the majority of trips taken by sustainable modes of transportation like walking, cycling, and public transportation. By nature of its location, Cambridge also serves as a key connection between the heart of downtown Boston and the larger region beyond, and the presence of major employers and institutions makes it a regional destination in of itself. Regulations aimed at increasing the use of sustainable transportation modes were first adopted in the early 1990s. The continued promotion and improvement of these modes is important from a livability and environmental perspective and contributes to making our city a diverse and economically competitive environment. Complete streets that serve people of all ages and abilities, traffic calming, transit priority, and parking strategies deserve continued focus. Cambridge's transportation network includes MBTA subway, light rail, commuter rail, and bus routes; numerous shuttles routes; Hubway, the bicycle sharing system; an extensive network of bicycle facilities, including a growing number of separated bicycle facilities; human-scaled pedestrian space; and streets that serve a variety of users and transportation modes. Cambridge's transit 'backbones' include the Red Line and high ridership 'key bus routes'. The Green Line and multi-use Community Path will extend through Lechmere, providing better connections to Somerville. The city can have direct and significant influence on its transportation system through the design and allocation of public space, including streets; the design of signals and signal timing; land use and zoning that support sustainable modes; policies that promote the use of sustainable modes; and so on. The citywide plan should take a multimodal approach to encouraging a complete, sustainable transportation network.

Housing

Housing access and affordability continue to be serious issues throughout the Boston metro area, where the housing supply has not kept pace with the demand generated by economic and population growth within the region. Cambridge in particular is a very desirable place to live for many people, including residents and workers whose families have been a part of the community for many years—even generations—and newcomers who recognize the quality of life and want to put down roots here. With growing demand for housing, the ability to accommodate all people is not easily achieved. People compete for limited available housing, and housing costs continue to rise. These dynamics challenge the City's core values of welcoming all and retaining its valued socio-economic diversity. Cambridge has encouraged the creation of new housing and has a longstanding commitment to affordable housing. Citywide planning provides an opportunity to explore how and where to accommodate new housing, and how housing affordability goals, including housing that is affordable to middle-, moderate-, low-, and extremely low-income households, can fit within the ever-expanding demand for housing in the city. Different types of housing, different models for development, and the need to include a range of unit sizes and types that accommodate a range of family and household structures will need to be investigated. The discussion will have to consider the tradeoffs that come from allocating financial resources, available land, and other opportunities to achieve shared goals in shaping the future of the City's housing stock and community.

Economic Development

Cambridge's economy is estimated at nearly \$15 billion and includes a range of industries from the top life sciences and technology companies, to venture-backed entrepreneurs, to a strong and vibrant local retail and restaurant sector. Tech and biotech companies in Cambridge raised over \$600 million in venture capital in January 2015 alone. Educational institutions have an important impact on the city's economy, both in their growth and support of the entrepreneurial sector, and as major employers themselves. Despite the economic vitality of the region, not all people share in, interact with, or move comfortably through this layered economy. Youth, immigrant, and lower income populations in particular, do not always have access to all the economic resources in the city and tools for upward mobility. The citywide plan should express an understanding of Cambridge's and the region's current economic conditions, as well as future economic trends – both business trends, which include business sector mix, business sustainability strategies, and emerging industries, and workforce trends, such as educational attainment and income mobility or equality. Approaches to tackling income equality and sustainable business practices should naturally be threaded throughout strategies and policies resulting from citywide planning.

Community Cohesion and Interaction

Cambridge is beloved by each of its many constituencies, but forums for interaction and dialogue between these constituencies can be stronger. The citywide plan is an opportunity to explore the nature of a welcoming environment given the dynamic population and employment conditions. Civic features offer gathering places that contribute to the quality of life and social resiliency in the city, and should help create opportunities for interaction between longtime residents and new residents. At the heart of this discussion are the physical places and programmatic initiatives that foster interaction, highlighting the role of schools, public parks, plazas, and gathering spaces, community and recreation centers, youth centers, senior centers, and libraries, among others. In the city, these public venues work in conjunction with a variety of other spaces—including private, commercial, and institutional spaces such as churches, entertainment venues, dining establishments—and cultural events and programs that offer opportunities for interaction and community building. Citywide planning should promote spaces that foster the cultivation of a welcoming environment and social resiliency that acknowledges—and even leverages—Cambridge's diversity.

Climate Change and the Physical Environment

In the past, planning could assume a relatively stable set of environmental conditions. Now the city must assume a dynamic future and a fundamental shift in our basic climate parameters away from the historic New England patterns to those more akin to southern regions of the country. The impact of climate change is global, national, regional as well as local. The impacts experienced elsewhere are likely to ripple to Cambridge and should be considered throughout the citywide planning process. These shifts in climate parameters are expected to cause sea level rise, increases in the frequency and extent of precipitation-drive and storm surge flooding, increases in temperature and the duration of heat waves, and changes in extreme weather patterns. Climate change has profound implications for building design, infrastructure, energy, mobility, public safety and health, the economy, and quality of life. The citywide planning process will inform considerations of the City's approach to stormwater management and green infrastructure, and be coordinated with recommendations from the ongoing Climate Change Preparedness and Resilience Planning process. While preparing for the impacts of a changing climate, Cambridge remains committed to its leadership in reducing the greenhouse gas emissions which drive climate change. The City must continue to pursue innovative approaches

to meet its goal of 80% GHG emissions reduction by 2050, including the 25-year Net Zero Emissions initiative, low-carbon transportation, and pursuit of clean energy sources for municipal and community electricity needs. Cambridge should work closely with neighboring communities, the state, and the region to ensure a coordinated and streamlined approach to mitigating both the impacts and the causes of climate change.

The analysis of these topic areas should be informed by a set of shared values that stem from the City's aims of enhancing livability, sustainability, and equity in Cambridge. These values are interconnected and woven throughout the topic areas and will guide decisions and trade-offs throughout the citywide planning process.

1. **Social Equity and Diversity:** Cambridge values the cultural, economic, and social mix of peoples that live and work in the city and aims to develop opportunities for all members of the community.
2. **Environmental Sustainability & Resilience:** Cambridge seeks to become a community based on renewable energy and efficient use of natural resources. The City seeks to foster physical and social resilience in the face of a range of risks, including climate change, to enable the community and economy to withstand, adapt to, and recover from disasters and major stresses.
3. **Robust Economy and Community Services:** Cambridge seeks a sustainable, entrepreneurial, and diverse economy with a fully educated and employed workforce that supports a high level of public amenities and services.
4. **Community Character:** Cambridge has great public spaces and safe neighborhoods. It prioritizes community ties by building on a strong architectural heritage of quiet neighborhoods and vibrant squares. Zoning, historic preservation, and other tools can celebrate distinctive aspects of this character in the midst of an evolving city.
5. **Healthy Community:** The community values community health and active lifestyles, including the use of active transportation in our schools and throughout the city, access to affordable nutritious food, and access to quality health care.
6. **Learning Community:** Cambridge values education and lifelong learning in academics, arts, and cultural programs, and is known for its institutions of higher learning.
7. **Livable Community:** Cambridge seeks to be a place where people of all ages and abilities can live healthy lives with safe access to all destinations in the city and the region, including key community and cultural resources, by sustainable modes of transportation (such as walking, cycling, or transit)
8. **Connection to the Regional Systems:** Cambridge seeks to plan for the future along with neighboring communities and the metropolitan area. Trends in the regional transportation system, energy supply and distribution, housing and development markets, and other areas will influence the range of options and constraints that must be considered in planning the future city. Cambridge plays a pivotal role in the metropolitan area and its actions seek to consider impacts by and on regional systems and networks.

PART D: PROJECT TEAM

Given the breadth and interrelation of topics to be explored during the Citywide Plan process, the consultant team is expected to bring a wide range of expertise and skills. In addition to experience in conventional comprehensive planning, it is expected that a project team would be largely composed of experts representing a range of backgrounds and subject area expertise as listed below, and that these experts would work with a core team with a strong background in conducting comprehensive planning processes.

Demonstrated experience in effective community engagement, the ability to produce high-quality, informative graphics, and the ability to manage a project of the scope of the Citywide Plan and coordinate with other ongoing processes will be essential skills of a successful team.

Outside professional services will complement and augment internal City staff capacity, however the process shall be a partnership that builds on the internal expertise and working knowledge of the city. Key areas where the consultant team is expected to bring expertise include the following:

- **Subject area expertise:** a team that integrates knowledge and expertise in a range of areas, including: urban design and placemaking, land use planning, sustainability, social equity, demographics and trends analysis, sustainable transportation including transit systems, economic development, housing, housing market analysis, landscape architecture, municipal finance, green infrastructure, resiliency, climate change and energy, development economics
- **Community engagement:** ability to respectfully connect with, outreach to, and effectively facilitate discussions between diverse populations, with an understanding of social justice, a high level of cultural and racial awareness, and an ability to help diverse groups reach consensus; experience and expertise with a wide of a variety of creative methods and techniques for community engagement, such as social media, street teams, face to face, gamification, and other forms
- **Data analysis and Visualization:** expertise in locating and evaluating data, synthesizing and visualizing information, framing critical issues, and generating insights that inform the community discussions
- **Communication:** ability to communicate complex issues, ideas, and analysis in graphic plans, diagrams, and illustrations; ability to clearly and effectively present data in culturally appropriate formats to a diverse audience; experience eliciting feedback particularly from individuals and/or groups who may be less vocal; narrative storytelling; website design; ability to produce clear, high-quality graphics and other media, which may include renderings and 3D visualizations, information graphics, and video production designed to be provided to the public through a variety of channels
- **Project management:** ability to set milestones, take initiative, marshal resources, advance the project, coordinate with other consultants and City staff, and mediate differences
- **Urban prototyping and tactical urbanism:** work in close coordination with the City to identify, develop, deploy, and evaluate short-term pilot or demonstration projects; test alternatives and scenarios through low-cost projects or prototypes for aspects that do and do not work

PART E: COMMUNITY ENGAGEMENT

Community engagement and communications will be critical to a successful planning process, and the consultant team will be expected to bring significant expertise to these aspects of the planning process. The ability to conduct a process that effectively engages the community, stakeholders, elected and appointed public officials, City staff, and other professional consultants working for the city will be the highest priority. The consultant team will implement an inclusive, wide-reaching outreach and engagement strategy. In addition to public meetings, the consultant team will be expected to incorporate additional methods throughout the span of the project, such as maintaining an interactive online engagement platform, conducting focus groups, utilizing street teams, and conducting outreach to youth, seniors and other underrepresented segments of the population. Consultants are encouraged to incorporate methods that bring different stakeholders into conversation with one another across barriers that may conventionally hinder open dialogue.

In developing an outreach and engagement strategy, the consultant team will coordinate with the City to incorporate measures to facilitate a wider level of engagement, such as translation services, childcare at meetings and other engagement opportunities, and the leveraging of existing networks and avenues of communication, such as schools and engaged stakeholders from previous planning processes. The City's Community Engagement Team (CET) will be a key partner in developing outreach strategies to effectively reach underrepresented communities. The consultant team will be expected to collaborate with the CET and also bring their own experience and ideas to this process.

Consultants are encouraged to propose their own ideas and strategies from past experience, current best practices, and forward-looking approaches for reaching and engaging with a wider audience. The consultant team will conduct a process that considers and documents the full range of different types of input received throughout the planning process, and appropriately weighs inputs from different methods of engagement when interpreting and communicating their findings. The consultant team is encouraged to incorporate tools and methods that allow for continuous engagement throughout the duration of the planning process, and provide means for those who become involved at different stages of the process to have a clear understanding of the discussions and decisions that have occurred previously.

PART F: AVAILABLE RESOURCES AND INTEGRATION WITH ONGOING INITIATIVES

Current Community Development and City Initiatives

In addition to ongoing day-to-day programmatic efforts that span a wide spectrum from offering people affordable housing to installing bike racks, and from working with small business owners to review of development proposals, the Community Development Department is working on numerous planning and program initiatives, including key planning studies, capital improvement and development projects, and development review processes (*Strategic Recommendations for a Citywide Plan, Attachment C*). A consistent theme is to achieve a sustainable future for the city, addressing the triple bottom line of environmental, social, and economic sustainability, as well as the general livability of the city.

- **Key Planning Initiatives** focus on climate protection including energy planning, sustainable transportation, public spaces, affordable housing, and sustainable economic growth in a variety of industry sectors.
- **Capital Improvement and Development Projects** tackle issues of parks and open space networks, lighting, energy efficiency and renewable energy, street redesign and traffic calming, preservation of

existing and development of new affordable housing, and repurposing of vacant city owned or controlled properties.

- **Development Review** of major commercial and residential projects, with focus on transportation impacts, the urban setting and urban design objectives, environmental context, open space amenities, and housing issues. This work requires considerable staff attention given the current real estate market trends.
- **Ongoing Programs** are sustained efforts largely focused on affordable housing, economic development, healthy communities, energy efficiency, and sustainable transportation systems.

Each of these initiatives involves a community engagement aspect, which results in many formal (such as public meetings and hearings) and informal interactions (such as online input, surveys, small group discussions, and work sessions) with the community. With so many interactions, the need for communication and coordination is essential to keep residents and other stakeholders informed and to allow for meaningful input.

The consultant team will also need to coordinate closely with other consultants engaged by the City in order to avoid duplication of efforts and effectively integrate ongoing initiatives into the citywide plan. Principal among these is the City's Climate Change Preparedness Planning, which will share a similar timeline to Citywide Planning. The successful applicant will provide a clear approach for the integration of these two processes and work with the City to develop a refined project schedule that takes into account other ongoing initiatives. Principal among these are

- Climate Change Vulnerability Assessment & Preparedness Planning
- Getting to Net Zero
- Inclusionary Housing Study and Incentive Zoning Study
- Transit Strategic Planning Process
- Community Health Improvement Plan
- Community Needs Assessment
- STAR Communities Indicators

In addition to these initiatives, there are a host of other ongoing and recently completed projects (refer to [Attachment A](#)) that form the basis of understanding the Cambridge planning context and the City's priorities including ongoing City Council initiatives. The consultant team will need to familiarize itself with these materials, as well as State initiatives and programs that are directly relevant to the issues addressed in the Citywide Plan.

Please refer to [Attachment A](#) for more information on these initiatives and programs. These initiatives and their community engagement processes will continue concurrently with the citywide plan.

Coordination with City Staff

The consultant will hold coordination meetings with City staff on a regular basis. While the project will be managed by the Community Development Department, the consultant team will work with a number of City departments, and will meet regularly with an interdepartmental working group.

Data & Mapping

The City maintains an up-to-date GIS system, including capacity for 3D mapping, and has prepared many thematic maps that are available on its websites along with U.S. census data, statistical profiles, education, economic, and transportation data, previous plans and reports, and many other resources.

<http://www.cambridgema.gov/CDD.aspx>

<http://www.cambridgema.gov/CDD/factsandmaps.aspx>

<http://www.cambridgema.gov/CDD/publications.aspx>

<http://www.cambridgema.gov/GIS.aspx>

The recently launched open data portal and many additional data sets can be found at:

<https://data.cambridgema.gov/>

In addition to data maintained by the City, consultants will work with data sources and projections from regional bodies and other agencies, including, but not limited to, the MBTA; Metropolitan Area Planning Council population, household, and housing projections; Census and American Community Survey data, and other data as relevant to the scope of study.

PART G: SCOPE OF WORK AND DELIVERABLES

The expected **outcomes** of this plan are as follows: a shared community vision and principles; an engaged community and recommendations for better on-going engagement methods or systems; clear strategies for shaping redevelopment through policy recommendations, zoning, urban design standards and guidelines and other mechanisms; action items with timelines and prioritization; and identification of future areas that need more detailed study -- these may include topic areas or parts of the city. The plan will build on well-grounded demographic and growth projections and data analysis that acknowledge the interconnections of the topics for exploration. The plan will be coordinated with other ongoing studies and plans, and provide guidance toward capital budget implications and funding sources as well as an understanding of the roles and responsibilities of different agencies and stakeholders.

The citywide plan will result in a set of **deliverables** that will be accessible to residents and stakeholders, and will be effective in guiding decisions over many years. Since this is a community-wide project, the deliverables will reflect the input, interactive dialogue and work sessions involving residents, business employers and employees, property owners and developers, institutions, neighborhood and non-profit organizations, and many other stakeholders.

The citywide plan is expected to take approximately three years. This process will include aspects of traditional comprehensive planning processes—visioning, data collection, and development of conceptual recommendations—but also intends to go further in providing actionable recommendations as a result of this process, as well as a roadmap for longer-term studies, and policies. The integration of conceptual planning and steps toward implementation will provide continuity in the process as the City looks toward implementing aspects of the plan.

A study of the Alewife area will be an early action item that takes an integrated look at the interrelation between development, infrastructure, transportation and mobility, climate change preparedness, and placemaking in the Alewife area, and is expected to run concurrently during the early part of the work. The Alewife Area study will need to be closely coordinated with the Climate Change Preparedness and Resilience Plan. The study will focus on areas with remaining development potential, such as the Triangle and Quadrangle, and look closely at urban design, transportation, and flooding and resilience.

The consultant team will be expected to develop a schedule for the project to address the full scope of work. A regular schedule of milestones will keep the process on track, while engaging participants in working sessions to advance ideas and recommendations.

While there may be other interim deliverables, the major deliverables are summarized here:

- **Alewife Area Study:** early action plan, coordinated with the overall citywide plan in both form and content, addressing key issues, development potential and character, transportation and placemaking (100 copies, and editable digital format(s))
- **Draft and Final Citywide Report:** concise printed report communicating issues, ideas, and recommendations in narrative, plans, diagrams, charts, tables, and photos (100 copies of final report, and editable digital format(s))
- **Technical Appendix:** compilation of data, technical reports, community input, and other background information (editable digital format, and data in raw format(s)).

Interim deliverables and consultant work will include:

- **Project Work Plan and Scheduling:** documentation of plan for project management, community engagement and communications, and integration of key ongoing initiatives
- **Milestone Status Reports:** working documentation of project findings, community input, and project status; in some cases these may form the initial drafts of the report chapters or appendix material, in digital format
- **Meetings and Community Engagement:** strong community engagement process with a robust in-person component that involves a broad set of strategies to allow the greatest number of people to engage and interact with the process. The consultant team will work with the City to develop project timeline and work plan, including a meeting list, which will include:
 - Community meetings, which may include a range of scales -- committee meetings and focus group work sessions, and large citywide charrettes as well as other formats. At each stage, there will be multiple community meetings.
 - Public presentations to City Council and Planning Board twice a year
 - Coordination meetings with City staff
 - Ad hoc meetings and work sessions with other city consultant teams (principal among these will be the Climate Change Preparedness and Resilience Plan) or key stakeholders
 - Online engagement: development and ongoing management of interactive online community engagement platform(s) that is integrated with the City's overall web and social media efforts, including but not limited to project website, social media outreach and surveys; development of integrated visual identity for online platforms; content management for online engagement methods

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The scope of services for the citywide plan is outlined below.

1. Project Roadmap and Schedule

The consultant team will provide a detailed roadmap for the overall project, including the following:

- a. **Project Management Plan:** work with City to establish project timeline and work plan, including processes for coordination with the City and with consultants on other City projects, milestones, schedule of deliverables; establish clear process for Fresh Pond/Alewife District planning and integration into citywide planning
- b. **Community Engagement and Communications Strategy:** work with the City to identify key stakeholders and constituencies, and develop a range of outreach techniques appropriate for each; establish roadmap for ongoing communications and engagement strategy for meetings and event-based outreach, social media and online platform(s), and other forms of outreach
- c. **Plan for Integration of Ongoing Work:** work with the City to develop an approach and detailed roadmap for integration between the Citywide Plan and Climate Change Preparedness and Resilience Plan, as well as other ongoing processes and planning initiatives listed in Attachment A. The City will provide information on project timelines

Deliverables

- **Overall Project Roadmap:** Detailed project management plan, including schedule, work plan, and strategy for coordination, client communication, and community engagement

2. Research & Analysis

Research and analysis should explore and synthesize the important facts that relate to Key Topics:

- a. **Literature Review and Coordination:** the City and other agencies have many current and recent studies that must be reviewed as background information, and integrated into the research (see Part E of Scope of Services); review existing and proposed zoning and other policies that affect future action steps, as well as potential policy changes being reviewed
- b. **Data Analysis and Mapping:** Data analysis and mapping needs are expected to include, but not be limited to, those outlined below. While the City tracks many of these, the Consultant will be expected to synthesize, highlight, interrelate, and otherwise enhance the visualization of data to foster understanding and insight
 - **Metrics:** transportation use by mode, travel time by mode, parking demand, crash data, density, heights, housing unit counts by type, tenure, unit size, costs, affordability, demographic and socioeconomic characteristics, employment counts, measure of business activity, business data, crime, investment, open space by type, land use by type, tax revenues by land use, land use by density, energy use

- **Demographic & Economic Projections:** future population and household estimates, student enrollments, employment, school-age children, housing stock, housing needs, socio-economic diversity, and other demographic changes in the community; business trend analysis
 - **Environmental Conditions:** urban forest canopy; impervious and pervious area; open space and natural resources
 - **Transportation Networks:** Bicycle Network Plan, public transportation, roads, public paths and access
 - **Assessments:** development project outcomes; previous plan outcomes; development patterns and opportunities; built form and open space typologies; housing stock characteristics; historic resources; economic base analyses (shift share and location quotient); employment patterns; workforce/training, education, housing, social services, culture, and community building programs; transportation and utility infrastructure condition and capacity; existing development guidelines, regulations, and processes; energy efficiency practices; public health parameters
 - **Mapping:** GIS data maps; thematic maps; conceptual diagrams; regional maps; existing building stock; and use interpretive mapping of neighborhoods, centers and squares, landmarks, street hierarchy, and other structural elements of the city based on participant perceptions
- c. **Observation/Fieldwork:** During this project, the Consultant is expected to know the city on the ground, including its distinctive squares, business corridors, neighborhoods, and mixed use districts, which will complement and enhance the understanding of data, community input, and other research
- d. **Precedents and Best Practices:** examples from other places, illustrating streetscape, parks, housing models, building types, districts, climate and energy, civic engagement processes, and funding sources

Deliverables

- **Milestone Status Report(s):** Summary reports of Key Topics, with each summary incorporating data analysis for key metrics, projections, precedents, and other key findings as relevant

3. Alternative Scenarios

- a. **Projections:** Refine and confirm demographic, housing, transportation, environmental, and economic projections as the basis for different scenarios
- b. **Scenario Development and Analysis:** Analyze the implications of projected growth scenarios, considering, at minimum, impacts and implications on the key topics listed in Part C of this RFQ and comparing to a business-as-usual scenario
- c. **Tradeoffs:** Working with the City and an engaged community, identify important tradeoffs inherent within each of the scenarios and across scenarios

- d. **Evaluation:** Develop a set of criteria with which to evaluate the scenarios, especially against the Shared Principles, and lead a process of evaluation with the community and all participants

Deliverables

- **Milestone Status Report(s):** Report detailing evaluation of scenarios, testing ideas, alternative scenarios, implications, and trade-offs and assessing them against community shared principles; analysis of alternative futures, preliminary vision, implications, and any early actions. The report will include a clear analysis of development and related projections and implications that may be useful in informing future consideration and needs such as infrastructure, school populations, and community services

4. Plan Development

- a. **Vision:** Based on community and City input from the evaluation of scenarios, develop and document a shared vision and goals and objectives toward the shared vision, using both narrative and graphic illustration of key concepts
- b. **Integration of Principles and Topics:** Expand the shared vision to address key topics, refining the vision and the plan in an iterative manner
- c. **Visualization and Further Testing:** Generate three-dimensional models and visualizations illustrating the build-out of the shared vision and its implications

Deliverables

- **Milestone Status Report(s):** Concept ideas and implications, refined vision, preliminary recommendations, initial strategies and any early actions

5. Action Plan

- a. **Strategy and Phasing:** Translate the vision and plan into action steps with short, medium, and long-term projects and initiatives, taking into consideration current priorities, funding, and capacity of City and other partners
- b. **Budget Implications:** Establish the likely costs of capital projects and the budget implications of operational initiatives; identify potential funding sources at the local, state and federal level, including third party sources
- c. **Policy and Regulations:** Develop a zoning and regulatory strategy necessary to carry out the plan and its recommendations, including updates, new zoning tools, and other changes; identify key urban design principles that should guide new development for various settings in the city; identify policy changes or other steps that will be necessary to realize the plan recommendations; identify new programs and programmatic changes that will facilitate the vision
- d. **Design Strategies:** Identify alternative approaches to achieving an urban form that considers the Part C Planning Topics

- e. **Roles and Responsibilities:** Identify leaders and other participants who will be responsible for each action step, both within City government and with partners
- f. **Development of Indicators:** Develop a set of indicators to supplement the City's current measurement of STAR Community Indicators that are specific to the goals and objectives resulting from the citywide plan to allow the City to effectively measure plan performance, implementation, or need for re-evaluation over time. This includes the establishment of baseline measurements based on previous research. Monitoring methods should be described and visualization and reporting methods to present indicators to the public and elected officials

Deliverables

- **Milestone Status Report(s):** Strategic action plan with zoning, land use, transportation, and other policies, urban design principles, indicators, capital projects, phasing of short and long-term actions, roles, responsibilities, and budget and funding strategies
- **Framework** (or dashboard) for tracking community indicators

6. Fresh Pond/Alewife District Study

The consultant will undertake the Fresh Pond/Alewife district planning study as an early phase in the citywide planning process. This study will take an integrated look at the interrelation between development, infrastructure, mobility, climate change preparedness, and placemaking. The consultant team will work in close coordination with the City's Climate Change Preparedness and Resilience consultant team during this process

- a. **Research and Analysis:** Drawing from the citywide plan research and analysis and ongoing consultant work, pull out and highlight the key indicators, projections, assessments, data and mapping, and precedents that are relevant to Fresh Pond/Alewife. This will include the City's recently-completed Climate Change Vulnerability Assessment. Additional analyses may be needed, such as analysis of the existing Concord-Alewife Plan and impacts of recently approved major development, and anticipated capital improvements
- b. **Alternative Scenarios:** Based on demographic, housing, environmental, transportation, and economic projections, develop and analyze up to three different scenarios for the future and examine the implications, trade-offs, evaluation criteria and other factors. Generate visual examples and digital three-dimensional models to illustrate scenarios
- c. **Recommendations and Early Actions:** Develop recommendations of early actions or pilot projects and evaluation plans, and work with City to develop implementation roadmaps

Deliverables

- **Fresh Pond/Alewife District Study:** study of Fresh Pond/Alewife district (an early study to focus on key issues in this area), which includes summary of research and analysis, analysis of alternative scenarios, and recommendations and early actions

7. Documentation and Approvals

- a. **Draft Citywide Planning Report:** integrate Shared Principles and vision, plan recommendations and action plan and indicators into a narrative; develop and refine complementary graphic material
- b. **Engagement:** regular client meetings, and community outreach, stakeholder and coordination meetings necessary to review, discuss, and refine the draft plan; review draft plan to Planning Board, City Council to generate discussion and input; develop online presence for the draft plan and its recommendations and update for final
- c. **Final Citywide Planning Report:** revise draft plan based on community and client input; generate a graphic layout integrating narrative and complementary graphics
- d. **Approvals:** Work with City staff to present the Final Citywide Plan for formal endorsement by Planning Board and City Council

Deliverables

- **Draft and Final Citywide Report:** concise report communicating issues, ideas, and recommendations in narrative, plans, diagrams, charts, tables, and photos
- **Technical Appendix:** compilation of data, technical reports, community input, and other background information, in digital format

ATTACHMENT A

Index of Ongoing and Recent Projects and Initiatives UPDATED 05/2015

This listing of initiatives, projects, and programs includes efforts led by the Community Development Department, as well as a number that are conducted by other City departments. This is not a comprehensive list of initiatives being undertaken in the City; however, it represents the breadth of ongoing work that may inform or be affected by the citywide planning process. The consultant team will be expected to coordinate with a number of key ongoing planning initiatives that will be conducted concurrently with the citywide planning process.

The City also has a number of appointed Boards and Commissions whose work may overlap with topics that are a part of the citywide planning discussion:

<http://www.cambridgema.gov/boardsandcommissionsdirectory/boardsandcommissionsdirectory.aspx>

KEY PLANNING INITIATIVES AFFECTING THE CITYWIDE PLAN

Kendall Square/Central Square (K2C2) Plan

Plans Completed

Developed the Kendall and Central Square Plans following the K2C2 public process that established a shared vision for the two squares and the connecting Osborn Triangle area; implementation is ongoing, including MassDOT study underway

Getting to Net Zero Task Force

Underway, Expected Winter 2015

Advise the City Manager on ways to advance the goal of setting Cambridge on the trajectory towards becoming a "net zero community" with focus on greenhouse gas emissions from building operations

Climate Change Vulnerability Assessment & Preparedness Plan

Underway

Conduct broad outreach to engage the community and to solicit early feedback on issues of concern regarding the impacts of climate change; the vulnerability assessment will serve as the foundation for the climate change preparedness plan; vulnerability assessment expected December 2014; preparedness plan process to begin Winter 2015

Community Health Assessment and Community Health Improvement Plan

Underway

Initiative led by the Cambridge Public Health Department to better understand the health needs of the community, and develop programs and policies to address these needs

Bicycle Network Plan

Underway, Expected Spring 2015

Solicit input and develop a plan including principles, policies, and design guidelines for improving the bicycle facilities in Cambridge; this is a core component of the larger "Towards a Bikeable Future" (Cambridge's Bicycle Master Plan- in process); Draft Plan & Recommendations to be available for public review December 2014.

Land Use Classification Study

Beginning December 2014

Develop recommendations for amendments to Zoning Ordinance Table of Use Regulations to bring zoning in line with current and anticipated future use types. Study completion date projected for summer 2015.

Incentive Zoning Study

Underway, Expected January 2015

Analyze the current impact of non -residential development on the need for affordable housing in Cambridge and recommend amendments to the Incentive Ordinance.

Inclusionary Housing Study

Underway

Analyze the impact of market-rate residential development on the affordable housing needs in Cambridge and recommend amendments to the Inclusionary Ordinance.

Transit Strategic Planning Process

Underway, Report Expected Early 2015

Initiate a strategic planning process to develop an action plan for how Cambridge will take a stronger leadership role to improve quality and expand capacity of our transit system; working closely with the MBTA, an advisory committee and city staff developed overarching goals including mobility, funding, efficiency & reliability, expansion, usability, accessibility, and safety, public participation, support and outreach, and resiliency

Climate Protection Goals and Objectives

Adopted

Work with the Climate Protection Action Committee (CPAC) to formulate climate protection goals and objectives for 2020 to provide the City with a framework to prioritize actions to address climate change. CPAC 2020 goals adopted by City Council July 2014, and implementation of recommendations is ongoing

CAPITAL IMPROVEMENT AND DEVELOPMENT PROJECTS

Five Year Street and Sidewalk Reconstruction Plan

- *Identifies the streets and sidewalks that are anticipated to be reconstructed each year for the next 5 years. This year continues the increased emphasis on a complete streets program. The Department of Public works reviews and updates this on an annual basis:
<https://www.cambridgema.gov/theworks/ourservices/engineering/aboutengineering/fiveyearplandescription.aspx>*

Foundry Building Reuse

- *Conduct a public process to determine future use of the Foundry Building acquired by the City dedicated to community use*

Cherry Street Parcel in Area 4 Options

- *Conduct a public process to determine future use of a site in a manner that directly benefits residents in Area 4 Neighborhood*

ECKOS Study/Connect Kendall Square Design Competition

- *Conduct a design competition to plan and implement a vision for the entire open space network in Kendall Square and vicinity; selected framework plan announced in April 2015*

Lighting Ordinance Task Force

- *Evaluate existing lighting standards, offer guidance for the creation of a new ordinance, propose new regulatory approaches if needed, and develop enforcement mechanisms.*

Major Infrastructure redesign and traffic calming

- *Recent redesign projects include Western Ave, Huron Ave. and Cambridge Common; construction is underway*

Greenway/multi-use path projects

- *Projects to convert former railroad properties to multi-use paths, including Alewife Greenway Extension to Belmont, acquisition of railroad property at Fresh Pond Reservation, and work with DCR on Watertown Branch greenway planning*

Green Line Extension and O'Brien Highway Redesign

- *Work with MBTA and HYM Investments on new Lechmere Station and redesign of O'Brien Highway to include high quality pedestrian crossings and protected bicycle facilities*

Alewife bicycle/pedestrian bridge and commuter rail feasibility study

- *Initiate a feasibility and design study for a bicycle/pedestrian bridge and commuter rail station between the Alewife Quadrangle and Triangle to strengthen sustainable transportation infrastructure in a high-growth area*

ONGOING PROGRAMS, TASK FORCES, AND COMMISSIONS

Development review of commercial projects and residential projects

- *Coordinate Planning Board process and conduct design reviews of citywide development including both commercial (1.6 million sf) and residential (2,500 units) projects; examples include Millennium Pharmaceuticals building with ground floor retail, residential building at 240 Sidney Street, and residential project with ground floor retail at 10 Essex Street in Central Square; review projects for compliance with bicycle parking requirements*

Transportation Demand Management

- *Encourage changes in travel behavior to reduce the number of single occupant vehicle trips and toward more sustainable modes such as walking, bicycling, and transit through PTDM during development project review and CitySmart outreach and marketing initiative*

Concord-Alewife Stormwater Management Guidelines

- *Provides guidance for development/redevelopment projects in the Concord/Alewife area so that reasonable measures are taken in these projects to address flood control and water quality*

Hubway bikeshare expansion

- *Continued expansion of the Hubway bikeshare network in Cambridge*

Kendall Square Ecodistrict: district-scale collaborations and solutions

- *Initiated a public private partnership including MIT, Kendall Square Association, Cambridge Redevelopment Authority, and Kendall Square businesses to advance sustainability through district scale neighborhood projects; Received Barr Foundation Grant for K2 Ecodistrict Staff Member*

Energy efficiency upgrades and solar installations

- *Connect with residents about energy efficiency and solar energy assessments, which leads to energy efficiency upgrades and solar installations; support community partner, Home Energy Efficiency Team (HEET), in the Cambridge Race to Solar Challenge resulting in new solar installations*

Cambridge Compact for a Sustainable Future

- *To leverage the intellectual and entrepreneurial capacity of the business, nonprofit, education and municipal sectors to collectively address climate change at the local level and improve the quality of life and well-being of the community by considering nine key areas of collaboration such as energy efficiency, renewable energy, climate mitigation and adaptation, storm water management, and green tech innovation*

Public Disclosure of Building Energy Use

- *Introduced an ordinance to City Council requiring owners of larger buildings to track and report their annual energy use to the City and publically disclose the data, a key step in efforts to reduce Cambridge's greenhouse gas emissions; conduct ongoing data analysis to understand energy use patterns and trends in Cambridge, issue reports, and use the data in local energy planning*

Creation of new affordable rental and ownership housing

- *Finance and support the creation of new affordable rental and homeownership housing through new construction, conversion of non-residential structures or acquisition of market-rate residential buildings for conversion to affordable housing*

Preservation of existing affordable housing

- *Finance and support the preservation and revitalization of affordable rental units with expiring affordability restrictions*
- *Finance and support the revitalization and preservation of affordable rental units at-risk due to property's physical or financial needs*

Inclusionary Housing Program

- *Administer the Inclusionary Housing provisions of the Zoning Ordinance to create new affordable housing rental and ownership units in new market-rate residential buildings*

Homebuyer/Homeowner Assistance Programs

- *Provide assistance and support for first time homebuyers before, during, and after their purchase including:*
 - *Affordable Homeownership Units: access to the more than 500 City-assisted affordable homes available upon resale through CDD applicant pools;*
 - *Financial Assistance Program: financial assistance of up to 40% of purchase price to first-time buyers purchase their first home;*
 - *Downpayment and Closing Cost assistance: funds available for eligible buyers*
 - *Home Improvement Program: low-interest and/or deferred financing available to income-eligible owners to make needed home repairs and improvements*
 - *Homebuyer/Homeowner education: monthly FTHB workshops and periodic specialized classes on homeownership, credit/debt and budgeting, etc.*
 - *Individual Homebuying Counseling: one to one homebuying counseling available to FTHB workshop participants*

Inclusionary Rental Housing Program

- *Provide access through a single application to more than 600 affordable inclusionary rental units at more than 30 properties across the city*

Open Space Design and Planning

- *Completion of renovations to Hurley Park, Bishop Allen/Main Plaza and Elm/Hampshire Plaza and design of three new East Cambridge Parks to create new recreation options for people of all ages and physical abilities*

Community Engagement Team

- *Connect families to events and resources; leadership development; conduct targeted outreach to underserved families and populations*

Health equity programs

- *Partner with Cambridge Health Alliance, Community Engagement Team, and Metropolitan Area Planning Council to encourage health equity through Food and Fitness Policy Council and bike equity*

Job Skills Training for Youths

- *Host students and interns to conduct outreach, community engagement and urban planning supporting career skills and development; programs include Dream Careers Program, Mayor's Summer Youth Employment Program, YouthWorks Cambridge Job Program, and Mayor's Fall Youth Employment Program*

Earth Day, PARK(ing) Day, and other events

- *Coordinate community outreach to improve access to information, broaden public interaction, and offer varied opportunities to connect; Other events include Cambridge Science Festival, Employee Transportation Fairs, and outreach at the Main Public Library,*

Community Access to Healthy Foods

- *Work with the Food and Fitness Policy Council to broaden access to fresh, healthy food and fitness opportunities; programs include Cambridge Healthy Markets program*

Life Sciences and technology recruitment and expansion

- *Attend annual BIO conferences as part of continuing focus on life science sector and attend Venture Café events to promote the City's economic development services to innovation businesses*

Regional economic development initiatives

- *Launched a regional economic development initiative focused on the life sciences sector (Life Sciences Corridor)*

Cambridge Biomedical Careers Program

- *Oversee the Cambridge Biomedical Program, a partnership between the City of Cambridge and the Just-A-Start Corporation, providing ten Cambridge residents with an academic foundation in the biomedical science field*

Support and Training for Entrepreneurs

- *Assist entrepreneurs through technical assistance and educational workshops ranging from starting a business to social media; provide site searches for businesses relocating or moving into Cambridge; and provide resources for entrepreneurs including connections to co-working spaces and investment training through the Cambridge Entrepreneurship Assistance Program*

Interior Retail Programs

- *Foster interior and marketing improvements to assist Cambridge retailers by providing workshops, in-store consultations, and matching grants through Best Retail Practices Program; and providing financial resources to retail businesses seeking to increase accessibility inside their businesses through the Retail Interior Access Program*

Storefront Improvement Program with universal access

- *Provide technical and financial resources to Cambridge property owners or tenants seeking to renovate or restore commercial buildings to increase accessibility into storefronts and improve physical appearance of independent businesses*

Commercial and Development Data and Reporting

- *Implement annual Customer Intercept Survey of commercial districts. The survey reports what Cambridge residents and other area users want in their commercial districts to better understand the local market to help existing business owners and also to help property owners recruit potential businesses. Develop commercial district profiles, quarterly development log, survey of top 25 employers, as well as provide ongoing technical assistance to business associations.*

Harvard Square public space enhancement

- *Continued public process to develop recommendations for the public open space in the center of Harvard Square; published report in May 2014*

Expansion of bicycle parking

- *Install new bike racks and stalls in response to requests and planning in high-demand areas; incorporate bicycle parking facilities in street reconstruction project and development project review; developed revised bicycle parking zoning requirements*

Historical Commission

- *Regulatory review of state- or Federally-funded, licensed, or permitted projects, administration of historic districts and neighborhood conservation districts to ensure appropriate future development*

Early Childhood Task Force

- *Works to identify a range of possible options for coordination and expansion of early childhood services*

Income Insecurity Commission

- *Works to assess income insecurity in Cambridge, and to identify and improve services and make policy and budget recommendations to reduce the numbers of individuals and families struggling with income insecurity.*

Broadband Task Force

- *Works to examine options to increase competition, reduce pricing, and improve speed, reliability and customer service for both residents and businesses, and investigate scenarios for expanding access to broadband services, such as service to CHA properties.*

COMPLETED PROJECTS

Healthy Aging Project: Transit Access for Seniors

- *To engage seniors to assess existing and potential barriers to transit access (will be incorporated into Transit Strategic Plan)*

Play in the Public Realm guidebook

- *Created Play in the Public Realm Guidebook suggesting ways to make streets, walkways, plazas and other public spaces more playful, engaging, and welcoming to people of all ages*

Youth Engagement Task Force (YETF)

- *Initiative to broaden youth engagement in planning initiatives; partnering with the YETF created a youth engagement guidebook; also hosted "What is CDD Day" at Cambridge Rindge & Latin High School*

Grand Junction feasibility study and planning

- *Represent City interests and assist in accelerating the planning process for the Grand Junction Community Path project*

“Celebrate the Coast Initiative”

- *Launched “Celebrate the Coast Initiative” as part of the Western Avenue reconstruction to incorporate the rich history and stores of the neighborhood into a permanent commemorative installation*

SECTION II. - INSTRUCTIONS TO APPLICANTS

Required Submissions

Each proposal must contain, at minimum, the following documents:

1. DSB2014-Form 1;
2. Resumes of all persons participating in the RFQ, including, but not limited to, the principals and sub-consultants who will be working on the Project with a brief description of their respective responsibility(ies) on this Project; key team members and level and nature of involvement with the project; past experiences working together.
3. Statement of project understanding and description of team's approach to the project. This includes structure and staging of the planning process, proposed process timeline, and indication of critical methodologies and tools.
4. A list of at least three (3) entities, of which two must be in the public sector, for which you have conducted similar design services. Please include the name and telephone number of the contact person at each, the year of the contract, and the nature of the project. These contacts shall serve as references. Also, include no less than three personal references of the key members assigned to the project, also from former clients. Such references will be used to determine an offeror's responsibility. The City reserves the right to use itself as a reference.
5. a signed Truth in Negotiations Certificate;
6. a completed CORI form and;
7. a signed Anti Collusion/Tax Compliance Form.

Submission of the Proposal

One (1) original proposal (marked "ORIGINAL") and eight (8) of copies of the proposal in a sealed package marked "*File No 6848, RFQ CITY WIDE PLANNING*" must be delivered to Amy L. Witts, Purchasing Agent, City of Cambridge Purchasing Department, 795 Massachusetts Avenue, Third Floor, Cambridge, MA 02139 no later than 11:00 AM, Thursday, June 25, 2015. It is the responsibility of the applicant to insure that delivery is made in a proper and timely fashion. Any proposals received after such time will not be accepted, unless this date and time have been changed by addendum. Delivery to any other office or department does not constitute compliance with this paragraph. **There should be no mention of a fee or price in the proposal. Any mention of a fee or price will result in rejection of the proposal.**

Questions and Clarifications

Any questions or requests for clarification must be either submitted in writing to **Amy L. Witts, Purchasing Agent**, Cambridge City Hall, 795 Massachusetts Avenue, Cambridge, Massachusetts or faxed to 617-349-4008, no later than 11:00 a.m. on **MONDAY, JUNE 15, 2015**.

An Addendum will be posted to the Purchasing website with clarifications or answers to the questions. It is the responsibility of the offeror to check the websites for Addenda.

Correction, Modification or Withdrawal of Proposal

Prior to the deadline for receipt of proposals, an applicant may correct, modify, or withdraw its proposal by making the request in writing. All corrections, modifications, or withdrawals must be delivered to the Purchasing Department in a sealed envelope with a notation on the envelope indicating the title of the project, the deadline for the receipt of the proposals and a notation that the envelope contains a correction, modification, or withdrawal of the original proposal submitted for the particular project.

Additional Information Regarding the Project-Additional information with regard to the project may be attached hereto. Any such information is deemed incorporated herein and made a part hereof.

Duration of Proposal

A proposal will remain in effect for a period of ninety (90) calendar days from the deadline for submission of proposals, until it is formally withdrawn according to the procedures set forth herein, a contract is executed, or this RFQ is cancelled, whichever occurs first. The City reserves the right to reject any and all proposals, or portions thereof.

Selection Process

All proposals will be reviewed by the Designer Selection Committee ("the Committee"). The Committee will select a minimum of **Three (3)** applicants to be interviewed. The Purchasing Agent will notify all applicants of the names of the applicants selected for interviews.

The applicants chosen for interviews will be notified, either by mail, email, or telephone, of the date, time and place for their interviews and any other pertinent information related thereto.

Within a reasonable period of time after the last interview, the Committee will forward to the City Manager its recommendation of the final ranking of the short-listed applicants. The City Manager may, at his sole discretion, interview any of the finalists.

The City Manager may accept or reject the ranking. The applicant selected by the City Manager will be notified either by mail, email, or telephone of the selection. The selected applicant will submit a proposal along with a fee to the Purchasing Agent. Negotiations will commence thereafter, until an acceptable fee has been reached. In the event negotiations are unsuccessful, the City will request the second ranked finalist, then if necessary the third ranked finalist, to submit a proposal in the same manner as for the first ranked finalist. In the unlikely event negotiations are unsuccessful with the three top finalists, the City may re-advertise the RFQ or may select additional finalists from the original pool of applicants.

Once successful negotiations have concluded, the City will prepare the contract and submit it to the successful applicant for signature. Upon receipt of three (3) original executed contracts and all other required documents, the City will have the contracts signed by City officials, returning one original to the successful applicant.

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

Living Wage Requirements

The City of Cambridge has a Living Wage Requirement that establishes minimum hourly rates for all Personnel that work on any City contract. The City of Cambridge's Living Wage as of March 1, 2015 is \$14.95 per hour. The Living Wage Requirements are attached.

SECTION III: EVALUATION OF THE OFFEROR'S QUALIFICATIONS

- 1. Proposals:** Each offeror must submit a written proposal in response to this RFQ, which includes full and clear descriptions of the evaluation criteria outlined in Section IV below as well as all required submissions as outlined in Section II. The Designer Selection Committee will evaluate each proposal based on the evaluation criteria.
- 2. Price Proposal (Should not be included with proposal submitted in response to this RFQ):** Price will not be considered when evaluating proposals submitted in response to this RFQ. After the finalists have been ranked, the City will enter into price negotiations with the first ranked offeror(s).
- 3. References:** References will be contacted to determine if the offeror is responsive and responsible. References will be asked about their overall impression of the offeror, quality of work performed, and the timeliness of the work. The City reserves the right to use itself as a reference to determine the responsibility of a vendor.
- 4. Interviews:** The Designer Selection Committee may interview a minimum of three (3) finalists to determine if the offerors are responsive and responsible, and meet the needs of the City. Offerors should therefore be prepared to travel to Cambridge for this interview, which should include the Team Leader and additional key personnel who will be working on projects on a day-to-day basis. The City will not assume any travel costs related to these interviews. A public presentation to the Cambridge community will be included as part of the interview and review process.
- 5. Award of Contract:** The City may award a contract to the offeror receiving the highest rank by the Designer Selection Committee.

SECTION IV: PROPOSAL EVALUATION CRITERIA

The Designer Selection Committee will evaluate the merits of each proposal in order to determine if interviews are necessary and if so to determine which offerors to interview. If interviews are conducted a minimum of three (3) offerors will be chosen to interview. Proposals will be evaluated on the following:

- 1. Experience:** as demonstrated by the proposed project team in successfully completing similar projects as outlined in the scope of services for public sector clients.
- 2. Quality of work:** as determined by information on other projects on which the firm 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.

3. **Professional qualifications:** The Project Team has the requisite knowledge and experience as outlined in Section I - Project Team and to carry out the work outlined in the Scope of Services. In addition, the relevant personnel on the team have the professional licenses required to execute this project.
4. **Quality of references:** The consultant should provide at least (3) three references who should be able to comment substantively and positively on their experiences with the Project Team. The City reserves the right to use itself as a reference.
5. **Capacity and Timeliness:** The Project Team appears to have the capacity to undertake this project in a timely manner.
6. **Responsiveness to Scope of Services.** The Project Team has demonstrated that it understands the requirements of the scope and has proposed a strategy for carrying out the work effectively.

Commonwealth of Massachusetts Standard Designer Application Form for Municipalities and Public Agencies not within DSB Jurisdiction (Updated May 2014)	1. Project Name/Location For Which Firm Is Filing:		2. Project #																																																																																																	
			This space for use by Awarding Authority only.																																																																																																	
3a. Firm (Or Joint-Venture) - Name and Address Of Primary Office To Perform The Work:		3e. Name Of Proposed Project Manager: For Study: (if applicable) For Design: (if applicable)																																																																																																		
3b. Date Present and Predecessor Firms Were Established:		3f. Name and Address Of Other Participating Offices Of The Prime Applicant, If Different From Item 3a Above:																																																																																																		
3c. Federal ID #:		3g. Name and Address Of Parent Company, If Any:																																																																																																		
3d. Name and Title Of Principal-In-Charge Of The Project (MA Registration Required): <div style="display: flex; justify-content: space-between;"> Email Address: Fax No.: </div>		3h. Check Below If Your Firm Is Either: (1) SDO Certified Minority Business Enterprise (MBE) <input type="checkbox"/> (2) SDO Certified Woman Business Enterprise (WBE) <input type="checkbox"/> (3) SDO Certified Minority Woman Business Enterprise (M/WBE) <input type="checkbox"/>																																																																																																		
4. Personnel From Prime Firm Included In Question #3a Above By Discipline (List Each Person Only Once, By Primary Function -- Average Number Employed Throughout The Preceding 6 Month Period. Indicate Both The Total Number In Each Discipline And, Within Brackets, The Total Number Holding Massachusetts Registrations):																																																																																																				
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">Admin. Personnel</td> <td style="width: 10%;">_____</td> <td style="width: 10%;">(_____)</td> <td style="width: 20%;">Ecologists</td> <td style="width: 10%;">_____</td> <td style="width: 10%;">(_____)</td> <td style="width: 20%;">Licensed Site Profs.</td> <td style="width: 10%;">_____</td> <td style="width: 10%;">(_____)</td> <td style="width: 10%;">Other</td> <td style="width: 10%;">_____</td> <td style="width: 10%;">(_____)</td> </tr> <tr> <td>Architects</td> <td>_____</td> <td>(_____)</td> <td>Electrical Engrs.</td> <td>_____</td> <td>(_____)</td> <td>Mechanical Engrs.</td> <td>_____</td> <td>(_____)</td> <td>_____</td> <td>_____</td> <td>(_____)</td> </tr> <tr> <td>Acoustical Engrs.</td> <td>_____</td> <td>(_____)</td> <td>Environmental Engrs.</td> <td>_____</td> <td>(_____)</td> <td>Planners: Urban./Reg.</td> <td>_____</td> <td>(_____)</td> <td>_____</td> <td>_____</td> <td>(_____)</td> </tr> <tr> <td>Civil Engrs.</td> <td>_____</td> <td>(_____)</td> <td>Fire Protection Engrs.</td> <td>_____</td> <td>(_____)</td> <td>Specification Writers</td> <td>_____</td> <td>(_____)</td> <td>_____</td> <td>_____</td> <td>(_____)</td> </tr> <tr> <td>Code Specialists</td> <td>_____</td> <td>(_____)</td> <td>Geotech. Engrs.</td> <td>_____</td> <td>(_____)</td> <td>Structural Engrs.</td> <td>_____</td> <td>(_____)</td> <td>_____</td> <td>_____</td> <td>(_____)</td> </tr> <tr> <td>Construction Inspectors</td> <td>_____</td> <td>(_____)</td> <td>Industrial Hygienists</td> <td>_____</td> <td>(_____)</td> <td>Surveyors</td> <td>_____</td> <td>(_____)</td> <td>_____</td> <td>_____</td> <td>(_____)</td> </tr> <tr> <td>Cost Estimators</td> <td>_____</td> <td>(_____)</td> <td>Interior Designers</td> <td>_____</td> <td>(_____)</td> <td></td> <td>_____</td> <td>(_____)</td> <td>_____</td> <td>_____</td> <td>(_____)</td> </tr> <tr> <td>Drafters</td> <td>_____</td> <td>(_____)</td> <td>Landscape Architects</td> <td>_____</td> <td>(_____)</td> <td></td> <td>_____</td> <td>(_____)</td> <td>Total</td> <td>_____</td> <td>(_____)</td> </tr> </table>					Admin. Personnel	_____	(_____)	Ecologists	_____	(_____)	Licensed Site Profs.	_____	(_____)	Other	_____	(_____)	Architects	_____	(_____)	Electrical Engrs.	_____	(_____)	Mechanical Engrs.	_____	(_____)	_____	_____	(_____)	Acoustical Engrs.	_____	(_____)	Environmental Engrs.	_____	(_____)	Planners: Urban./Reg.	_____	(_____)	_____	_____	(_____)	Civil Engrs.	_____	(_____)	Fire Protection Engrs.	_____	(_____)	Specification Writers	_____	(_____)	_____	_____	(_____)	Code Specialists	_____	(_____)	Geotech. Engrs.	_____	(_____)	Structural Engrs.	_____	(_____)	_____	_____	(_____)	Construction Inspectors	_____	(_____)	Industrial Hygienists	_____	(_____)	Surveyors	_____	(_____)	_____	_____	(_____)	Cost Estimators	_____	(_____)	Interior Designers	_____	(_____)		_____	(_____)	_____	_____	(_____)	Drafters	_____	(_____)	Landscape Architects	_____	(_____)		_____	(_____)	Total	_____	(_____)
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5. Has this Joint-Venture previously worked together? <input type="checkbox"/> Yes <input type="checkbox"/> No																																																																																																				

6. List **ONLY** Those Prime And Sub-Consultant Personnel Specifically Requested In The Advertisement. This Information Should Be Presented Below In The Form Of An Organizational Chart. Include Name Of Firm And Name Of The One Person In Charge Of The Discipline, With Mass. Registration Number, As Well As MBE/WBE Status, If Applicable:

```
graph TD; A[CITY/TOWN / AGENCY] --> B[Prime Consultant  
Principal-In-Charge]; A -.-> C[Project Manager for Study]; A -.-> D[Project Manager for Design]; B --> E1[Discipline  
(from advertisement)  
Name Of Firm  
Person In Charge Of Discipline  
Mass. Registr. #  
MBE/WBE Certified (If Applicable)]; B --> E2[Discipline  
(from advertisement)  
Name Of Firm  
Person In Charge Of Discipline  
Mass. Registr. #  
MBE/WBE Certified (If Applicable)]; B --> E3[Discipline  
(from advertisement)  
Name Of Firm  
Person In Charge Of Discipline  
Mass. Registr. #  
MBE/WBE Certified (If Applicable)]; B --> E4[Discipline  
(from advertisement)  
Name Of Firm  
Person In Charge Of Discipline  
Mass. Registr. #  
MBE/WBE Certified (If Applicable)];
```

The organizational chart is structured as follows:

- CITY/TOWN / AGENCY** (Top Level)
 - Prime Consultant** (Principal-In-Charge) (Second Level)
 - Project Manager for Study** (Third Level)
 - Project Manager for Design** (Third Level)
 - Discipline (from advertisement)** (Fourth Level)
 - Name Of Firm
 - Person In Charge Of Discipline
 - Mass. Registr. #
 - MBE/WBE Certified (If Applicable)
 - Discipline (from advertisement)** (Fourth Level)
 - Name Of Firm
 - Person In Charge Of Discipline
 - Mass. Registr. #
 - MBE/WBE Certified (If Applicable)
 - Discipline (from advertisement)** (Fourth Level)
 - Name Of Firm
 - Person In Charge Of Discipline
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 - Name Of Firm
 - Person In Charge Of Discipline
 - Mass. Registr. #
 - MBE/WBE Certified (If Applicable)

7. Brief Resume of ONLY those Prime Applicant and Sub-Consultant personnel requested in the Advertisement. <u>Include Resumes of Project Managers</u> . Resumes should be consistent with the persons listed on the Organizational Chart in Question # 6. Additional sheets should be provided only as required for the number of Key Personnel requested in the Advertisement and they must be in the format provided. By including a Firm as a Sub-Consultant, the Prime Applicant certifies that the listed Firm has agreed to work on this Project, should the team be selected.	
a. Name and Title Within Firm:	a. Name and Title Within Firm:
b. Project Assignment:	b. Project Assignment:
c. Name and Address Of Office In Which Individual Identified In 7a Resides: MBE <input type="checkbox"/> WBE <input type="checkbox"/>	c. Name and Address Of Office In Which Individual Identified In 7a Resides: MBE <input type="checkbox"/> WBE <input type="checkbox"/>
d. Years Experience: With This Firm: _____ With Other Firms: _____	d. Years Experience: With This Firm: _____ With Other Firms: _____
e. Education: Degree(s) /Year/Specialization	e. Education: Degree(s) /Year/Specialization
f. Active Registration: Year First Registered/Discipline/Mass Registration Number	f. Active Registration: Year First Registered/Discipline/Mass Registration Number
g. Current Work Assignments and Availability For This Project:	g. Current Work Assignments and Availability For This Project:
h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):	h. Other Experience and Qualifications Relevant To The Proposed Project: (Identify Firm By Which Employed, If Not Current Firm):

8a. Current and Relevant Work By Prime Applicant Or Joint-Venture Members. Include <u>ONLY</u> Work Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (List Up To But Not More Than 5 Projects).					
a. Project Name And Location Principal-In-Charge	b. Brief Description Of Project And Services (Include Reference To Relevant Experience)	c. Client's Name, Address And Phone Number (Include Name Of Contact Person)	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee for Work for Which Firm Was Responsible
(1)					
(2)					
(3)					
(4)					
(5)					

8b. List Current and Relevant Work By Sub-Consultants Which Best Illustrates Current Qualifications In The Areas Listed In The Advertisement (Up To But Not More Than 5 Projects For Each Sub-Consultant). Use Additional Sheets Only As Required For The Number Of Sub-Consultants Requested In The Advertisement.					
Sub-Consultant Name:					
a. Project Name and Location Principal-In-Charge	b. Brief Description Of Project and Services (Include Reference To Relevant Experience	c. Client's Name, Address And Phone Number. Include Name Of Contact Person	d. Completion Date (Actual Or Estimated)	e. Project Cost (In Thousands)	
				Construction Costs (Actual, Or Estimated If Not Completed)	Fee For Work For Which Firm Was/Is Responsible
(1)					
(2)					
(3)					
(4)					
(5)					

9. List All Projects Within The Past 5 Years For Which Prime Applicant Has Performed, Or Has Entered Into A Contract To Perform, Any Design Services For All Public Agencies Within The Commonwealth.					
# of Total Projects:		# of Active Projects:	Total Construction Cost (In Thousands) of Active Projects (excluding studies):		
Role P, C, JV *	Phases St., Sch., D.D., C.D., A.C.*	Project Name, Location and Principal-In-Charge	Awarding Authority (Include Contact Name and Phone Number)	Construction Costs (In Thousands) (Actual, Or Estimated If Not	Completion Date (Actual or Estimated) (R)Renovation or (N)New
		1.			
		2.			
		3.			
		4.			
		5.			
		6.			
		7.			
		8.			
		9.			
		10.			
		11.			
		12.			

* P = Principal; C = Consultant; JV = Joint Venture; St. = Study; Sch. = Schematic; D.D. = Design Development; C.D. = Construction Documents; A.C. = Administration of Contract

10.	Use This Space To Provide Any Additional Information Or Description Of Resources Supporting The Qualifications Of Your Firm And That Of Your Sub-Consultants For The Proposed Project. If Needed, Up To Three, Double-Sided 8 ½" X 11" Supplementary Sheets Will Be Accepted. <u>APPLICANTS ARE ENCOURAGED TO RESPOND SPECIFICALLY IN THIS SECTION TO THE AREAS OF EXPERIENCE REQUESTED IN THE ADVERTISEMENT.</u>																																
Be Specific – No Boiler Plate																																	
11.	Professional Liability Insurance: <table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Name of Company</td> <td style="width: 30%;">Aggregate Amount</td> <td style="width: 30%;">Policy Number</td> <td style="width: 10%;">Expiration Date</td> </tr> </table>	Name of Company	Aggregate Amount	Policy Number	Expiration Date																												
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12.	Have monies been paid by you, or on your behalf, as a result of Professional Liability Claims (in any jurisdiction) occurring within the last 5 years and in excess of \$50,000 per incident? Answer YES or NO . If YES, please include the name(s) of the Project(s) and Client(s), and an explanation (attach separate sheet if necessary).																																
13.	Name Of Sole Proprietor Or Names Of All Firm Partners and Officers: <table style="width: 100%; border: none;"> <tr> <td style="width: 20%;">Name</td> <td style="width: 15%;">Title</td> <td style="width: 15%;">MA Reg #</td> <td style="width: 15%;">Status/Discipline</td> <td style="width: 20%;">Name</td> <td style="width: 15%;">Title</td> <td style="width: 15%;">MA Reg #</td> <td style="width: 15%;">Status/Discipline</td> </tr> <tr> <td>a.</td> <td></td> <td></td> <td></td> <td>d.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>b.</td> <td></td> <td></td> <td></td> <td>e.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>c.</td> <td></td> <td></td> <td></td> <td>f.</td> <td></td> <td></td> <td></td> </tr> </table>	Name	Title	MA Reg #	Status/Discipline	Name	Title	MA Reg #	Status/Discipline	a.				d.				b.				e.				c.				f.			
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b.				e.																													
c.				f.																													
14.	If Corporation, Provide Names Of All Members Of The Board Of Directors: <table style="width: 100%; border: none;"> <tr> <td style="width: 20%;">Name</td> <td style="width: 15%;">Title</td> <td style="width: 15%;">MA Reg #</td> <td style="width: 15%;">Status/Discipline</td> <td style="width: 20%;">Name</td> <td style="width: 15%;">Title</td> <td style="width: 15%;">MA Reg #</td> <td style="width: 15%;">Status/Discipline</td> </tr> <tr> <td>a.</td> <td></td> <td></td> <td></td> <td>d.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>b.</td> <td></td> <td></td> <td></td> <td>e.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>c.</td> <td></td> <td></td> <td></td> <td>f.</td> <td></td> <td></td> <td></td> </tr> </table>	Name	Title	MA Reg #	Status/Discipline	Name	Title	MA Reg #	Status/Discipline	a.				d.				b.				e.				c.				f.			
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15.	Names Of All Owners (Stocks Or Other Ownership): <table style="width: 100%; border: none;"> <tr> <td style="width: 20%;">Name And Title</td> <td style="width: 15%;">% Ownership</td> <td style="width: 15%;">MA. Reg.#</td> <td style="width: 15%;">Status/Discipline</td> <td style="width: 20%;">Name And Title</td> <td style="width: 15%;">% Ownership</td> <td style="width: 15%;">MA. Reg.#</td> <td style="width: 15%;">Status/Discipline</td> </tr> <tr> <td>a.</td> <td></td> <td></td> <td></td> <td>d.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>b.</td> <td></td> <td></td> <td></td> <td>e.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>c.</td> <td></td> <td></td> <td></td> <td>f.</td> <td></td> <td></td> <td></td> </tr> </table>	Name And Title	% Ownership	MA. Reg.#	Status/Discipline	Name And Title	% Ownership	MA. Reg.#	Status/Discipline	a.				d.				b.				e.				c.				f.			
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a.				d.																													
b.				e.																													
c.				f.																													
16.	I hereby certify that the undersigned is an Authorized Signatory of Firm and is a Principal or Officer of Firm. I further certify that this firm is a "Designer", as that term is defined in Chapter 7C, Section 44 of the General Laws, or that the services required are limited to construction management or the preparation of master plans, studies, surveys, soil tests, cost estimates or programs. The information contained in this application is true, accurate and sworn to by the undersigned under the pains and penalties of perjury. <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Submitted by (Signature) _____</td> <td style="width: 50%;">Printed Name and Title _____ Date _____</td> </tr> </table>	Submitted by (Signature) _____	Printed Name and Title _____ Date _____																														
Submitted by (Signature) _____	Printed Name and Title _____ Date _____																																

**CITY OF CAMBRIDGE
REQUEST FOR PROPOSALS
ANTI-COLLUSION/ TAX COMPLIANCE STATEMENT**

The undersigned certifies under penalty of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any person. As used in this certification, "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity or group of individuals.

As required by M.G.L. Chapter 62C, Section 49A, the undersigned further certifies under penalty of perjury that the bidder has complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support".

Signature

Name and title of person signing proposal

Date

Name of business

Address

RETURN THIS FORM WITH YOUR PROPOSAL

CITY OF CAMBRIDGE

**DESIGNER'S/ENGINEER'S OR CONSTRUCTION MANAGER'S
TRUTH-IN-NEGOTIATIONS CERTIFICATE**

For Negotiated Fees

The undersigned hereby certifies under the penalties of perjury that the wage rates and other costs used to support its compensation are accurate, complete and current at the time of contracting.

The undersigned agrees that the original contract price and any additions to the contract may be adjusted within one year of completion of the contract to exclude any significant amounts if the City determines that the fee was increased by such amounts due to inaccurate, incomplete or noncurrent wage rates or other costs.

BY: _____

Name and Title: _____

Project: _____

Date: _____

Reference: M.G.L. c. 7, §38H(b)

RETURN THIS FORM WITH YOUR PROPOSAL

CORI COMPLIANCE FORM

Persons and businesses supplying goods and/or services to the City of Cambridge (“Vendors”), who are required by law to perform CORI checks, are further required by Section 2.112.060 of the Cambridge Municipal Code to employ fair policies, practices and standards relating to the screening and identification of persons with criminal backgrounds through the CORI system. Such Vendors, when entering into contracts with the City of Cambridge, must affirm that their policies, practices and standards regarding CORI information are consistent with the policies, practices and standards employed by the City of Cambridge as set forth in the City of Cambridge CORI Policy (“CORI Policy”) attached hereto.

CERTIFICATION

The undersigned certifies under penalties of perjury that the Vendor employs CORI related policies, practices and standards that are consistent with the provisions of the attached CORI Policy. **All Vendors must check one of the three lines below.**

1. _____ CORI checks are not performed on any Applicants.
2. _____ CORI checks are performed on some or all Applicants. The Vendor, by affixing a signature below, affirms under penalties of perjury that its CORI policies, practices and standards are consistent with the policies, practices and standards set forth in the attached CORI Policy.
3. _____ CORI checks are performed on some or all Applicants. The Vendor’s CORI policies, practices and standards are not consistent with the attached CORI Policy. Please explain on a separate sheet of paper.

(Typed or printed name of person
signing quotation, bid or Proposal)

Signature

(Name of Business)

NOTE:

The City Manager, in his sole discretion may grant a waiver to any Vendor on a contract by contract basis.

Instructions for Completing CORI Compliance Form:

A Vendor should not check Line 1 unless it performs NO CORI checks on ANY applicant. A Vendor who checks Line 2 certifies that the Vendor’s CORI policy conforms to the policies, practices and standards set forth in the City’s CORI Policy. A Vendor with a CORI policy that does NOT conform to the City’s CORI Policy must check Line 3 and explain the reasons for its nonconformance in writing. Vendors, who check Line 3, will not be permitted to enter into contracts with the City, absent a waiver by the City Manager.

RETURN THIS FORM WITH YOUR PROPOSAL

ORDINANCE NUMBER 1312

Final Publication Number 3155. First Publication in the Chronicle on December 13, 2007.

City of Cambridge

In the Year Two Thousand and Eight

AN ORDINANCE

In amendment to the Ordinance entitled “Municipal Code of the City of Cambridge”

Be it ordained that Cambridge Municipal Code Chapter 2.112 is hereby amended by adding a new Section 2.112.060 entitled “CORI Screening by Vendors of the City of Cambridge” as follows:

Adding after Section 2.112.050 the following new sections:

SECTION 2.112.060

CORI SCREENING BY VENDORS OF THE CITY OF CAMBRIDGE

Sections:

2.112.061 Purpose

2.112.062 Definitions

2.112.063 CORI-Related Standards of the City of Cambridge

2.112.064 Waiver

2.112.065 Applicability

2.112.061 Purpose

These sections are intended to ensure that the persons and businesses supplying goods and/or services to the City of Cambridge deploy fair policies relating to the screening and identification of persons with criminal backgrounds through the CORI system.

2.112.062 Definitions

Unless specifically indicated otherwise, these definitions shall apply and control.

Awarding Authority means the City of Cambridge Purchasing Agent or designee.

Vendor means any vendor, contractor, or supplier of goods and/or services to the City of Cambridge.

2.112.063 CORI-Related Standards of the City of Cambridge

The City of Cambridge employs CORI-related policies, practices and standards that are fair to all persons involved and seeks to do business with vendors that have substantially similar policies, practices and standards. The City of Cambridge will do business only with vendors who, when required by law to perform CORI checks, employ CORI-related policies, practices, and standards that are consistent with policies, practices and standards employed by the City of Cambridge. The awarding authority shall consider any vendor's deviation from policies, practices and standards employed by the City of Cambridge as grounds for rejection, rescission, revocation, or any other termination of the contract.

2.112.064 Waiver

The City Manager may grant a waiver to anyone who or which has submitted a request for waiver if it is objectively reasonable; and the City Manager, or a delegate, shall report promptly in writing to the City Council all action taken with respect to every request for a waiver and the reasons for the decision.

2.112.065 Applicability

If any provision of these sections imposes greater restrictions or obligations than those imposed by any other general law, special law, regulation, rule, ordinance, order, or policy then the provisions of these sections shall control.

In City Council January 28, 2008.
Passed to be ordained by a ye and nay vote:-
Yeas 9; Nays 0; Absent 0.
Attest:- D. Margaret Drury, City Clerk.

A true copy;

ATTEST:-

D. Margaret Drury
City Clerk

City of Cambridge CORI Policy

1. Where Criminal Offender Record Information (CORI) checks are part of a general background check for employment or volunteer work, the following practices and procedures will generally be followed.
2. CORI checks will only be conducted as authorized by Criminal History Systems Board (CHSB). All applicants will be notified that a CORI check will be conducted. If requested, the applicant will be provided with a copy of the CORI policy.
3. An informed review of a criminal record requires adequate training. Accordingly, all personnel authorized to review CORI in the decision-making process will be thoroughly familiar with the educational materials made available by the CHSB.
4. Prior to initiating a CORI check, the City will review the qualifications of the applicant to determine if the applicant is otherwise qualified for the relevant position. The City will not conduct a CORI check on an applicant that is not otherwise qualified for the relevant position.
5. Unless otherwise provided by law, a criminal record will not automatically disqualify an applicant. Rather, determination of suitability based on CORI checks will be made consistent with this policy and any applicable law or regulations.
6. If a criminal record is received from CHSB, the authorized individual will closely compare the record provided by CHSB with the information on the CORI request form and any other identifying information provided by the applicant, to ensure the record relates to the applicant.
7. If, in receiving a CORI report, the City receives information it is not authorized to receive (e.g. cases with dispositions such as not guilty or dismissal, in circumstances where the City is only authorized to receive convictions or case-pending information), the City will inform the applicant and provide the applicant with a copy of the report and a copy of CHSB's *Information Concerning the Process in Correcting a Criminal Record* so that the applicant may pursue correction with the CHSB.
8. If the City of Cambridge is planning to make an adverse decision based on the results of the CORI check, the applicant will be notified immediately. The applicant shall be provided with a copy of the criminal record and the City's CORI policy, advised of the part(s) of the record that make the individual unsuitable for the position and given an opportunity to dispute the accuracy and relevance of the CORI record.
9. Applicants challenging the accuracy of the criminal record shall be provided a copy of CHSB's *Information Concerning the Process in Correcting a Criminal Record*. If the CORI record provided does not exactly match the identification information provided by the applicant, the City of Cambridge will make a determination based on a comparison of the CORI record and documents provided by the applicant. The City of Cambridge may contact CHSB and request a detailed search consistent with CHSB policy.
10. If the City of Cambridge reasonably believes the record belongs to the applicant and is accurate, then the determination of suitability for the position will be made. Unless otherwise provided by law, factors considered in determining suitability may include, but not be limited to the following:
 - (a) Relevance of the crime to the position sought;
 - (b) The nature of the work to be performed;
 - (c) Time since the conviction;
 - (d) Age of the candidate at the time of offense;
 - (e) Seriousness and specific circumstances of the offense;

- (f) The number of offenses;
 - (g) Whether the applicant has pending charges;
 - (h) Any relevant evidence of rehabilitation or lack thereof;
 - (i) Any other relevant information, including information submitted by the candidate or requested by the City.
11. The Personnel Department will assist affected departments, in assessing the suitability of candidates in accordance with paragraph 10 a through i above, to ensure consistency, fairness, and protection of employment opportunities and the public interest.
12. The City of Cambridge will notify the applicant of the decision and the basis of the decision in a timely manner.
13. CORI information shall not be disseminated or shared with any unauthorized employees or other, but shall be maintained in confidence consistent with the obligations of law.

Revised May 5, 2007

Chapter 2.121

LIVING WAGE ORDINANCE

Sections:

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2.121.010 Title and Purpose.

This Chapter shall be known as the "Cambridge Living Wage Ordinance". The purpose of this ordinance is to assure that employees of the City of Cambridge and employees of City contractors, subcontractors and beneficiaries of tax abatements, loans, grants, subsidies and other assistance provided by the City earn an hourly wage that is needed to support a family of four.

2.121.020 Definitions.

For the purposes of this ordinance, the term:

(a) **"Applicable Department"** means the Personnel Department for employees of the City of Cambridge, the Purchasing Department, with the advice and assistance of the appropriate department which receives the services, for Covered Employers who contract or subcontract with the City of Cambridge, the School Department for employees, contractors and subcontractors of the School Department, and the City Manager's Office for any other Person who is a Beneficiary of assistance other than a contract or subcontract.

(b) **"Assistance"** means:

(1) any grant, loan, tax incentive, bond financing, subsidy, or other form of assistance valued at least \$10,000 that an employer receives by or through the authority or approval of the City of Cambridge, including, but not limited to, c. 121A tax abatements, industrial development bonds, Community Development Block Grant (CDBG) loans and grants, Enterprise Zone designations awarded after the effective date of this Chapter, and the lease of city owned land or buildings below market value; and

(2) any service contract, as defined herein, of at least \$10,000 with the City of Cambridge that is made with an employer to provide services pursuant to G.L.c. 30B or other public procurement laws, awarded, renegotiated or renewed after the effective date of this Chapter.

(3) any service subcontract, as defined herein, of at least \$10,000.

(c) **"Beneficiary"** means:

- (1) any person who is a recipient of Assistance;
- (2) any company or person that is a tenant or sub-tenant, leaseholder or sub-leaseholder of a recipient of Assistance, provided that said company or person employs at least 25 persons and occupies property or uses equipment or property that is improved or developed as a result of Assistance, after the effective date of this Chapter; and

(d) **"Covered Employer"** means the City of Cambridge or a Beneficiary of Assistance.

(e) **"Covered Employee"** means:

- (1) a person employed by the City of Cambridge except for persons in those positions listed in Section 2.121.040(j) of this ordinance; and
- (2) a person employed by a Covered Employer, or a person employed by an independent contractor doing business with a Covered Employer, who would directly expend any of his or her time on the activities funded by the contract or the activities for which the Beneficiary received the Assistance, except for persons in those positions listed in Section 2.121.040(j) of this ordinance..

(f) **"Living Wage"** has the meaning stated in Section 2.121.030.

(g) **"Person"** means one or more of the following or their agents, employees, servants, representatives, and legal representatives: individuals, corporations, partnerships, joint ventures, associations, labor organizations, educational institutions, mutual companies, joint-stock companies, trusts, unincorporated organizations, trustees, trustees in bankruptcy, receivers, fiduciaries, and all other entities recognized at law by the Commonwealth of Massachusetts.

(h) **"Service Contract"** means a contract let to a contractor by the City of Cambridge for the furnishing of services, to or for the City, except contracts where services are incidental to the delivery of products, equipment or commodities. A contract for the purchase or lease of goods, products, equipment, supplies or other property is not a "service contract" for the purposes of this definition.

(i) **"Service Subcontract"** means a subcontract primarily for the furnishing of services, to or for a recipient of Assistance, except where services are incidental to the delivery of products, equipment or commodities. A contract for the purchase or lease of goods, products, equipment, supplies or other property is not a "service subcontract" for the purposes of this definition.

2.121.030 Living Wage.

(a) **Applicability.** Covered Employers shall pay no less than the Living Wage to their employees.

(b) **Amount of wage.** The Living Wage shall be calculated on an hourly basis and shall be no less than \$10.00, subject to adjustment as provided herein. The Living Wage shall be upwardly adjusted each year no later than March first in proportion to the increase at the immediately preceding December 31 over the year earlier level of the Annual Average Consumer Price Index for All Urban Consumers (CPI -U) Boston-Lawrence-Salem, MA - NH, as published by the Bureau of Labor Statistics, United States Department of Labor applied to \$10.00.

(c) **No reduction in collective bargaining wage rates.** Nothing in this Chapter shall be read to require or authorize any beneficiary to reduce wages set by a collective bargaining agreement.

(d) Cuts in non-wage benefits prohibited. No Beneficiary will fund wage increases required by this Chapter, or otherwise respond to the provisions of this Chapter, by reducing the health, insurance, pension, vacation, or other non-wage benefits of any of its employees.

**2.121.040 Waivers and
 Exceptions.**

(a) Waivers. A Covered Employer may request that the City Manager grant a partial or whole waiver to the requirements of this Chapter.

(b) General Waivers. Waivers may be granted where application of this Chapter to a particular form of Assistance is found by the City Solicitor to violate a specific state or federal statutory, regulatory or constitutional provision or provisions, and the City Manager approves the waiver on that basis.

(c) Hardship Waivers for certain not-for-profit employers. An employer, who has a contract with the City of Cambridge which is not subject to the provisions of G.L. c. 30B, may apply to the City Manager for a specific waiver where payment of the Living Wage by a not-for-profit Covered Employer would cause a substantial hardship to the Covered Employer.

(d) Chapter 30B contract waivers. Prior to issuing an invitation to bids for a procurement contract subject to the provisions of G.L. c. 30B, any Applicable Department may apply to the City Manager for a waiver of the application of the Living Wage to the contract where payment of the Living Wage by a Covered Employer would make it inordinately expensive for the City to contract for the services or would result in a significant loss of services, because the contracted work cannot be segregated from the other work of the Covered Employer.

(e) General Waiver Request Contents. All General Waiver requests shall include the following:

- (1) The nature of the Assistance to which this Chapter applies;
- (2) The specific or official name of the Assistance and Assistance program, the statutory or regulatory authority for the granting of the Assistance, and a copy of that authority;
- (3) The conflicting statutory, regulatory, or constitutional provision or provisions that makes compliance with this Chapter unlawful, and a copy of each such provision; and
- (4) A factual explication and legal analysis of how compliance with this Chapter would violate the cited provision or provisions, and the legal consequences that would attach if the violation were to occur.

(f) Hardship Waiver Request Contents. All Hardship Waiver requests shall include the following:

- (1) The nature of the Assistance to which this Chapter applies;
- (2) A detailed explanation of why payment of the Living Wage would cause a substantial hardship to the Covered Employer; and
- (3) A statement of proposed wages below the Living Wage.

(g) Chapter 30B Contract Waiver Request Contents. A Chapter 30B contract waiver request shall include the following:

- (1) The nature of the Assistance to which this Chapter applies;
- (2) A detailed explanation of why the contracted work cannot be segregated from the other work of the bidding Covered Employers thereby making the cost of the contract with the payment of the Living Wage inordinately expensive or would result in a significant loss of services;

(h) Community Advisory Board review and recommendation regarding waiver requests. The Community Advisory Board, as described in Section 2.121.070 of this ordinance, shall consider waiver requests along with their supporting documentation and analysis, and may hold a public hearing to consider the views of the public before making a recommendation to the City Manager regarding the waiver request. For a hardship waiver, the Community Advisory Board shall offer an opportunity to be heard to employees of the Covered Employer. After reviewing the recommendation of the Community Advisory Board, the City Manager may approve and grant or deny all or part of a request. The City Manager may in his or her discretion grant a temporary hardship waiver pending the hearing before the Community Advisory Board. For Chapter 30B contract waivers, the Community Advisory Board shall make its recommendation to the City Manager no more than thirty days after it is notified of the request for a Chapter 30B contract waiver.

(i) Terms of exceptions. If an employer is subject to this Chapter as a result of its receipt of more than one kind of Assistance covered by this Chapter, and if the City Manager grants a waiver with respect to one form of Assistance, the City Manager need not find that this Chapter is inapplicable to the employer with respect to another form of Assistance received by the employer.

(j) Exceptions. The following positions will be excepted from the requirement of the payment of the Living Wage upon certification in an affidavit in a form approved by the Applicable Department and signed by a principal officer of the Covered Employer that the positions are as follows:

(1) youth hired pursuant to a city, state, or federally funded program which employs youth as defined by city, state, or federal guidelines, during the summer, or as part of a school to work program, or in other related seasonal or part-time program;

(2) work-study or cooperative educational programs;

(3) trainees who are given a stipend or wage as part of a job training program that provides the trainees with additional services, which may include, but are not limited to, room and board, case management, or job readiness services.

(4) persons working in a recognized supported employment program that provides workers with additional services, which may include, but are not limited to, room and board, case management, counseling, or job coaching:

(5) positions where housing is provided by the employer;

(6) employees who are exempt from federal or state minimum wage requirements; and

(7) individuals employed by the City of Cambridge where the employment of such individuals is intended primarily to provide a benefit or subsidy to such individuals, although the City is compensating them for work performed.

**2.121.050 Notification
 Requirements.**

All Applicable Departments shall provide in writing an explanation of the requirements of this ordinance in all requests for bids for service contracts and to all persons applying for Assistance as defined by this ordinance. All persons who have signed a service contract with the City of Cambridge or a contract for Assistance shall forward a copy of such requirements to any person submitting a bid for a subcontract on the Assistance contract.

**2.121.060 Duties of Covered
 Employers.**

(a) Notification Requirements. Covered employers shall provide each Covered employee with a fact sheet about this ordinance and shall post a notice about the ordinance in a conspicuous location visible to all employees. The fact sheet and poster shall be provided to the Covered Employer by the Applicable Department and shall include:

- (1) notice of the Living Wage amount;
- (2) a summary of the provisions of this ordinance;
- (3) a description of the enforcement provisions of the ordinance;
- (4) the name, address, and phone number of a person designated by the Applicable Department to whom complaints of noncompliance with this ordinance should be directed.

(b) Contract for Assistance. At the time of signing a contract for assistance with the City of Cambridge or with a Beneficiary, the contract must include the following:

- (1) the name of the program or project under which the contract or subcontract is being awarded;
- (2) a local contact name, address, and phone number for the Beneficiary;
- (3) a written commitment by the Beneficiary to pay all Covered Employees not less than the Living Wage as subject to adjustment under this ordinance and to comply with the provisions of this ordinance;
- (4) a list of Covered Employees under the contract with the employees' job titles;
- (5) a list of all subcontracts either awarded or that will be awarded to Beneficiaries with funds from the Assistance. Upon signing any subcontracts, the Covered Employer shall forward a copy of the subcontract to the Applicable Department.

(c) Maintenance of payroll records. Each Covered Employer shall maintain payrolls for all Covered Employees and basic records relating thereto and shall preserve them for a period of three years. The records shall contain the name and address of each employee, the job title and classification, the number of hours worked each day, the gross wages, deductions made, actual wages paid, and copies of social security wage and withholding reports, and evidence of payment thereof and such other data as may be required by the Applicable Department from time to time.

(d) Applicable Department duties. The Applicable Department shall cause investigations to be made as may be necessary to determine whether there has been compliance with this Ordinance. The Applicable Department shall report the findings of all such investigations to the Community Advisory Board.

(e) Covered Employer to cooperate. The Covered Employer shall submit payroll records on request to the Applicable Department. The Covered Employer shall permit City representatives to observe work being performed upon the work site, to interview employees and to examine the books and records relating to the payrolls being investigated to determine payment of wages.

(f) City Assistance Reports. Each Applicable Department shall file a City Assistance Report with the City Manager and the Community Advisory Board by July 31 of each year. The report shall include, for each Assistance package or contract approved during the preceding fiscal year:

- (1) the name of the Applicable Department (awarding agency), the name of the specific program under which the Assistance was awarded, and the origin of funds for Assistance;
- (2) a description of the purpose or project for which the Assistance was awarded;
- (3) the name, address, and phone number of a local contact person for the Covered Employer;
- (4) the total cost to the City of Assistance provided to each Beneficiary, including both face-value of Assistance, as well as revenue not collected as a result of the Assistance.

**2.121.070 Community Advisory
Board.**

(a) Purpose. The purpose of the Community Advisory Board shall be to review the effectiveness of this Ordinance at creating and retaining Living Wage jobs, to make recommendations to the City Manager regarding the granting of Waivers to Covered Employers, to review the implementation and enforcement of this ordinance, and to make recommendations from time to time in connection therewith.

(b) Composition. The Community Advisory Board shall be composed of nine members and shall include representatives of labor unions, community organizations and the business community. All members will be appointed by the City Manager. Members of the Board shall serve a three-year term. Whenever a vacancy shall occur the City Manager shall appoint a replacement within thirty days of said vacancy.

(c) Meetings. The Community Advisory Board shall meet quarterly and in special session as required. All meetings of the Board shall be open to the public and will allow for public testimony on the uses of the City Assistance generally, and on specific instances of Assistance or proposed Assistance as received or sought by individual enterprises.

(d) Conflict of Interest. No member of the Community Advisory Board shall participate in any proceeding concerning a Beneficiary, a Covered Employer or a Covered Employee, or applicant for waiver or exemption, if the member or any member of his or her immediate family has a direct or indirect financial interest in the outcome of said proceeding.

2.121.080 Enforcement.

(a) Enforcement powers. In order to enforce this Chapter, the Applicable Department may, with the approval and assistance of the City Solicitor, issue subpoenas, compel the attendance and testimony of witnesses and production of books, papers, records, and documents relating to payroll records necessary for hearing, investigations, and proceedings. In case of failure to comply with a subpoena, the City may apply to a court of appropriate jurisdiction for an order requiring the attendance and testimony of witnesses and the productions of books, papers, records, and documents. Said court, in the case of a refusal to comply with any such subpoena, after notice to the person subpoenaed, and upon finding that the attendance or testimony of such witnesses or the production of such books, papers, records, and documents, as the case may be, is relevant or necessary for such hearings, investigation, or proceedings, may issue an order requiring the attendance or testimony of such witnesses or the production of such documents and any violation of the court's order may be punishable by the court as contempt thereof.

(b) Complaint procedures. An employee who believes that he or she is a Covered Employee or an applicant for a position to be filled by a Covered Employee who believes that his or her employer is not complying with requirements of this Chapter applicable to the employer may file a complaint with the Applicable Department or with the Community Advisory Board. Complaints of alleged violations may also be filed by concerned citizens or by the City Council. Complaints of alleged violations may be made at any time, but in no event more than three years after the last date of alleged violation, and shall be investigated promptly by the Applicable Department. Statements written or oral, made by an employee, shall be treated as confidential and shall not be disclosed to the Covered Employer without the consent of the employee.

(c) Investigations and hearings. The Applicable Department shall investigate the complaint, and may, in conjunction with the City Solicitor, and in accordance with the powers herein granted, require the production by the employer of such evidence as required to determine compliance. Prior to ordering any penalty the applicable Department shall give notice to the employer and conduct a hearing. If at any time during these proceedings, the employer voluntarily makes restitution of the wages not paid to the employee making the complaint and to any similarly situated employees, by paying all back wages owed plus interest at the average prior year Massachusetts passbook savings bank rate, or

otherwise remedies the violation alleged if the violation involves matters other than wages, then the Applicable Department shall thereafter dismiss the complaint against the employer.

(d) Remedies. In the event that the Applicable Department, after notice and hearing, determines that any Covered Employer has failed to pay the Living Wage rate or has otherwise violated the provisions of this Chapter, the Applicable Department may order any or all of the following penalties and relief:

(1) Fines up to the amount of \$300 for each Covered Employee for each day that the Covered Employer is in violation of this Ordinance, except if the violation was not knowing and willful, then the total fine shall not exceed the amount of back wages plus interest owed;

(2) Suspension of ongoing contract and subcontract payments;

(3) Ineligibility for future City Assistance for up to three years beginning when all penalties and restitution have been paid in full. In addition, all Covered Employers having any principal officers who were principal officers of a barred beneficiary shall be ineligible under this section; and

(4) Any other action deemed appropriate and within the discretion and authority of the city.

Remedies in this section shall also apply to the party or parties aiding and abetting in any violation of this chapter.

(e) Private right of action. Any Covered Employee, or any person who was formerly employed by a Beneficiary, may bring an action to enforce the provisions of this Chapter to recover back pay and benefits, attorneys fees and costs, by filing suit against a Beneficiary in any court of competent jurisdiction.

(f) Remedies herein non-exclusive. No remedy set forth in this Chapter is intended to be exclusive or a prerequisite for asserting a claim for relief to enforce the right granted under this Chapter in a court of law. This Chapter shall not be construed to limit an employee's right to bring a common law cause of action for wrongful termination.

(g) Retaliation and discrimination barred. A Covered Employer shall not discharge, reduce the compensation or otherwise retaliate against any employee for making a complaint to the City, otherwise asserting his or her rights under this Chapter, participating in any of its proceedings or using any civil remedies to enforce his or her rights under the Chapter. The City shall investigate allegations of retaliation or discrimination and shall, if found to be true, after notice and a hearing, order appropriate relief as set out in paragraphs (c) and (d) herein

2.121.090 Severability.

In the event any provision of this ordinance shall be held invalid or unenforceable by any court of competent jurisdiction, such holding shall not invalidate or render unenforceable any other provisions hereof.

2.121.100 Effective Date.

This law shall be effective sixty (60) after final passage.

The Living Wage Ordinance (2.121) provides, at 1.121.030(b) that the wage shall be upwardly adjusted each year no later than March 1st in proportion to the increase in the Annual Average Consumer Price Index for the prior calendar year for All Urban Consumers (CPI-U) in the Boston area, as published by the federal Bureau of Labor Statistics.

For calendar year 1999, the CPI-U increased by 2.5%. Therefore the new living wage, as of March 1, 2000 is \$10.25.

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For calendar year 2000, the CPI-U increased by 4.3%. Therefore the new living wage, as of March 1, 2001 is \$ 10.68.

For calendar year 2001, the CPI-U increased by 4.3%. Therefore the new living wage, as of March 1, 2002 is \$11.11.

For calendar year 2002, the CPI-U increased by 2.6% . Therefore the new living wage, as of March 1, 2003 is \$11.37.

The City Council has voted to amend the section of the Living Wage Ordinance (1.121.030 (b) that provides the method for calculating cost of living increases each year. As a result of this change, the living wage as of March 30, 2003 is \$11.44.

For calendar year 2003, the CPI-U increased by 3.76%. Therefore the new living wage, as of March 1, 2004 is \$11.87.

For calendar year 2004, the CPI-U increased by 2.7%. Therefore the new living wage, as of March 1, 2005 is \$12.19.

For calendar year 2005, the CPI-U increased by 3.3%. Therefore the new living wage, as of March 1, 2006 is \$12.59.

For calendar year 2006 the CPI-U increased by 3.1 %. Therefore the new living wage, as of March 1, 2007 is \$12.98.

For calendar year 2007 the CPI-U increased by 1.9 %. Therefore the new living wage, as of March 1, 2008 is \$13.23.

For calendar year 2008 the CPI-U increased by 3.5 %. Therefore the new living wage, as of March 1, 2009 is \$13.69.

For calendar year 2009 the CPI-U decreased by .67 %. Therefore the new living wage, as of March 1, 2010 will remain at \$13.69.

For calendar year 2010 the CPI-U increased by 1.57%. Therefore the new living wage, as of March 1, 2011 is \$13.90.
For calendar year 2011 the CPI-U increased by 2.71%. Therefore the new living wage, as of March 1, 2012 is \$14.28.

For calendar year 2012 the CPI-U increased by 1.58%. Therefore the new living wage, as of March 1, 2013 is \$14.51.

For calendar year 2013 the CPI-U increased by 1.37%. Therefore the new living wage, as of March 1, 2014 is \$14.71.

For calendar year 2014 the CPI-U increased by 1.61% Therefore the new living wage, as of March 1, 2015 is \$14.95.