

FILE NO. 6212

REQUEST FOR PROPOSALS FOR A CONSULTANT TO COORDINATE A PLANNING AND DESIGN COMPETITION FOR A COMPREHENSIVE OPEN SPACE PLAN FOR KENDALL SQUARE AND EASTERN CAMBRIDGE – CITY OF CAMBRIDGE, MASSACHUSETTS

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 AM on Thursday, November 7, 2013** for providing the following services to the City of Cambridge:

The City of Cambridge is seeking an experienced individual or team of qualified consultants to coordinate and conduct all phases of a planning and design competition for a comprehensive plan for the network of open spaces and public spaces in the Eastern Cambridge and Kendall Square areas of the City.

Copies of the Request for Proposal may be obtained at the Office of the Purchasing Agent on or after **Tuesday, October 15, 2013** from 8:30 a.m. to 8:00 p.m. on Mondays, Tuesday through Thursday from 8:30 a.m. to 5:00 p.m., and Fridays from 8:30 a.m. to noon. This RFP may be downloaded from the City's website: www.cambridgema.gov, online services, Purchasing Bid List, Current Bid List, Regular RFP, File No. 6212. 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 in the best interest of the City.

There must be no mention of the applicant's fee in the proposal. Any mention of the fee will subject the proposal to rejection.

Questions concerning the Request for Proposals must be submitted in writing by 4:00 p.m. on **Tuesday, October 29, 2013** to Cynthia H. Griffin, at the address above or by fax (617) 349-4008. Answers will be sent to all vendors who have registered on the City's website as having downloaded the RFP. Answers will also be posted on the City's website.

Two separate sealed envelopes, a sealed envelope containing one original and seven (7) copies of the non-price technical proposal marked "Consultant for Design Competition Coordinator Non Price Proposal," and one envelope containing the price proposal marked "Price Proposal- Consultant for Design Competition Coordinator" must be received by Cynthia H. Griffin, Purchasing Agent, City of Cambridge, 795 Massachusetts Avenue, Cambridge, prior to 11:00 AM, Thursday, November 7, 2013. Any proposals received after such time will not be accepted, unless the date and time has been changed by addendum. Delivery to any other office or department does not constitute compliance with this paragraph, unless the proposals are received by the Purchasing Agent by the established deadline.

Cynthia H. Griffin
Purchasing Agent

Confidentiality and Public Records Law

All bids or other materials submitted by the vendor in response to this Request for Proposal will be open for inspection by any person in accordance with the Massachusetts Public Records Law.

Terms and Conditions

The terms and conditions of any contract awarded through this procurement are attached hereto and shall be affirmed by the City and selected proposer.

1. The proposers bid will remain in effect for a period of 90 days from the deadline for submission of proposals or until it is formally withdrawn, a contract executed or this RFP is canceled, whichever occurs first.
2. The Purchasing Agent shall cancel the contract if funds are not appropriated or otherwise made available to support continuation of performance in any fiscal year.
3. A sample contract is attached hereto. The bidder must be willing to sign the City's contract. The City will not accept a bidder's terms & conditions.
4. Rule for Award: The City will award a contract to the proposer submitting the most advantageous proposal taking into consideration the proposals Quality Requirements, Evaluation Criteria and composite ratings, references and price. Rates must remain firm or be reduced throughout the life of the contract. A Contract will be awarded within 45 days unless award date is extended by consent of all parties concerned.
5. The City of Cambridge Living Wage Ordinance is applicable. The current living wage rate is \$14.51 per hour (the ordinance is attached).
5. The contract period shall commence on November 18, 2013 or soon thereafter. The project is expected to be completed in approximately one year.

INSTRUCTIONS TO PROPOSERS

1. **Two separate sealed envelopes, a sealed envelope containing one original and seven (7) copies of the non-price technical proposal marked “Consultant for Design Competition Coordinator Non Price Proposal,” and one envelope containing the price proposal marked “Price Proposal- Consultant for Design Competition Coordinator”** must be received by the Purchasing Agent, City of Cambridge, 3rd floor City Hall prior to **11:00 a.m. on Thursday, November 7, 2014**. Chapter 30B requires that price proposals must be separate from technical proposals. Therefore please make no reference to price in the non-price technical proposal. Failure to adhere to this requirement will result in disqualification. It is the sole responsibility of the proposer to insure that the proposal arrives on time at the designated place. Parking is limited at City Hall it is strongly recommended that proposals are mailed or delivered in advanced of the due date and time. Late proposals will not be accepted.
2. The signature of the authorized official(s) must be provided on all the proposal forms. All proposals should be double -sided in conformance with the City's recycling policy.
3. The signature of the authorized official(s) should be organized and presented as directed. Accuracy and completeness are essential. The successful proposal will be incorporated into a contract; therefore, the proposer should not make claims that they are not prepared to commit themselves to contractually.
4. The Price Summary Form must be completed as instructed. No substitute form will be accepted. Pricing must remain firm. "The bid submitted must be without conditions or exceptions
5. Failure to answer any questions, to complete any form or to provide the documentation required will be deemed non-responsive and result in automatic rejection of the proposal unless the City determines that such failure constitutes a minor informality, as defined in Chapter 30B.
6. All interpretations of the RFP and supplemental instructions will be in the form of written addenda to the RFP specifications. Requests for clarification or any questions about information contained in the RFP should be addressed in writing to:

Cynthia H. Griffin, Purchasing Agent
795 Massachusetts Avenue
Cambridge, MA 02139.

or faxed to (617) 349-4008. No requests or questions will be accepted after 4 p.m. on Tuesday October 29, 2013. Please include the name, address, e-mail address, telephone number and fax number, if available, of the person to whom additional information should be sent. Any information sent to one proposer will be sent to all proposers.

7. Proposals must be unconditional. However, prior to the proposal opening proposers may correct, modify, or withdraw proposals by written request to Cynthia H. Griffin, Purchasing Agent, City of Cambridge, Room 303, City Hall, 795 Massachusetts Avenue, Cambridge, MA 02139. A letter will be sufficient for withdrawal of a proposal up the date of the proposal opening. Any correction or modification to a proposal must be submitted in writing and in a sealed envelope labeled "Consultant for Design Competition Coordinator- Modification to or Withdrawal of Proposal.

EVALUATIONS OF THE PROPOSALS

All proposals will be reviewed by the Evaluation Committee in accordance with M.G.L. Chapter 30B. Final selection will be based on evaluation and analysis of the information and materials required under the RFP, including information obtained by direct contact with references. The Evaluation Committee will be composed of staff from the City.

Based on the review of the written proposals, certain proposers may be asked to participate in an on-site interview. Proposers should therefore be prepared to travel to Cambridge for this interview. The project manager and other personnel who will be working on the project on a day-to-day basis should be present at the interview. Interview participants will be expected to answer questions from the Evaluation Committee. The City will not assume any travel costs related to these interviews.

References will be contacted to determine if the proposer is responsive and responsible. References will be asked about their over-all impression of the proposers quality of services performed and the timeliness of service delivery. The City reserves the right to use itself as a reference and contact references other than those submitted by the proposer.

Proposals that meet the Quality Requirements will be reviewed for responses to the Comparative Evaluation Criteria. Each member of the Selection Committee will assign a rating of Highly Advantageous or Advantageous to each comparative evaluation criterion. Based on these evaluation criteria ratings, a composite rating by the evaluation committee will be determined for each proposal.

After the evaluation of the non price proposals are complete, the price proposals will be opened. The price proposals will be evaluated and ranked by the Purchasing Agent. The contract will not necessarily be awarded to the proposal that receives the highest ranking with respect to the price proposal. The City will award the contract to only one responsive and responsible proposer submitting the most advantageous proposal taking into consideration the proposals' quality requirements, evaluation criteria and composite ratings, interview, references and price. Before awarding the contract, the City may request additional information from the proposer. The City reserves the right to reject any and all proposals if it determines that the criteria set forth have not been met.

PROPOSAL SPECIFICATION AND PREPARATION

All information in the proposal should be organized and presented as directed below. Accuracy and completeness are essential. The successful proposal will be incorporated into a contract. The proposal should provide a straightforward and concise description of the proposal's commitment and ability to perform the services described in this document. To expedite the evaluation of proposals, it is essential that the proposer strictly adhere to the instructions in this part. A proposal may be deemed to be non - responsive, at the Purchasing Agent's discretion, if the proposer fails to comply with the following instructions.

INTRODUCTION

The introductory portion of the proposal must include a letter of Transmittal signed by the individual authorized to bind the proposer contractually. The letter must include: the name of the individual(s) who is/are authorized to negotiate and sign a contract on the proposer's behalf; the name, title, address and telephone number of the individual(s) who can supply additional information and a brief description of the overall services proposed. The signature of the authorized official (s) must be provided on all the proposal forms. All proposals should be double sided in conformance with the City's recycling policy.

Failure to answer any question, to complete any form, or to provide the documentation required will be deemed non-responsive and result in automatic rejection of the bid unless the City determines that such failure constitutes a minor informality, as defined in Chapter 30B.

QUALITY REQUIREMENTS

A no response or a failure to respond to any of the following quality requirements will result in a rejection of your bid. Please use the form provided in this document.

RESPONSES TO COMPARATIVE EVALUATION CRITERIA

This portion of the proposal is intended to present a description of the proposer's qualifications. The proposer should respond briefly to each item listed in the Comparative Evaluation Criteria, and include all requested documentation. When preparing this portion of the proposal, the proposer should clearly identify and respond to each comparative evaluation criteria.

PRICE SUMMARY FORM

The Price Summary Form must be completed as instructed. No substitute form will be accepted. Pricing must remain firm throughout the contract. The Price Summary Forms must be submitted, under separate cover, to the Purchasing Department. The proposer should make no reference to pricing, in any other part of the proposal. Failure to adhere to this may result in disqualification of the proposal.

SCOPE OF WORK

The City of Cambridge is accepting proposals for consultant services from individuals or teams for a Competition Coordinator to coordinate and conduct all phases of a planning and design competition (**Competition**) for a comprehensive open space plan for the Eastern Cambridge and Kendall Square areas of the City.

The Study Area will focus on Kendall Square and portions of the surrounding neighborhoods as well as portions of the campus of the Massachusetts Institute of Technology (MIT), that are generally within walking distance of Kendall Square.

In Kendall Square there is currently a unique opportunity to plan and implement a comprehensive vision for the entire network of open space and public space in the area. The Competition is intended to attract a range of top international, national and local independent landscape architecture, planning, urban design, and/or place making firms or team of firms (“Design Firms”) as well as promote more creativity and innovation than might otherwise be provided in a typical design or plan proposal. The Competition is anticipated to facilitate and encourage creative solutions and ideas regarding not only open space design but also connections, programming, and place making. The final result will be a plan (or plans) that will be used to guide the creation of exceptional, visionary open spaces, further promote the growing innovative character of the area, and help to create a sense of place and community.

DESCRIPTION

The primary purpose of this Request for Proposals (RFP) is to seek an experienced individual or team of qualified consultants (**Competition Coordinator**) to coordinate and conduct all phases of a planning and design competition to create a comprehensive plan for the network of open spaces and public spaces in the Eastern Cambridge and Kendall Square areas of the City.

The Study Area (see attached map) will encompass Kendall Square, where over 5 acres of new and renovated public open space will be created at four locations, and also portions of the Wellington-Harrington, East Cambridge, and Area Four neighborhoods.

The Competition will be conducted in coordination with an East Cambridge Kendall Square Open Space Planning Committee appointed by the City Manager (**Study Committee**). The composition of the Study Committee will reflect the residential, business, and institutional characteristics of the area.

The Competition Coordinator will work closely with the Study Committee and city staff to develop a competition manual, which will detail overall goals and principles to guide the plan(s), competition procedures, competition rules, competition schedule, and evaluation criteria (Competition Manual).

The Competition Coordinator will also recruit and select an independent **Competition Jury**, subject to City Manager approval. The Competition Jury will ~~recommend and~~ select four (4) of the competing firms to submit final plans (Design Firm Finalists), as well as selecting the winning plan from among the Design Firm Finalists based on the criteria described in the Competition Manual. All selections recommendations by the Competition Jury are subject to approval by the City Manager.

The Competition Coordinator will coordinate all phases of the Competition, including but not limited to the following activities and tasks:

- A public process, including public forums, meetings with staff and with the Study Committee, to establish criteria for The Competition Manual;
- Meetings with stakeholders;
- Creation of the Competition Manual;
- Marketing the Competition and inviting Design Firms to submit qualifications;
- Responding to inquiries regarding the Competition procedures for interested Design Firms;
- Recruiting, recommending, selecting, and compensating the Competition Jury;
- Coordinating the meetings and deliberations of the Competition Jury;
- Planning and overseeing the public process including public forums to present and get feedback on preliminary plans that are submitted;
- Compensating the four (4) Design Firm Finalists with an honorarium;
- Public process to present final plans to the public.

The final product of the Competition will be the submission of comprehensive open space network plans (Final Design Plans) for Eastern Cambridge and Kendall Square, developed by no fewer than 4 separate and independent Design Firms, that build on the vision and concepts established during the Kendall Square Central Square (K2C2) Planning Study (the K2C2 Planning Study). The Final Design Plans must embody the goals established during the open space planning process, and will help guide the design, programming, and relationships of new, renovated and existing public open spaces. The City of Cambridge will have sole ownership of all of the Final Design Plans, and the Competition Manual.

BACKGROUND

Kendall Square is uniquely situated between established, historically working-class, residential neighborhoods; the Charles River; the campus of Massachusetts Institute of Technology (MIT); and physical remnants of an industrial past. Over the past several decades, Kendall Square has transformed from a former industrial area into a world renowned center for biotech, high tech research, and innovative companies. As the area continues to evolve, the City has worked to develop a vision for future growth through the K2C2 Planning Study (www.cambridgema.gov/k2c2). The K2C2 Planning Study process to date has reinforced the notion that an integrated, well managed and programmed network of public and private open spaces that serve a variety of users and provide a range of experiences and environments is a key element in creating a sense of place and community in Kendall Square.

There are a number of existing open space features and public spaces in the area that were created through a variety of means and methods at different times, with varying levels of public access. Although these spaces each individually contribute to the area's open space system, they are not necessarily well connected or complementary to each other. There are also several development and infrastructure projects which are at different stages of planning and design that have the potential to significantly impact the public realm.

As a result of recent agreements among developers, property owners, neighborhood groups and the City of Cambridge, over 5 acres of new and renovated public open space will be created, primarily at four locations, in the vicinity of Kendall Square in Eastern Cambridge (see map):

- Rogers Street between Second and Third Streets
- Triangle parcel at Land Boulevard and First Street
- Galileo Way between Broadway and Binney Street
- Point Park at Main Street and Broadway

When taken in the context of nearby existing open space resources, new development, and overall growth, a unique opportunity has emerged to plan and implement a comprehensive vision for the entire open space network in the area. Creative ideas and thinking regarding not only open space design but also connections, operations, wayfinding and programming will further promote the growing innovative character of the area, complement the addition of new businesses, employees, and residents, and help to create a sense of place and community.

COMPETITION PROCESS

The Competition Coordinator, working under the direction of staff from the Community Development Department, will work with the Study Committee for a period of approximately one year.

Once a Competition Coordinator is selected, there will be further coordination with the City to determine the timing of the process and anticipated number of meetings. The Competition Coordinator's role throughout the process will include:

Community process and stakeholder meetings

- Meetings with the Study Committee.
- Meetings with stakeholders including, but not limited to: staff from key city departments, the Cambridge Redevelopment Authority, neighborhood groups and other community organizations, major property owners, MIT, key employers, business owners, recreational groups.
- Public meeting(s) to solicit public comments and to help establish goals and priorities which will be described in the Competition Manual.

Create the Competition Manual

- The Competition Manual will reflect input from the Study Committee, city staff and the community, and will explicitly detail (but will not be limited to) overall goals and principles to guide the review and selection of design plan(s), Competition procedures, Competition rules and regulations, Competition schedule, and evaluation criteria.

Invite Design Firms to submit qualifications

- Market the process in order to attract a diverse range of Design Firms (international, national and local planning, design, architecture, open space, and or placemaking firms.)

Work with City staff to select twelve (12) Design Firms to submit more detailed briefs

- Twelve (12) **Design Firms** will be selected from the initial submissions by City staff based on the criteria detailed in The Competition Manual.

Organize community process and presentation of twelve (12) preliminary plans

- Work with staff and the Study Committee to solicit community input on the twelve preliminary design plans through public forums and other means.

Select and compensate the Competition Jury

- Select an independent Competition Jury, subject to City Manager approval, consisting of experts in fields of urban planning, landscape design, architecture, open space, and or placemaking.
- Jury members will receive a small compensation.

Coordinate with the Competition Jury to recommend the four (4) Design Firm Finalists to submit Final Design Plans

- Coordinate distribution of materials, as well as meetings, discussions, and deliberations among the Competition Jury.

Compensate the four (4) Design Firm Finalists with an honorarium to create the Final Design Plans

- Subsequent to City Manager approval of Competition Jury recommendations.
- The four (4) Design Firm Finalists will operate as subcontractors to the Competition Coordinator.
- Compensation for the Design Firm Finalists by the Competition Coordinator will be subject to City Manager approval.

Organize community process and presentation of 4 Final Design Plans

- Work with staff and the Study Committee to organize a broad community forum and public presentation of the four (4) Final Design Plans of the Design Firm Finalists.

Coordinate with the Competition Jury to select the winning Final Design Plans

- Coordinate distribution of materials, as well as meetings, discussions, and deliberations among the Competition Jury.

DELIVERABLES

At a minimum, the Competition Coordinator will be expected to provide and/or perform the following deliverables. The Competition Coordinator will work with city staff and the Study Committee on the appropriate timing for these materials based on their proposed work plan.

- The Competition Manual, which explicitly details (but is not limited to) overall goals and principles to guide the plan(s), Competition procedures, Competition rules and regulations, Competition schedule, and evaluation criteria.
- Marketing materials and a dedicated webpage to promote the Competition.
- Outreach materials for the community process and forums.
- Notes and illustrative materials from all public meetings and forums.
- Jury Selection and compensation.
- Compensation for the four (4) Design Firm Finalists (subject to City Manager approval).
- Facilitation of Competition Jury discussions and deliberations.

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QUALITY REQUIREMENTS

In order for a proposal to receive further consideration the proposer must unconditionally check “Yes” to each Quality Requirement below. The City shall reject in its entirety the proposal of any proposer who fails to check “Yes” or who modifies, qualifies or limits its affirmative response in any way.

Circle Yes or No for each of the following requirements.

1. The Consultant has coordinated three (3) or more professional design and/or planning competitions that included disbursement of fees and/or compensation to one (1) or more design or planning firms.

YES

NO

2. The Consultant has coordinated one (1) or more professional open space planning or design competitions that included disbursement of fees and/or compensation to one (1) or more design or planning firms.

YES

NO

3. The Consultant has been hired in the past to coordinate one (1) or more professional open space planning or design competition for a public entity or municipality.

YES

NO

4. The Consultant has created three (3) or more Competition Manuals or equivalent documents for design and/or planning competitions, which detail competition procedures, competition rules, competition schedule, and competition evaluation criteria.

YES

NO

5. The Consultant has formed three (3) or more Competition Juries to judge submissions of professional planning or design competitions.

YES

NO

Submit this form with your proposal.

PROPOSAL SUBMISSION DOCUMENTS

The following documents must be submitted with your bid and will be taken into consideration during the evaluation process.

Professional Qualifications - Employees and Staff

The proposer should describe its management capabilities in its field relevant to this RFP. This section should include the names and professional qualifications of the proposer's employees and staff who will have primary responsibility for administering the City's design competition. Please provide a statement as to the availability of staff performing all services.

References

Please provide a list of three references. Two of the references must be from customers for which the proposer provided services similar to those outlined in the RFP. One reference must be a client that is no longer an active customer of the proposer. Include the name, contact person, his/her title, address and telephone number. In addition, the City reserves the right to use itself as a reference to determine the proposer's responsiveness and responsibility, and reserves the right to call current or former clients not listed as a reference. A proposal may be rejected on the basis of one or more references reporting poor past performance by the bidder.

Relevant Experience

Please describe the proposer's direct experience providing consultant services similar to those described in the Scope of Service Specification, to other Municipal customers.

SOMWBA certification, if applicable

A fully executed copy of the Anti-collusion and Tax Compliance Certification provided in the RFP.

Copies of any legal document affecting the financial status of the company that has been filed with any state or federal court.

Cori Compliance Form provided in the RFP (page 31)

COMPARATIVE EVALUATION CRITERIA

Successful proposals will include at a minimum, examples of recent planning or design competitions that have been coordinated, a general outline of the phases for the Competition process, and detail the associated costs of the Competition process. Responses to this Request for Proposals will also be evaluated according to the following criteria, which are intended to assist the City in evaluating the proposer's qualifications. Responses to the following areas should be brief, yet complete.

Each responsive and responsible proposal shall be assigned a composite rating using the categories of "highly advantageous" and "advantageous."

Experience coordinating planning and/or design competitions

Highly advantageous - To receive a highly advantageous rating the respondent shall demonstrate experience coordinating five (5) or more design and/or planning competitions at a high level, including at least two (2) for complex open space plans for public entities.

Advantageous – To receive an advantageous rating the respondent shall demonstrate experience coordinating four (4) design and/or planning competitions at a high level, including at least one (1) for complex open space plans for public entities.

Demonstrated experience in creating a competition manual

Highly advantageous - To receive a highly advantageous rating the respondent shall be able to provide examples of four (4) or more competition manuals for design and/or planning competitions, including at least two (2) for complex open space plans for public entities.

Advantageous – To receive an advantageous rating, the respondent shall be able to provide examples of three (3) competition manuals for design and/or planning competitions, including at least one (1) for complex open space plans for public entities.

Demonstrated ability to publicize a competition process in order to attract a broad range of firms

Highly advantageous – To receive a highly advantageous rating, the respondent shall have a demonstrated ability to effectively publicize and market the competition including examples of outreach strategies and results. This would include effectively incorporating the use of a dedicated webpage and other forms of media to provide information and serve as a resource for potential competitors as well as the general public.

Advantageous - To receive an advantageous rating, the respondent shall have a demonstrated ability to effectively publicize and market the competition including examples of outreach strategies and results.

Demonstrated experience in organizing all phases of a community process including outreach, facilitating public forums and presentations, meetings with neighborhood groups and other stakeholders.

Highly advantageous – To receive a highly advantageous rating, the respondent shall have extensive experience in facilitating public processes and gathering community input through a variety of different means. The respondent shall have experience producing notes and illustrative materials from public events associated with past competitions, as well as information on the nature and amount of public participation during the processes. The respondent shall also be able to provide evidence of news and other media or independent coverage of past public events associated with design and or planning competitions.

Advantageous – To receive an advantageous rating, the respondent shall have extensive experience in facilitating public processes and gathering community input through a variety of different means. The respondent shall have experience producing notes and illustrative materials from public events associated with past competitions, as well as information on the nature and amount of public participation during the processes.

Experience in creating a Competition Jury as well as compensating the Jury and coordinating the distribution of materials, meetings, and deliberations.

Highly advantageous - To receive a highly advantageous rating the respondent shall demonstrate experience in creating a competition jury as well as compensating the jury, coordinating the distribution of materials, meetings, discussions, and deliberations for five (5) or more separate design and/or planning competitions including at least one (1) open space planning competition.

Advantageous - To receive an advantageous rating the respondent shall demonstrate experience in creating a competition jury as well as compensating the Jury, coordinating the distribution of materials, meetings, discussions, and deliberations for four (4) separate design and/or planning competitions.

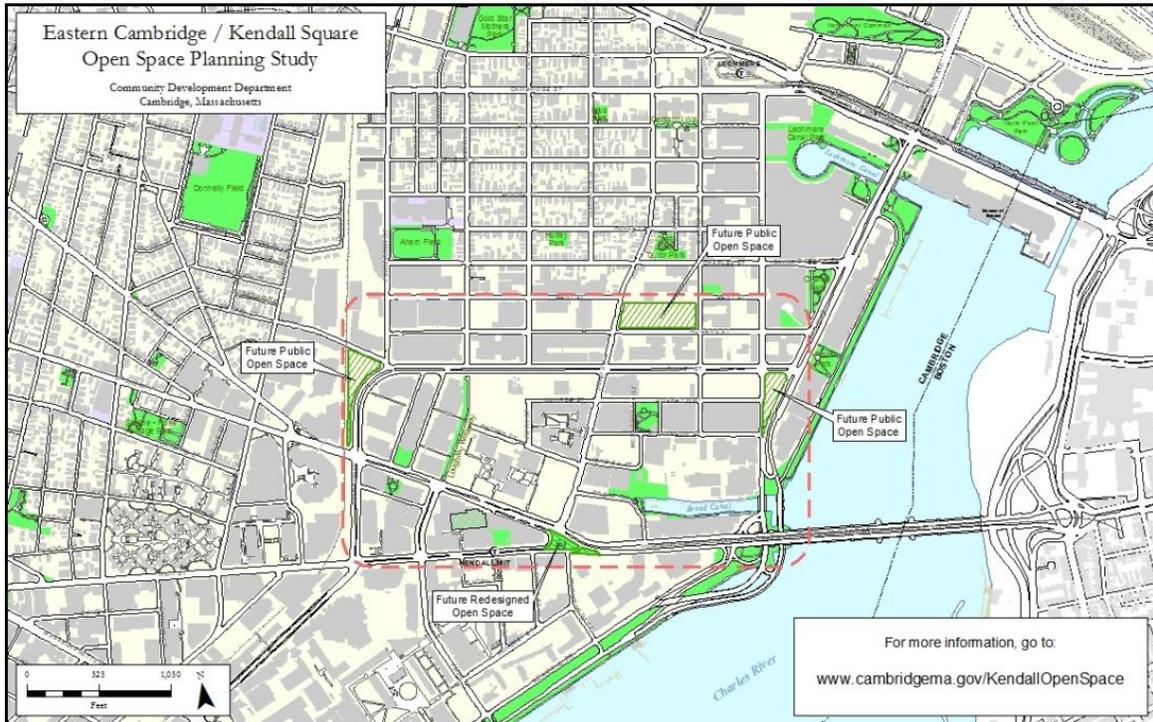
Evaluation of an oral presentation or interview

Advantageous: The proposer's oral presentation was clear and well organized and demonstrated the proposer's ability to communicate effectively.

Not Advantageous: The proposer's oral presentation was unclear and disorganized and did not demonstrate the proposer's ability to communicate effectively.

RESOURCES

The Consultant shall be familiar with citywide open space goals, such as those reflected in the Healthy Parks and Playgrounds Initiative, The City of Cambridge Open Space Plan, and The Report of the Green Ribbon Committee. The City of Cambridge Community Development Department will provide other necessary documents and materials that reflect and or describe overarching policies, actions, and plans that have guided development in the study area.



Appendix Kendall Square – Policies and Actions

1. Overarching Policies and Actions

The City's Master Plan, called *Toward a Sustainable Future/Growth Policy Document (1993 with update 2007)*, includes economic development policies that are particularly relevant to growth in Kendall Square:

- Existing retail districts should be strengthened; new retail activity should be directed toward the city's existing retail squares and corridors.
- Trend to cluster related uses should be strengthened.
- Retail districts should be recognized for their unique assets, opportunities, and functions to maintain their economic viability.

Citywide Rezoning (2001) addressed concerns relevant to Kendall Square:

- Manage density and traffic.
- Meet the need for housing.
- Require public review of development.

Many City initiatives—from zoning, to master plans, to design review, to public works projects—are helping to manage the course of development throughout the City, including Kendall Square. Taken together, these initiatives have guided, and will continue to guide, the overall evolution of the eastern portion of Cambridge. The following summarizes some of the most relevant City policies and actions for Kendall Square.

2. Policies and Actions for Kendall Square

The *Cambridge Redevelopment Authority project (1955-present)* has managed a great deal of change with guidance from the City Council and input from citizens. The project was good for the Cambridge economy. Its major accomplishment is some 3 million square feet of development called Cambridge Center, with an office/research & development focus, served by hotel and some retail use. However, the original plans, and much of the subsequent implementation, have the design elements of the urban renewal approach of that era—large blocks were developed, with overly wide streets and less attention was focused on the ground floor retail, pedestrian-oriented street life that the City now seeks. The major open space for the project is up four floors from the sidewalk, atop a parking garage.

The further evolution of the CRA project will be guided by recent City Council actions. The **Citywide Rezoning** of 2001 allowed an additional 200,000 square feet for residential use. The **Boston Properties Rezoning for Broad (2010)** increased by 300,000 square feet the amount of non-residential development allowed in the MXD District (more commonly known as Kendall Square) to help retain the Broad Institute, and the potential for the additional housing.

The **East Cambridge Riverfront Plan and Implementation (1978-2002)** began the process of moving away from the urban renewal approach, particularly by emphasizing the importance of the pedestrian realm, with open space at the level of the sidewalk.

- The PUD zoning that was established closest to Kendall Square guided one of the earliest special permits, the **Riverfront Office Park (1982)** that provided some ground floor retail and created the Broad Canal walkway on the south side.
- **Cambridge Research Park/Kendall Square PUD (1999)** master plan helped expand biotech emphasis, created successful ice skating rink/summertime plaza, created Watermark housing near Kendall Square, and is bringing new ground floor retail (Aceituna, Segway, Bubble Tea Shop, Za, EVOO)

Eastern Cambridge Planning Study (ECaPS, 2001) followed directly after Citywide Rezoning and went into much more detail about the future of the study area. As regards Kendall Square, ECaPS:

- Directly addressed desired outcomes for the DOT site in Kendall Square and for protecting adjacent neighborhoods. Future development on the DOT site remains a major unknown in the future of Kendall Square, as DOT has no plans for change at this time.
- Suggested that housing and ground floor retail would be beneficial along 3rd Street, and that is being realized at 303 Third Street and in the Cambridge Research Park project.

The Boston Consulting Group study called "**Protecting and Strengthening Kendall Square,**" authored by Ranch Kimball (2010), stated that Kendall Square has the highest number of biotech and information technology firms per square mile in the world. The author suggested that the Kendall Square community encourage more retail use, build more residential projects, and look into creating a "signature, marquee event" that would attract international attention.

Other Important Kendall Square Projects

- ***Tech Square IPOD Special Permit (1999)*** resulted in major reconfiguration of 1960s era project, connecting formerly isolated green plaza to Main Street, with ground floor retail including cafes, copy center, health club, and convenience store. The Special Permit was amended in 2005 to allow construction of two small, but significant additions—one-story pavilions to create space for retail uses at the sidewalk level. As more projects fill in the Main Street frontage, the street is developing as an important connector between Kendall Square and Central Square.
- The ***303 Third Street PUD (2003)*** led to construction of new housing with ground floor retail on Third Street, leading to Kendall Square.
- ***Alexandria Rezoning (2009)*** adjacent to Kendall Square allowed for higher density research and development with ground floor retail, complemented by neighborhood-serving open space. A PUD Special Permit issued in 2010 allows 1.5 million square feet of non-residential use, 220,000 square feet of residential use, and 20,000 square feet of retail use. One of its key features is the provision of a major new open space to benefit the abutting neighborhood.
- ***650 Main Street PUD (2009)*** was approved by the Planning Board and is expected to include about 400,000 square feet of office/research & development use with ground floor retail, in the Osborn Triangle that leads from Kendall Square towards Lafayette Square. Financing is still being sought.
- ***MIT Sloan School PUD (2010)*** has created an attractive new pedestrian way and adjacent green space coming from the river that has greatly improved the entry into Kendall Square.
- ***MIT Cancer Research Center PUD (2010)*** is improving the sidewalk experience along Main Street by providing new shade trees, lighting, and seating areas.
- ***City Plans for Improving Broadway and Main Streets (ongoing)*** are intended to upgrade streets and sidewalks, with an emphasis on making better provisions for pedestrians and bicycles. In addition, the ***Boston Properties Plan for Renovation of Plaza (ongoing)*** is close to implementation, and will replace walking surfaces, address longstanding drainage problems, and improve landscape features.

Price Proposal

This price summary form must be submitted in a sealed envelope, **separate** from the technical proposal. Failure to adhere to this instruction will result in automatic disqualification of your proposal. Price must remain firm for the entire contract unless the hourly rate is reduced.

This is a not to exceed fixed price bid. The total bid price must be complete and include all cost associated with providing the Consultant Services for the Design Competition in accordance to the Scope of Work, Specifications and Deliverables including all other details referenced in this Request for Proposal.

Flat Fee \$ _____

Flat Fee in words: _____

Please include a supplemental sheet(s) with an itemized breakdown of the fee including:

Hourly Rates of staff

The number of hours the bidder will require to complete the services

Cost of materials & expenses

If Addenda issued by the City, this proposal includes addenda numbered: _____

Signature of Individual submitting proposal: _____

Name of business: _____

Address of Bidder: _____

Telephone Number: _____

Fax Number: _____

Email Address: _____

Please check one of the following and insert the requested information:

() Corporation, incorporated in the State of: _____

() Partnership. Names of partners: _____

() Individual _____

THIS PRICE PROPOSAL FORM MUST BE SUBMITTED IN A SEPARATE SEALED ENVELOP MARKED PRICE PROPOSAL

ANTI-COLLUSION AND TAX COMPLIANCE CERTIFICATE

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

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

Signature: _____

Name of person signing proposal: _____

Title of officer signing for firm, if applicable: _____

Name of business, of applicable: _____

Address: _____

Signature of all firm partners, if applicable: _____

THIS FORM MUST BE SUBMITTED WITH THE 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.

THIS FORM MUST BE SUBMITTED WITH THE 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 yea 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

**City of Cambridge
Articles of Agreement
SAMPLE**

**Commodity-
File Number:**

This agreement is made and entered into this **xx/xx/xxxx** by and between the **City Of Cambridge** ("the CITY"), a municipal corporation organized and existing under the laws of the **Commonwealth of Massachusetts**, and **xxxxxxxxxxxxxxxx**. a corporation duly organized and existing under the laws of the **State of xxxxxxxxxxx**("the Contractor").

Address:

Telephone: **Fax:** **Atten.**
Email:

Article I. Definition. "This Contract" as used herein shall mean these Articles of Agreement and "the bid documents," which include, but are not limited to, the instructions to bidders, the Contractor's bid or proposal, the specifications, the general conditions, the requirements, the applicable addenda, and all documents and forms submitted with the Contractor's bid or proposal that were accepted by the City.

Article II. Duration. The Contractor shall commence the performance of this contract for the period beginning on **xx/xx/xx** and ending on **xx/xx/xx**.

Article III. Terms. The Contractor agrees to provide the services all in accordance with the bid documents of **xx/xx/xx**.

Contract Value:

Article IV. Payment. The City agrees to pay to Contractor the sum set forth in the Contractor's bid or proposal. **Contractor shall invoice the xxxxxxxxxxx to which it provided the service, not the Purchasing Department.**

Article V. Termination. The following shall constitute events of default under this Contract requiring immediate termination: a) any material misrepresentation made by the Contractor, b) any failure by the Contractor to perform any of its obligations under this Contract including, but not limited to, the following: (i) failure to commence performance of this Contract at the time specified in this Contract due to a reason or circumstance within the Contractor's reasonable control, (ii) failure to perform this Contract with sufficient personnel and equipment or with sufficient material to ensure the completion of this Contract within the specified time due to a reason or circumstance within the Contractor's reasonable control, (iii) failure to perform this Contract in a manner reasonably satisfactory to the City, (iv) failure to promptly re-perform within reasonable time the services that were rejected by the City as erroneous or unsatisfactory, (v) discontinuance of the services for reasons not beyond the Contractor's reasonable control, (vi) failure to comply with a material term of this Contract, including, but not limited to, the provision of insurance and nondiscrimination, and (vii) any other acts specifically and expressly stated in this Contract as constituting a basis for termination of this Contract.

Except as otherwise provided in the Articles of Agreement, the City may terminate the contract upon seven days notice.

Article VI. Damages. From any sums due to the Contractor for services, the City may keep for its own the whole or any part of the amount for expenses, losses and damages as directed by the Purchasing Agent, incurred by the City as a consequence of procuring services as a result of any failure, omission or mistake of the Contractor in providing services as provided in this Contract.

Article VII. Conflict. In the event there is a conflict between these Articles and the bid documents, the bid documents shall supersede these articles.

Article VIII. Governing laws and ordinances. This Contract is made subject to all the laws of the Commonwealth and the Ordinances of the City and if any such clause thereof does not conform to such laws or ordinances, such clause shall be void (the remainder of the Contract shall not be affected) and the laws or ordinances shall be operative in lieu thereof.

Article IX. Performance Security. Upon execution of this Contract by the Contractor, the Contractor shall furnish to the City security for the faithful performance of this Contract in the amount of 0% of the value of the bid in the form of a performance bond issued by a surety satisfactory to the city or in the form of a certified check.

Article X. Equal Opportunity. the Contractor in the performance of all work under this contract will not discriminate on the grounds of race, color, sex, age, religious creed, disability, national origin or ancestry, sexual orientation, marital status, family status, military status, or source of income in the employment practices or in the selection or retention of subcontractors, and in the procurement of materials and rental of equipment. The city may cancel, terminate or suspend the contract in whole or in part for any violation of this article.

Article XI. Assignability. the Contractor shall not assign, sell, subcontract or transfer any interest in this contract without prior written consent of the city.

In witness whereof the parties have hereto and to three other identical instruments set their hands the day and year first above written.

Approved as to Form:

The Contractor:

Nancy E. Glowa
City Solicitor

Signature and Title

Richard C. Rossi
City Manager

Cynthia H. Griffin
Purchasing Agent