

MEMORANDUM

To: CRA Board
From: Cecelia Cobb
Date: January 18, 2023
Re: Tree Vendor Services RFP and Consultant Selection

INTRODUCTION

Boston Properties (BXP), in concert with the Cambridge Redevelopment Authority (CRA), is engaged in a multi-year process to develop several parcels of land within the MXD District in Kendall Square at the present-day location of the Blue Garage as part of the Eversource substation relocation project. As a result of the project, approximately 120 trees, have been removed, triggering the application of the Cambridge Tree Protection ordinance. While some new trees will be included as part of the redevelopment project, BXP contributed a full payment to the Department of Public Works for the loss of tree caliper. In addition, the CRA entered into a Memorandum of Understanding (MOU – see *Exhibit A*) to receive \$80,000 of funds dedicated to identifying viable sites and planting trees in East Cambridge, to provide local mitigation for the loss of trees. East Cambridge was identified as a suitable location for mitigation work due to its proximity to the affected tree locations and the neighborhoods' relative scarcity of trees compared to other areas of Cambridge – according to the City of Cambridge's *Urban Forest Master Plan*, East Cambridge has the lowest tree canopy cover of the City's 13 neighborhoods.

RFP PROCESS & RESPONSE

A Request for Proposals (RFP - see *Exhibit B*) was published on November 28, 2022, and posted through December 20, 2022, to seek proposals from qualified tree planting vendors to implement local tree planting. The scope of services included: research and identify suitable planting areas in East Cambridge; provide tree planting services; produce a close out report; and deliver a tree maintenance plan. An opportunity to submit questions related to the RFP was provided from time of publishing to December 5, 2022. CRA staff received no such questions.

The RFP closed on December 20, 2022, and the CRA received one proposal from Green Cambridge (*Exhibit C*).

SELECTION RECOMMENDATION

Once the proposal was received, CRA staff members Cecelia Cobb, Tom Evans, and Kyle Vangel reviewed and scored the proposal. An interview was held with Green Cambridge on January 12, 2023, to discuss their submission in more depth. CRA staff were impressed by Green Cambridge’s thoughtful proposal including the complement of experienced staff proposed, approach to engaging the community in East Cambridge, and success in leveraging its Canopy Crew planting program, which pays a living wage to Cambridge youth to facilitate tree plantings.

CONTRACT TERM

The CRA expects to enter into a contract in the next month for an amount not to exceed seventy-thousand dollars (\$70,000). The length of the contract will be determined by the project timeline, which will be finalized with the CRA and consultant team, but initially is expected to last approximately two years, providing opportunity for three planting seasons and associated follow-up maintenance. A portion of the funds received from BXP will be held by the CRA to facilitate administrative and staffing costs.

DRAFT MOTION

Draft Motion: Authorizing the Executive Director and Chair to enter into a professional services contract for an amount not to exceed seventy thousand dollars (\$70,000) with Green Cambridge for tree vendor services related to the planting of trees in the East Cambridge neighborhood.

EXHIBITS

Exhibit A: Memorandum of Understanding By And Between The Cambridge Redevelopment Authority And Boston Properties, LLC

Exhibit B: Request for Proposals – Tree Planting Service

Exhibit C: RFP Response for Tree Planting Services, by Green Cambridge

**MEMORANDUM OF UNDERSTANDING
BY AND BETWEEN
THE CAMBRIDGE REDEVELOPMENT AUTHORITY
AND
BOSTON PROPERTIES LLC**

This Memorandum of Understanding (the "MOU") is entered into as of December 9, 2022, by and between the Cambridge Redevelopment Authority (hereinafter the "CRA"), a public body politic created pursuant to G.L. c. 121B, § and Boston Properties LLC. (Hereinafter "BXP"), a limited liability company organized under the laws of the Commonwealth of Massachusetts. The CRA and BXP may hereinafter be collectively referred to as the "Parties."

WHEREAS, the CRA strives to enhance environmental sustainability by maintaining a healthy urban forest to improve the quality of life for residents, businesses, employees, and visitors of Cambridge;

WHEREAS, BXP seeks to make a voluntary financial contribution to support East Cambridge's tree canopy in excess of mitigation requirements related to the MXD Substation project;

WHEREAS, the Parties desire to mitigate the inequitable distribution of trees throughout the City of Cambridge by increasing the tree canopy in East Cambridge;

WHEREAS, The CRA and BXP aim to support tree planting as mitigation for the loss of trees removed to facilitate the MXD Substation project in the Kendall Square Urban Redevelopment Plan (KSURP);

WHEREAS, the City of Cambridge has agreed to supply bare root trees to the CRA to support the tree planting mitigation effort;

NOW, THEREFORE, the Parties agree to cooperate in the Tree Planting efforts (hereinafter, the "Project") and together enter into this MOU to define responsibilities for the management and financing of the Project and agree to the following:

ARTICLE 1. PURPOSE.

The CRA and BXP seek to increase tree coverage in East Cambridge by conducting outreach to property owners to secure sites for Tree Planting and install trees at the identified properties in East Cambridge.

Subject to the terms and conditions of this Agreement, the CRA will manage the Tree Planting process, and BXP will finance the CRA for its administrative and planting expenses.

ARTICLE 2. GRANT AND SCOPE OF SERVICES.

- A. Tree Planting Payment.** BXP hereby agrees to make an Eighty Thousand dollar (\$80,000) payment to CRA for the express purpose of (1) completing Tree Planting in East Cambridge, pursuant to and consistent with the scope that is attached hereto as **Exhibit A** and incorporated herein; and (2) administrative work for coordinating the consultant and Tree Planting work. The work to be performed as part of the Project, and as more detailed in the attached scope, will include: (1) outreach to property owners to secure sites for tree planting; (2) installing trees at identified and secured properties.
- B. Tree Planting Contract Management.** The CRA shall enter into a separate Tree Planting services agreement with a future selected vendor (hereinafter the "Vendor") in order to complete the outreach and installation of trees in East Cambridge. The CRA will forward a copy of the separate agreement between CRA and the Vendor to BXP immediately after its execution.

C. Tree Planting. The CRA agrees that the Tree Planting plan established by the Vendor shall target an estimated cost not exceeding Seventy Thousand dollars (\$70,000).

ARTICLE 3. TIME FOR PERFORMANCE.

BXP's Eighty Thousand dollar (\$80,000) payment to the CRA must be completed as mitigation for the MXD Substation project. Payment must be submitted to the CRA by January 31, 2023.

ARTICLE 4. NOTICES.

Any notice or demand by BXP to the CRA shall be sent via certified mail addressed to Tom Evans, the Executive Director, at the CRA, 255 Main Street - 8th Floor, Cambridge, MA 02142 until otherwise directed in writing by the CRA, and any notice or demand by the CRA to BXP shall be sent via certified mail addressed to Keir Evans, VP - Development, at BXP, until otherwise directed in writing by BXP.

ARTICLE 5. INTEGRATION AND AMENDMENTS.

This Agreement is an integrated document and may not be changed or modified by either party, except in a writing specifically referring hereto and duly executed by the CRA and BXP. If BXP materially fails to comply with any term of this Agreement, the CRA reserves the right to re- negotiate or terminate the Agreement.

ARTICLE 6. SEVERABILITY.

The CRA and BXP agree that should any portion of this Agreement that is not a material term be found to be invalid for any reason, whatsoever, by a Court of competent jurisdiction, this Agreement shall be read as if it did not contain such invalid portion, and the CRA and BXP intend for any such invalid, non-material portion to be severable from the remainder of this Agreement.

ARTICLE 7. GOVERNING LAW.

This Agreement is deemed to be made in the Commonwealth of Massachusetts and it and the legal relations between the Parties hereto shall be governed and construed according to the laws of the Commonwealth of Massachusetts.

<signatures on next page>

Exhibit A: Tree Planting Scope

Sincerely,
CAMBRIDGE REDEVELOPMENT AUTHORITY



Tom Evans, Executive Director

AGREED AND ASSENTED TO:
BOSTON PROPERTIES LIMITED PARTNERSHIP
By: Boston Properties, Inc., its general partner



By: *IAN HATCH*
SENIOR PROJECT MANAGER

EXHIBIT A: Tree Planting Scope of Work

As explained above, the CRA seeks to contract with a Vendor to plant trees on private properties in East Cambridge. In phase I, the Vendor will conduct community outreach and have confirmed sites ready for tree planting. In Phase II, the Vendor will provide a tree planting service by planting trees on the confirmed properties. The following is a combined list of tasks the Vendor will be expected to complete and/or manage during the contract duration.

SITE EXPLORATION, RESEARCH & STAKEHOLDER COLLABORATION

- Meet with CRA to develop project goals and identify opportunities and challenges.
- Review existing materials and documentation related to trees, and open space in the area, including but not limited to the following:
 - Urban Forestry Master Plan
 - Resilience Plan
 - Open Space Plan
- Research and identify suitable/ targeted planting areas in East Cambridge.
- Collaborate with Cambridge Department of Public Works on any site in rights-of-ways or parks.
- Attending regular check-in meetings with CRA staff when working on assignments.
(Duplicative with items below)

OUTREACH AND PROJECT MANAGEMENT

- Create an outreach plan to solicit property owners to allow trees to be planted on their property.
- Conduct direct outreach to property owners to secure sites for tree planting
- Provide a list of confirmed sites for tree planting.
- Coordinate regular meetings with the CRA and City on project milestones
- Write meeting notes and action items.
- Provide tree planting administration and management.

TREE PLANTING SERVICES

- Develop project cost estimates and schedules.
- Create a planting plan that includes:
 - An estimated number of trees to be planted
 - A list of trees species selected
 - Required permits and approvals.
- Install trees.
- Secure necessary permits and approvals.

RFP

Tree Planting Service

NOTICE

REQUEST FOR PROPOSALS FOR TREE PLANTING SERVICE

The Cambridge Redevelopment Authority (CRA) seeks proposals from a qualified and experienced **arboriculture vendor (Vendor)** to provide tree planting services for areas located throughout East Cambridge. The selected Vendor will provide outreach and tree planting related services described in Section 2.0. The necessary qualifications and submission requirements are outlined herein.

Proposals will be accepted until **5 pm** on **December, 20, 2022**, and should be mailed to the Cambridge Redevelopment Authority, 8th Floor, 255 Main Street, Cambridge, MA 02142, and also emailed as one PDF file to Cecelia Cobb, at ccobb@cambridgeredevelopment.org with the subject line "Tree Planting Service RFP."

Copies of this Request for Proposals (RFP) are available online in PDF format at www.cambridgeredevelopment.org in the About > "RFPs, Contracting, And Other Opportunities" section.

1.0 PROJECT INTRODUCTION

1.1 CONTEXT

The CRA is a government redevelopment agency founded in 1956 under the authorization of Massachusetts General Law Chapter 121B. As a redevelopment agency, the CRA revitalizes underutilized areas, encourages new development, invests in public infrastructure, and promotes sustainable and sound growth in Cambridge. Over the past 66 years, the CRA has undertaken major redevelopment initiatives in Kendall Square and nearby neighborhoods.

One of the major redevelopment initiative efforts underway is the Eversource Substation MXD project in Kendall Square, led by Boston Properties (BXP). The project includes:

- Demolishing the Blue Garage,
- Building an underground vault for an electrical substation,
- Completing 420,000 square feet of housing,
- Constructing two commercial buildings, and
- Creating a new public open space plaza.

As a result of the project, a significant number of trees have been removed. Therefore, the CRA is seeking a Vendor to plant trees in East Cambridge to mitigate this removal and, in doing so, help compensate for the inequitable distribution of trees throughout the community. The Vendor selected

through this RFP process will provide tree planting services by conducting outreach to secure viable sites and planting trees on the confirmed sites in East Cambridge.

1.2 STATEMENT OF PURPOSE

The CRA aims to solicit responses from qualified tree planting Vendors to be selected to research and identify suitable planting areas in East Cambridge in Phase I, provide tree planting service in Phase II, and produce a close out report and tree maintenance plan in Phase III. Services requested of the Vendor will include those listed in the Scope of Services provided in Section 2.0 of this document.

1.3 STAKEHOLDERS / USER GROUPS

- CRA Staff and Board
- City of Cambridge
- East Cambridge Residents
- East Cambridge Planning Team (neighborhood community group)
- Kendall Square Association

2.0 SCOPE

As explained above, the CRA seeks to contract with a Vendor to plant trees provided by the City of Cambridge on properties in East Cambridge. The project has three phases and an overall budget of \$70,000. In Phase I, the Vendor will conduct community outreach and identify confirmed sites ready for planting. In Phase II, the Vendor will provide a tree planting service by planting trees on the confirmed properties. The Vendor will conclude the project in Phase III with a close-out report that includes information on outreach and planting efforts and a tree maintenance plan. The following is a combined list of tasks the Vendor will be expected to complete and/or manage during the contract duration.

PHASE 1: RESEARCH, SITE IDENTIFICATION AND EXPLORATION, & STAKEHOLDER COLLABORATION

- Meet with CRA to develop project goals and identify opportunities and challenges.
- Develop budget spending plan and project schedules.
- Review existing materials and documentation related to trees and open space in the area, including but not limited to the following:
 - Urban Forest Master Plan
 - Resilient Cambridge Plan
 - City of Cambridge Open Space Plan (2016 document and draft content from current update process)
- Research and develop criteria for suitable planting sites
 - Identify planting sites on both public and private property in East Cambridge based on criteria.
- Collaborate with Cambridge Department of Public Works on any sites in rights-of-ways or parks.
- Create an outreach plan to solicit property owners to allow trees to be planted on their property.
- Conduct direct outreach to property owners to secure sites for tree planting.

- Provide a list of confirmed sites for tree planting.
- Coordinate regular meetings with the CRA and City on project milestones (ongoing).
- Write meeting notes and action items (ongoing).

PHASE 2: TREE PLANTING SERVICES

- Secure necessary permits and approvals.
- Provide tree planting administration and management.
- Create a planting plan that includes:
 - An estimated number of trees to be planted
 - A list of trees species selected
 - Required permits and approvals.
 - List of confirmed locations and target area for future outreach as needed
- Install trees.

PHASE 3: CLOSE OUT REPORT AND TREE MAINTENANCE PLAN

- Provide a report on outreach and planting efforts.
 - The outreach report should document how many residents were contacted and reached and the method used.
 - The planting report should note the number of trees planted, their locations, and the species of each tree.
- Create a tree maintenance plan that provides structure and guidance for new tree caregivers and outlines any necessary care related to the trees' establishment and long-term viability in their new locations.

3.0 SUBMISSION REQUIREMENTS

3.1 QUALIFICATIONS & EXPERIENCE

Vendor's team expertise must include:

- Knowledge of tree planting and permitting process.
- Sufficient tree planting training and experience.
- Ability to conduct effective and adequate outreach to property owners to secure sites.
- Creativity in strategic planning for soliciting sites for tree planting.
- Expertise in tree species, tree care, and proper time and location to plant.
- Knowledge of the City of Cambridge tree ordinance.

3.2 FORMAT & CONTENT OF RFP RESPONSES

FORMAT

The RFP responses must be submitted in paper and electronic PDF format. Two (2) paper bound copies of the proposal must be mailed to the Cambridge Redevelopment Authority, 8th Floor, 255 Main Street, Cambridge, MA 02142 and one electronic PDF be submitted via email with the subject line "Tree Planting Service RFP" to Cecelia Cobb (ccobb@cambridgeredevelopment.org). The submitted

proposal must contain a cover letter, two (2) references, demonstration of experience of the organization, resume for the project manager(s) working on the project, and an estimated project work plan, timeline, and spending plan based off the preliminary scope provided.

MINIMUM PROPOSAL CONTENTS

1. Cover Letter(s): The cover letter should include the Applicant's approach to achieving the work identified in section 2.0, consisting of:
 - a. a detailed work plan identifying the tasks to be accomplished, timeline, and deliverables at key milestones in the project, and
 - b. a description of the Vendor's team structure, including the project manager, key staff, and sub-vendors.
2. Two (2) References: References will be contacted to determine if the Vendor is responsive and responsible. They will be asked about their overall impression, the quality of work performed, and the timeliness of work produced by the applicant. Reference information should include:
 - a. Contact's name, position, email, and telephone number
 - b. Name of company or organization
 - c. Status of work and short description
3. Demonstration of Experience: Applicants should demonstrate how they meet the qualifications and experience listed in Section 4.1 by providing resume(s) and information on at least one (1) relevant project experience(s).
 - a. Submit resume for the project manager(s) working on the project.
 - b. Project example(s) should indicate the role of the Applicant, describe the services provided, and describe the end products produced. Links to examples or associated data files would be helpful but are not necessary.
4. Budget: Project budget is \$70,000. Provide detailed spending plan throughout the project including staff time and compensation.
5. A signed Anti-Collusion Tax Compliance Form.
6. A copy of a W9 for the individual or Vendor's lead.

3.3 QUESTIONS & ADDENDA TO RFP

Requests for clarifications or questions concerning the RFP must be submitted to Cecelia Cobb, Project Planner, via email at ccobb@cambridgeredevelopment.org by **5 pm** on **December 5, 2022**. Please provide contact information (name, address, and email) for the person to whom responses should be sent. Answers will be sent by **5 pm** on **December 9, 2022**, to all who asked questions and to those who were originally sent the RFP or expressed interest in some other manner. Any additional addenda to the RFP will be posted and notified in the same manner.

4.0 RFP EVALUATION

4.1 SELECTION CRITERIA

CRA Staff will evaluate each RFP response based on the following evaluation/selection criteria in order to choose any number of finalists to invite for interviews. **The CRA welcomes proposals from firms with a diverse workforce, including women-owned and minority-owned firms.**

A. QUALITY OF PREVIOUS WORK

The previous work examples allow the CRA to understand the Vendor's methodical approach to the project and should demonstrate an understanding of the scope identified in Section 2.0. Therefore, the previous work examples should represent a high level of experience in successful tree planting work, and illustrate the Vendor's ability to conduct outreach.

B. EXPERIENCE AND QUALIFICATIONS OF VENDOR & PERSONNEL

The personnel assigned to the project and the firms making up the Vendor team should collectively have experience in each of the items listed in Section 3.1.

C. QUALITY OF REFERENCES

References are able to comment substantively on their experiences with the Vendor. References should be able to offer positive feedback on the Vendor and the personnel in terms of schedule adherence, team coordination, content and comprehensiveness of deliverables, project management, adherence to budget, quality assurance, technical capabilities, capacity of firm, vision, attention to detail, strengths of firm, as well as proficiency and effectiveness of talent.

D. COST EVALUATION

The Vendor's spending proposal for the work are evaluated against other finalists.

E. TIMELINESS AND CAPACITY

The project team appears to have the local capacity to undertake projects in a timely manner. The CRA is looking for a Vendor that can skillfully coordinate multiple stakeholders and facilitate comprehensive processes while maintaining the project's focus and scope.

4.2 EVALUATION PROCESS

CRA Staff will review all proposals and may select any number of applicants to be interviewed. Proposers should be prepared to travel to Cambridge for this interview, which should include the Vendor leader and a limited number of additional key personnel who will be working on the project on a day-to-day basis. The CRA will not assume any travel costs related to these interviews. The applicants chosen for interviews will be notified by email of the date, time, and place for their interviews.

Instructions regarding what to prepare for the interviews will be communicated at the time the interview is scheduled. All interviews will be scheduled on **January 9 or 10, 2023**. Vendors must be prepared to interview on one of those days if asked.

After the interviews, the CRA Staff will forward its recommendation of the most qualified Vendor to the CRA Board at the next regularly scheduled monthly CRA Board meeting planned for **January, 18, 2023, at 5:30 pm**. A representative from the recommended finalist may be asked to be present at this CRA Board meeting. This meeting will be held virtually. The CRA Board may at this time accept or reject the recommendation.

A. RFP SCHEDULE

The selection schedule is as follows:

RFP Available	November 23, 2022
Deadline for Questions	December 5, 2022
Response to Questions and Addenda Issued	December 9, 2022
RFP Proposal Submission Deadline	December 20, 2022
Interviews with Top Proposers	January 9-10, 2023
CRA Board Meeting, Contract Award	January 18, 2023

5.0 GENERAL TERMS & CONDITIONS

Acceptance: Any proposals received after the due date will not be accepted. Delivery to any other contact other than what is noted in Section 3.2 does not constitute compliance. It is the responsibility of the applicant to assure proper and timely delivery. The CRA 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 CRA.

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

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 emailed to the CRA contact noted in Section 4.3 with a notation

on the PDF indicating the title of the project, the deadline for the receipt of the proposals, and a notation that the PDF contains a correction, modification, or withdrawal of the original proposal submitted for the particular project.

Duration of RFP responses: A response will remain in effect for a period of 180 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 RFP is cancelled, whichever occurs first. The CRA reserves the right to reject any and all proposals or portions thereof.

Award Contract: The CRA reserves the right to reject any and all proposals if it determines that it is in the best interest of the CRA to do so. The CRA may enter into a contract with a person, a corporation, a partnership, or a joint venture.

Equal Opportunity: The successful Applicant must be an Equal Opportunity Employer.

Insurance: Certification regarding insurance will be required at the execution of the contract. Minimum required insurance will be outlined for the selected applicant at that time.

MBE/WBE Participation: The CRA encourages participation by minority/women businesses as prime contractors and encourages all prime contractors to make a significant commitment to using minority/women-owned businesses as sub-contractors and suppliers. A list of certified minority-owned and women-owned businesses is maintained by the Commonwealth of Massachusetts Supplier Diversity Resources department at:

- <https://www.diversitycertification.mass.gov/BusinessDirectory/BusinessDirectorySearch.aspx>

Public Records Law: Public Records Law. All responses and information submitted in response to this RFP are subject to the provisions of the Massachusetts Public Records Law, MGL c. 66, § 10 and c. 4, §7(26), and 950 CMR 32. MGL c. 4, § 7(26)(h) exempts from the definition of “public record,” among other things, “proposals and bids to enter into any contract or agreement until the time for the opening of bids to be opened publicly, and until the time for the receipt of bids or proposals has expired in all other cases,” as well as intra- or inter-agency communications made with respect to reviewing bids and proposals, prior to a decision to enter into negotiations or award contracts. MGL c. 4, §7(26)(g) exempts “trade secrets or commercial or financial information voluntarily provided to an agency for use in developing governmental policy and upon a promise of confidentiality,” though this exemption does not apply to information “submitted [...] as a condition of receiving a governmental contract.”

6.0 REFERENCE DOCUMENTS

- Urban Forest Master Plan:
<https://www.cambridgema.gov/Departments/publicworks/Initiatives/urbanforestmasterplan>
- Resilient Cambridge Plan:
<https://www.cambridgema.gov/Departments/communitydevelopment/resilientcambridgeplan>
- Open Space and Recreational Plan:
<https://www.cambridgema.gov/CDD/parks/osplanning/openspaceplan>

7.0 APPENDICES

- **Appendix A: Non-collusion, Non-Discrimination, Tax/Employment Statements**. These statements must be signed and returned with your RFP submission.
- **Appendix B: CRA standard Vendor services agreement**.



"For a more sustainable city and to protect the environment for the health and safety of all."

99 Bishop Allen Drive, Cambridge, MA 02139
greencambridge.org

RFP RESPONSE FOR TREE PLANTING SERVICES DECEMBER 2022

**Presented to:
Cambridge Redevelopment Authority
Cambridge, MA**



"For a more sustainable city and to protect the environment for the health and safety of all."
99 Bishop Allen Drive, Cambridge, MA 02139

December 20, 2022

Cambridge Redevelopment Authority
8th Floor, 255 Main Street,
Cambridge, MA 02142
ATTN: Cecelia Cobb and Tom Evans
RE: Tree Planting Service RFP

Dear Cecelia Cobb and Tom Evans,

Thank you for the opportunity to respond to this Request for Proposal. Green Cambridge is excited to again work with the Cambridge Redevelopment Authority on this initiative that aligns well with our work, our past advocacy efforts, and serves the community of East Cambridge. This neighborhood is special to us, as it is where we started our first communal urban farm in 2017. Since then we've gotten to know the neighbors well, and with the start of our Canopy Crew program that has youth plant trees on private property earlier this year, we've already installed several trees, walked the streets, and have held outreach events at the Valente Library.

Part of our work for Canopy Crew is the creation of a GIS map that through analysis, identified likely planting locations across the City on private property. Near the former Blue Garage area we have found 255 locations, enough to more than double the trees removed to facilitate the new development on Binney Street that this RFP aims to help remediate. With that, and additional outreach and plantings on public property, we are confident we can find locations for and install 122 trees to replace those that were removed.

The RFP has laid out an excellent scope of work that is analogous to our existing process. We will use that task list, deliverables, and milestones as a guide. The logistics and capacity needed for this project is well within our wheelhouse. As executive director, I will serve as project manager and come with years of experience managing complex projects with multiple and diverse stakeholders and directly with community engagement components. I've attached my resume for a detailed review of this experience in urban planning, technology management, and communications.

A project like this requires broad community support and good relationships, and I feel we have those in the community and with the staff at the CRA. We've worked well together in the past, including the Forward Fund funded garden at Nurture and the funding you've provided for the

in-process feasibility planning of our property at the Alewife Reservation. Lastly, the CRA is an excellent landlord for us, and we are extremely grateful for the place you've provided for our work and many other non-profits like no other in the city. Thank you!

Our experience, connections, and reputation in the neighborhood – with East End House, members of the East Cambridge Planning Team, and other community actors – will also help make this project successful. We have an emerging collaboration with BioMed Realty and have been the recipient of Biogen Foundation's STAR Initiative funds via Lesley University for our work with CRLS students.

However, the timeline is the main variable. Any project that requires agreement from property owners can be challenging. Based on our experience we know there will be early successes, with a healthy percentage of trees going in. Getting to our goal of the number of trees planted will be a challenge that will not happen in a linear fashion.

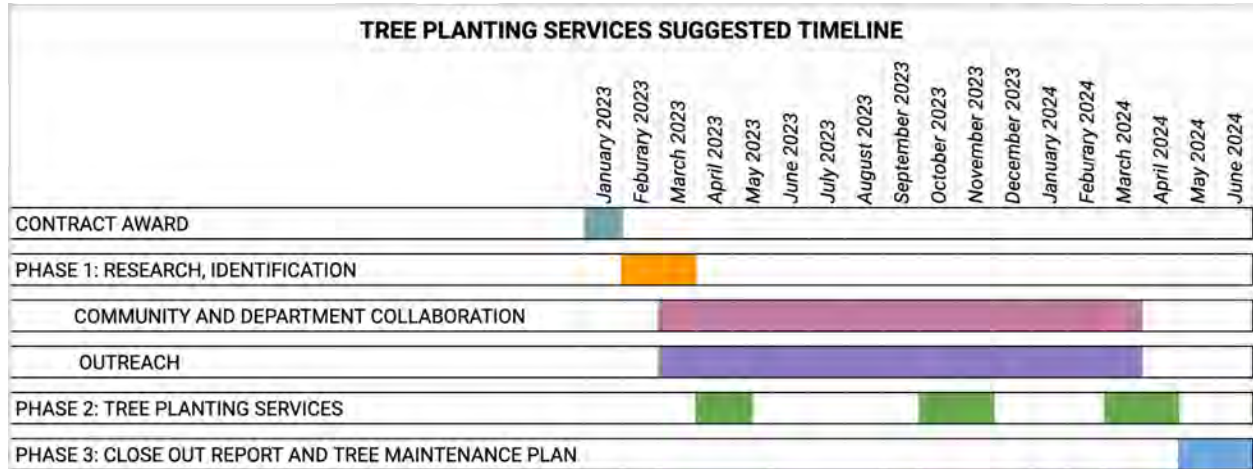
Our strategy for this challenge is to utilize the contract award in a way that prioritizes outreach and engagement, with the goal of securing many more planting sites that are required. We know through the Urban Forest Master Plan process that 80% of our tree canopy is on private property, and it will take a broad and deep community effort to grow our canopy—even by 122 trees. Every tree counts. We will also seek to identify locations on public property, and collaborate with groups like Biodiversity for a Livable Climate who have advocated for larger scale installations of Miyawaki Forests that have been piloted by Cambridge Department of Public Works at Danehy Park.

Further there is a large education component for the community to better understand the importance of our shared urban tree canopy. Many residents do not have a say in what trees are on the property where they live, and will not have the authority to allow us to install a tree. However, like the canopy, this knowledge is a community asset. Even if they can't get a tree, they can better understand this generational crisis, what they can do, and perhaps be an advocate for our work.

Our Canopy Crew program for Cambridge high school students, which is detailed later in this RFP response, runs planting days on Saturdays during seasonal windows that are optimal for new trees, roughly corresponding to April and October, running as early as mid-March and as late as late November. We can also hold a few other planting events for the general public. Outside of these time periods however, it is either too cold or too hot for young trees to go through the stress of planting.

The budget and timeline reflected in this RFP response suggest 10-12 planting weeks a year split between the spring and fall. A quick calculation suggests that we need to plant 10-12 trees a week during those windows to achieve the 122 installations. With early and robust outreach, we think we can accomplish these plantings in 2023. However, to set better expectations, we

want the option to extend the contract into spring 2024. Having three planting seasons, with the first a shorter “soft opening” season, we think will help ensure success; there will be a short window for planning and strategy before the spring 2023 planting season. Additionally, we have found that it often takes time for an initiative to “settle in,” for residents to be informed, engaged, and participate. Having the flexibility to extend to 2024 is important to better ensure success. Below is a graphical representation of this schedule, and expect in our initial planning sessions we’ll use this as a guide and determine together what the best schedule should be.



Budget Narrative

We propose a budget of \$69,996, with a goal of 122 trees planted. The budget breaks down by phase in labor costs at \$21,658 in Phase 1, \$28,142 in Phase 2, and \$4,772 in Phase 3. Materials and Supplies across all Phases is \$15,424. Overhead items such as insurance, payroll taxes, equipment, and technology are inclusive of these amounts. A detailed budget breakdown is included later in this packet.

Labor costs are spread across the team and collaborating community coordinators. Our team is made up of six roles: A project manager, a program coordinator, an outreach coordinator, Canopy Crew interns, a professional arborist, and community coordinators.

Project Team

Steven Nutter
Project Manager

Steven is the executive director of Green Cambridge and will serve as project manager, overseeing the whole program from start to finish. He will be the primary point of contact. As Director of Green Cambridge he has led the development of the Canopy Crew program. He will take lead in the facilitation of the development of the outcomes and execution of the contract.

Steven is Vice Chair of the Cambridge Climate Protection Action Committee that works closely with Cambridge Community Development on climate resilience planning. He was on the Envision Cambridge environment committee and regularly collaborates with Cambridge CDD, DPW, Conservation Commission, and CPH staff and leadership. He works in communication with members from committees and task forces related to climate change, resilience, forestry, and food access, as well as related environmental groups and organizations in the city. He has a BA in Philosophy from West Virginia University, an MA in Public Policy in Urban Planning from Tufts, and is currently pursuing a Ph.D. from Lesley University researching how communities learn together for greater climate resilience and justice.

Isabella Carrion

Program Coordinator

Isabella will serve as one of the program coordinators for the project, helping to ensure its success by her experience piloting Canopy Crew, the Urban Forest Master Plan, and the City. She grew up in Cambridge and has lived in The Port and Porter Square. She has worked with Green Cambridge for the past three years to develop youth-centered place-based environmental education and action programs. She has a BA in Environmental Science from UMass Boston, and is currently pursuing a MS in Environmental Science and Policy at Northeastern.

Austin Thoren

Program Coordinator

Austin will serve as the main Program Coordinator, organizing and facilitating planting and outreach days, while also coordinating Canopy Crew member activities and events. Austin has a BA in Peace and Conflict Studies with a focus on climate change from UMass Lowell, where he facilitated building of the student-run rooftop farm.

Outreach Coordinator

We are in the process of filling this position and expect to be ready in time for the contract start. Until then, Steven Nutter, who has extensive experience in outreach communications, along with board members who also have communications and outreach experience, will work with the program coordinators and consulting coordinators to fill this role. In addition, we work closely with Mothers Out Front for outreach, and hope to collaborate deeply with the East Cambridge Planning Team and other East Cambridge neighborhood and community partners in outreach.

Canopy Crew Interns

Our Canopy Crew Interns are a diverse group of 10 Cambridge Rindge Latin School students from across the City who work with us on a 9-month internship, September through April. They are mentored by local, state, and national advocates and agencies, and trained by experts. They participate in nearly every stage of the process, as outlined in the budget breakdown.

Ryan Corrigan

Arborist from Parterre Ecological

Ryan will serve as our primary advisor on species and site selection, as well as attend planting days to oversee the process and be a resource for Canopy Crew. Ryan is a Certified Arborist and a licensed drone pilot, with his MS in Ecological Design from The Conway School. He, and others at Parterre, have worked with Green Cambridge youth programs for two years bringing field experience to our River Restore project in the Alewife Reservation where we are doing a three-year invasive removal and native habitat restoration across 28,000 SF of state-owned property adjacent to the Little River. Ryan and his team have also served as advisors to Canopy Crew's pilot seasons, sharing expertise in tree species, tree care, and proper time and location to plant. Until 2021, Parterre held the City contract for maintenance and reporting of the Stormwater Wetland in the Alewife.

Community Coordinators

We work closely with CRLS Faculty and volunteer community groups in the area like Mothers Out Front, Green and Open Somerville, and others whose members have community experience in outreach and a passion for local environmental action. With on-the-ground knowledge, we collaborate with them on outreach and planting days to bring in and share their work as well as help guide Canopy Crew members. We believe that everyone who works with Green Cambridge in any kind of role-based capacity should be compensated in some way for their time. Contract Coordinators are paid an honorarium to help cover their costs.

Mayor's Summer Youth Employment Program participants

Each summer between July and August we run an environmental justice themed summer youth program. Participants work in the Alewife, at our urban farms, and other activities. Our program in 2023 will in part work to do outreach about this initiative in East Cambridge. Summer is outside of the planting season, and it's a great way to continue to get the message out and speak with residents.

The following part of this response includes the required references, demonstration of experience, budget, forms, and attachments.

Thank you again for this opportunity. We look forward to working with the CRA, BXP, the City, East Cambridge residents and community groups, and the Kendall Square Association to the success of this important project!

Sincerely,



Steven Nutter
Executive Director
Green Cambridge
857-891-7944



City of Cambridge

Executive Department

YI-AN HUANG
City Manager

Dec 19, 2022

Cambridge Redevelopment Authority
Tom Evans, Executive Director

Re: RFP Response Reference for Tree Planting Services

To Whom It May Concern:

This letter is in support of Green Cambridge in their RFP response to the Cambridge Redevelopment Authority's RFP for Tree Planting Services.

For the past several years, I have worked with Green Cambridge through the development of their Canopy Crew program that trains youth on how to plant trees, how the urban canopy supports environmental justice, and how to work with others in the community to build stronger, more resilient neighborhoods.

In 2022, Green Cambridge and the Cambridge Department of Public Works Urban Forestry Division began piloting this program. Collaborating with the forestry staff, Green Cambridge's staff coordinated tree planting locations, tree delivery, and follow up.

Canopy Crew pays Cambridge youth in this program, as well as providing all of the supplies, materials, equipment, and transportation. I've had a positive experience working with them. I have previously written letters of support for their work for funding from the National Fish and Wildlife Foundation, and for the Massachusetts Department of Conservation and Recreation's Urban Forestry Challenge Grant, both of which they received funding from. In addition, the City recently awarded Green Cambridge American Rescue Plan Act funding for Canopy Crew.

We look forward to continuing to work with Green Cambridge to build youth opportunities, resident engagement, and a robust shared urban tree canopy.

Thank you for your time and for selecting Green Cambridge in this RFP process.

Sincerely,

Owen O'Riordan,
Deputy City Manager

December 19, 2022

Cambridge Redevelopment Authority
Tom Evans, Executive Director

Re: RFP Response Reference for Tree Planting Services

To Whom It May Concern:

This letter is in support of Green Cambridge in their RFP response to the Cambridge Redevelopment Authority's RFP for Tree Planting Services.

For the past few years, I have worked with Green Cambridge as part of our project at Alewife Park. They have been a good collaborator, together with many other community stakeholders, to create a successful project that works in relationship to the surrounding neighborhood and the natural environment. Specifically, we've worked closely to develop an innovative tree nursery on the top floor of our soon to be built parking garage. We've selected Green Cambridge to manage this nursery and grow up to 350 trees a year. These trees will supply their Canopy Crew program that trains youth on how to plant trees, how the urban canopy supports environmental justice, and how to work with others in the community to build stronger, more resilient neighborhoods.

In addition, we've selected them to run a future communal farm on the site, open to the public, and to teach urban agriculture and its connection to the larger food system.

The Canopy Crew program pays Cambridge youth, and Green Cambridge provides all of the supplies, materials, equipment, and transportation. Though we're in the design stages, I've had a positive experience working with them, and am confident they will execute their programs as a reliable community partner. We look forward to continuing to work with Green Cambridge to build youth opportunities, resident engagement, and a robust shared urban tree canopy.

Thank you for your time and for selecting Green Cambridge in this RFP process.

Sincerely,

Chrissy Gabriel

Chrissy Gabriel
Director, Development

IQHQ
617-314-9620



Demonstration of Experience

We are all about Cambridge trees. When you type “urban forest master plan,” the first result on Google is the Green Cambridge website. Since 2004, Green Cambridge, a Massachusetts 501(c)3 non-profit corporation, has been advocating for, crafting policy on, and implementing action toward a more robust urban tree canopy in Cambridge.

About 10 years ago, we founded the Cambridge Trees! group, now with over 400 members, to give a broad voice for people in our neighborhoods and the trees in them. In 2017, we advocated for an urban forest master plan, in part based on our citizen science initiative that mapped over 10,000 data points showing the steep decline in our canopy. (Link: <https://www.greencambridge.org/tree-canopy-project>)

Since then, our board members and staff have been part of the City-run Urban Forest Master Plan Task Force process, the Open Space update that is underway, have helped bring municipal policy in line with the Plan’s findings, and have continued to show leadership toward a more equitable and robust urban forest for the benefit of all.

The Urban Forest Master Plan is an amazing document. Deeply informed by the community, by City staff, and with experts, it dives into a path forward that examines all aspects of decline, and most importantly, what we can do to change that trajectory. For the first time – and now a model for other municipalities in the nation – we know what can be done, what should be done, and who these changes could benefit. It has been incredible to see the City hire talented new staff, pass legislation, and integrate the urban forest deeper into its climate resilience and open space planning.

Our staff, and our Canopy Crew members are experts on the UFMP. It is the basis for our work. Among its many findings was that over 80% of the tree canopy is on private property—land where the City legally cannot plant (outside of the first 20’ of the Right of Way). The City can make regulations and a permitting process about existing trees, of course, but actually getting a new tree in the ground? That’s a challenge. One we gladly accepted!

In November 2019, we piloted with Cambridge Rindge Latin and the Cambridge Department of Public Works working with high school students to plant trees on Linear Park and in Danehy Park. It was an amazing experience for all. And it was a change in the design of new tree plantings—a lot of trees, very close together—like a forest!



PLANTING IN ALEWIFE LINEAR PARK, NOVEMBER 2019 WITH CRLS STUDENTS AND DPW

Moreover it gave us an opportunity to test out ways to get youth deeply involved in our shared tree canopy. Born from this is Canopy Crew, a group of high school students from across the city, mentored by professional arborists, from environmental justice experts with the US Environmental Protection Agency, and with Cambridge policy makers, advocates, and academics. Crew members are paid the equivalent of the Cambridge Living Wage for a 9-month internship to explore these careers while doing hands-on learning with the goal of planting up to 300 trees per year across two seasons. For this project, our Canopy Crew members will be deeply involved through scoping, budgeting, outreach, planting, and follow up.

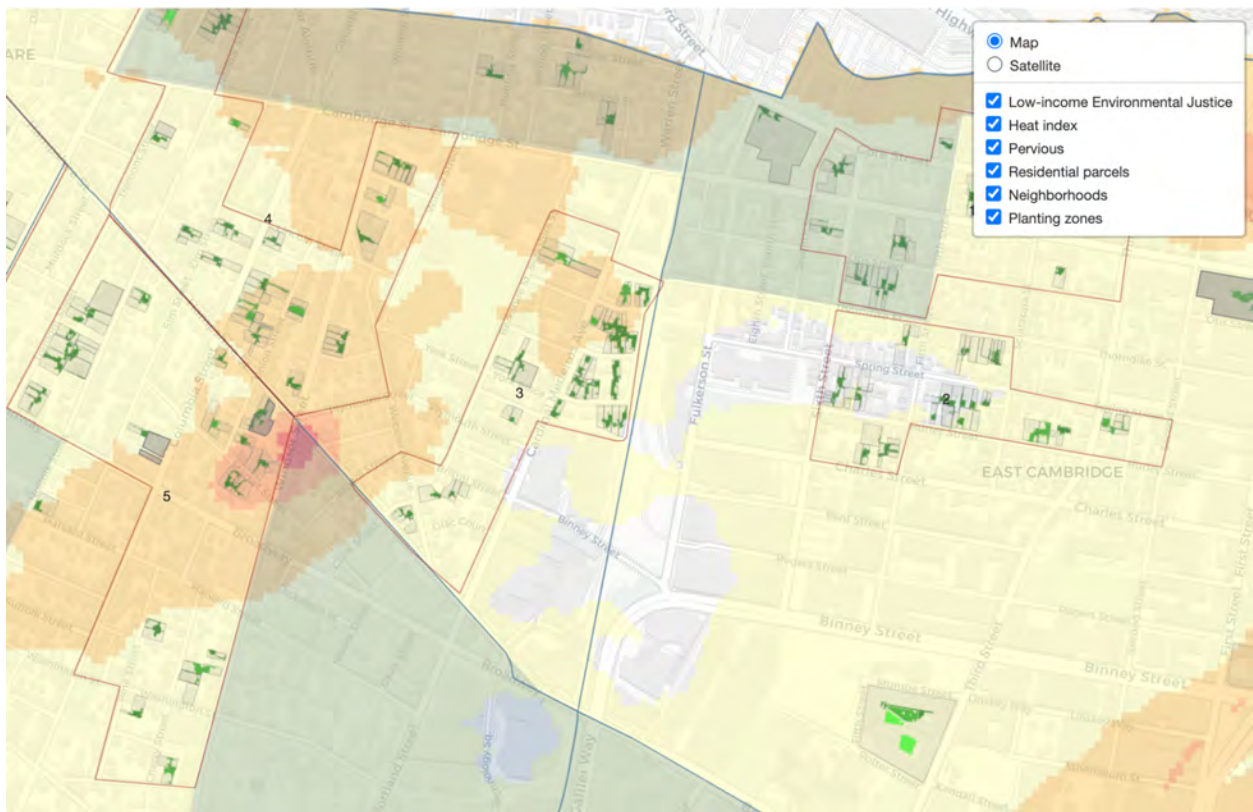
Experience planting trees can lead to career opportunities in the sciences like botany and ecology, but also apprenticeships as arborists that start at a living wage out of high school and go up as their skills are developed. Moreover, arborists and related fields are a growing employment path, as the sad fact is that Cambridge is not alone in its tree canopy decline. It's everywhere, and we're going to need a lot more people in all those roles in the future.

We're continuing to build out Canopy Crew. At the moment we've identified at least 3,000 planting locations in Cambridge that can receive a tree. This information came from a GIS analysis that one of our volunteers built that looked at places in the city that were 1) Permeable, 2) Did not have trees on it already, 3) Had at least a 10' radius, and 4) Where the owner was currently receiving a residential exception—meaning that there was a good chance that they had agency to allow a tree to be planted on the property.

In addition, we overlaid the EPA environmental justice areas and the Museum of Science's Wicked Hot Boston data from the summer of 2019 to better understand where urban heat islands exist. Using a targeted marketing framework, we have contacted and engaged many of these residents, and we continue to build our engagement systems to bring this work to scale.

This data (LINK: http://kentsj.com/Trees/Residential_Pervious_EJ.html) taken together, shows exactly where tree plantings are possible and where we should prioritize plantings toward more equitable outcomes. It's highly detailed and accurate; in relation to the BXP Blue Garage development where 122 trees were removed, we have found at least 255 sites within a 15 minute walk—all within or directly adjacent to the three environmental justice zones in East Cambridge and some of the city's hottest urban heat islands.

Together with public lands, we think there is ample opportunity to plant at least 122 trees in East Cambridge.



SNAPSHOT OF OUR GIS MAP SHOWING RESIDENTIAL PROPERTY PLANTING LOCATIONS IN GREEN, URBAN HEAT ISLAND DATA REPRESENTED IN SHADES OF YELLOW, ORANGE, AND RED, AND ENVIRONMENTAL JUSTICE ZONES IN GRAY.

But it's just a first pass. Sixty percent of Cambridge households live in rental units, where occupants have little agency over the landscaping around their building. After this first year of Canopy Crew, we will work to engage landlords and their tenants over the benefits of planting trees. We continue to support other organizations in the City advocating for more trees, and with our neighbors in Somerville doing the same. Successfully winning this RFP will help expand the work of Canopy Crew, and the outreach during this project can help identify locations for those who rent, as well as nearby public property.



CANOPY CREW MEMBERS PLANTING DURING THE 2022 SEASONS

We have a big vision. Our trees are currently supplied by Cambridge DPW as we scale up the program. DPW Forestry has been an incredible partner, helping to relieve the burden of finding a supply chain for bare root trees. Eventually though we will grow to the point of needing our own source of trees. In 2024, working with the developer IQHQ on their Alewife Park property in North Cambridge, we will open a tree nursery, run by Canopy Crew, to supply all these trees. We have collaborated with IQHQ to design this nursery on the top floor of their garage, using a special lightweight gravel made in the Northeast from recycled glass, to build gravel beds for a pipeline of bare-root trees.

And we're strengthening our own internal capacity toward these goals. Our diverse board now includes leadership from Just-A-Start youth programs, former and current councilors deeply engaged in our urban forest, and residents with lived experience central to our mission of creating a more sustainable city and to protect the environment for the health and safety of all.

Above all, like any forest, we believe deeply in the power of relationships, and all of our work and success is the result of the ecosystem of support and trusted advisors who are professional arborists, long-time faculty at CRLS and Lesley University, at organizations like Mothers Out Front, and at city departments like DPW, CDD, and Public Health. And of course, everyone at the CRA, and at 99 Bishop Allen Drive. Together, we've building an emerging program in Canopy Crew that will serve Cambridge youth and our urban forest at the same time, now and in the future.

In addition to Canopy Crew, we offer an additional relevant project with River Restore to show our experience working through complex permitting, stakeholder engagement, project management, and youth workforce development toward environmental justice goals.

In 2021, we pursued the three-year River Restore project, of our design in collaboration with Cambridge Conservation Commission, the Massachusetts Department of Conservation and Recreation, and Parterre Ecological. River Restore is a 28,000 SF habitat restoration project between the Little River and the Alewife Stormwater Wetland. Permitted through an Massachusetts Department of Environmental Protection Notice of Intent, we use this space as an outdoor classroom for our 15 Mayor's Summer Youth Employment Program participants between July and August to remove invasive species and install native plants.

River Restore is funded through the Cambridge Community Preservation Act and with private donors.



REMOVING INVASIVES AND INSTALLING NATIVE SPECIES ALONG THE LITTLE RIVER FOR OUR RIVER RESTORE PROJECT IN 2022

(At the end of this packet is the project manager's resume, Steven Nutter, who is also the executive director of Green Cambridge.)

More About Green Cambridge

We are a place-based interpretive science 501(c)3 non-profit centered on career exploration programs for youth and young adults, arts-based STEAM activities for school-age children, and creating local environment volunteering experiences for adults.

For more background on Green Cambridge, see greencambridge.org/whatwedo.

For more information on our board of directors, see greencambridge.org/board-of-directors.

Phase 1: Research, Site Identification And Exploration, & Stakeholder Collaboration				
Sub-Phase	Labor Hours	Billing Rate	Line Total	
<i>Project Development, Scoping, & Schedule</i>				
Project Manager	14	\$45	\$630	
Program Coordinator 1	8	\$31	\$248	
Program Coordinator 2	8	\$31	\$248	
Canopy Crew Interns	10	\$24	\$240	
Arborist	2	\$99	\$198	
Community Coordinator	6	\$28	\$168	
Total Sub-Phase Hours	48		\$1,732	Sub-Phase Total
<i>Materials Review</i>				
Project Manager	8	\$45	\$360	
Program Coordinator 1	2	\$31	\$62	
Program Coordinator 2	2	\$31	\$62	
Outreach Coordinator	8	\$35	\$280	
Canopy Crew Interns	10	\$24	\$240	
Arborist	2	\$99	\$198	
Total Sub-Phase Hours	32		\$1,202	Sub-Phase Total
<i>Site Criteria Development</i>				
Project Manager	8	\$45	\$360	
Program Coordinator 1	4	\$31	\$124	
Program Coordinator 2	4	\$31	\$124	
Canopy Crew Interns	10	\$24	\$240	
Arborist	4	\$99	\$396	
Total Sub-Phase Hours	30		\$1,244	Sub-Phase Total
<i>Outreach Planning</i>				
Project Manager	10	\$45	\$450	
Program Coordinator 1	16	\$31	\$496	
Program Coordinator 2	16	\$31	\$496	
Outreach Coordinator	44	\$35	\$1,540	
Canopy Crew Interns	30	\$24	\$720	
Arborist	1	\$99	\$99	
Community Coordinator	4	\$28	\$112	
Total Sub-Phase Hours	121		\$3,913	Sub-Phase Total
<i>Outreach</i>				
Project Manager	4	\$45	\$180	
Program Coordinator 1	36	\$31	\$1,116	
Program Coordinator 2	36	\$31	\$1,116	
Outreach Coordinator	40	\$35	\$1,400	
Canopy Crew Interns	210	\$24	\$5,040	
Community Coordinator	24	\$28	\$672	
Total Sub-Phase Hours	350		\$9,524	Sub-Phase Total

Site Selection				
Project Manager	8	\$45	\$360	
Program Coordinator 1	8	\$31	\$248	
Program Coordinator 2	8	\$31	\$248	
Canopy Crew Interns	10	\$24	\$240	
Arborist	8	\$99	\$792	
Total Sub-Phase Hours	42		\$1,888	Sub-Phase Total
Meeting Coordination and Followup				
Project Manager	32	\$45	\$1,440	
Program Coordinator 1	8	\$31	\$248	
Program Coordinator 2	8	\$31	\$248	
Canopy Crew Interns	5	\$24	\$120	
Arborist	1	\$99	\$99	
Total Sub-Phase Hours	54		\$2,155	Sub-Phase Total
Total Phase Hours	677		\$21,658	Phase Total
Phase 2: Tree Planting Services				
Sub-Phase				
Permitting				
Project Manager	8	\$45	\$360	
Program Coordinator 1	8	\$31	\$248	
Program Coordinator 2	8	\$31	\$248	
Canopy Crew Interns	5	\$24	\$120	
Arborist	1	\$99	\$99	
Total Sub-Phase Hours	30		\$1,075	Sub-Phase Total
Planting Management				
Project Manager	8	\$45	\$360	
Program Coordinator 1	16	\$31	\$496	
Program Coordinator 2	16	\$31	\$496	
Canopy Crew Interns	10	\$24	\$240	
Arborist	1	\$99	\$99	
Community Coordinator	1	\$28	\$28	
Total Sub-Phase Hours	52		\$1,719	Sub-Phase Total
Planting Planning				
Project Manager	4	\$45	\$180	
Program Coordinator 1	32	\$31	\$992	
Program Coordinator 2	32	\$31	\$992	
Outreach Coordinator	2	\$35	\$70	
Canopy Crew Interns	30	\$24	\$720	
Arborist	2	\$99	\$198	
Community Coordinator	2	\$28	\$56	
Total Sub-Phase Hours	104		\$3,208	Sub-Phase Total

Tree Installation				
Project Manager	10	\$45	\$450	
Program Coordinator 1	70	\$31	\$2,170	
Program Coordinator 2	70	\$31	\$2,170	
Canopy Crew Interns	600	\$24	\$14,400	
Aborist	10	\$99	\$990	
Community Coordinator	70	\$28	\$1,960	
Total Sub-Phase Hours	830		\$22,140	Sub-Phase Total
Total Phase Hours	1016		\$28,142	Phase Total
Phase 3: Close Out Report And Tree Maintenance Plan				
Sub-Phase				
Reporting				
Project Manager	32	\$45	\$1,440	
Program Coordinator 1	16	\$31	\$496	
Program Coordinator 2	16	\$31	\$496	
Canopy Crew Interns	10	\$24	\$240	
Aborist	1	\$99	\$99	
Total Sub-Phase Hours	75		\$2,771	Sub-Phase Total
Maintenance Plan				
Project Manager	8	\$45	\$360	
Program Coordinator 1	16	\$31	\$496	
Program Coordinator 2	16	\$31	\$496	
Outreach Coordinator	2	\$35	\$70	
Canopy Crew Interns	20	\$24	\$480	
Aborist	1	\$99	\$99	
Total Sub-Phase Hours	63		\$2,001	Sub-Phase Total
Total Phase Hours	138		\$4,772	Phase Total
Materials and Supplies Across All Phases				
Trees (seedings, loss, shipping, storage)			\$5,670	122 trees planted (includes 10% loss)
Planting Supplies			\$5,643	stakes, gator bags, compost, mulch
Printing & Mailing			\$1,833	Flyers, handouts, and mailers
Food			\$440	Day of Planting Snacks
Tree Maintenance (Year 2)			\$1,601	Tree health check in on year 2
Transportation			\$237	Trucks and other transportation costs
			\$15,424	Materials & Supplies Total
			\$69,996	Project Total

APPENDIX A : NON-COLLUSION, NON-DISCRIMINATION, AND TAX/EMPLOYMENT STATEMENTS

NON-COLLUSION, NON-DISCRIMINATION, and TAX/EMPLOYMENT STATEMENTS

NON-COLLUSION STATEMENT

The undersigned bidder or agent, being duly sworn on oath, says that he/she has not, nor has any other member, representative, or agent of the firm, company, corporation or partnership represented by him/her, entered into any combination, collusion or agreement with any person relative to the RFQ response, to prevent any person from responding nor to include anyone to refrain from responding, and that this response is made without reference to any other response and without any agreement, understanding or combination with any other person in reference to such response.

I HEREBY AFFIRM UNDER THE PENALTIES FOR PERJURY THAT THE FACTS AND INFORMATION CONTAINED IN THE FOREGOING RFQ FOR THE CRA ARE TRUE AND CORRECT.


Dated this 16 day of December, 2022

Green Cambridge, Inc.

Name of Organization,

Executive Director

Title of Person Signing



A handwritten signature in black ink, consisting of a series of loops and strokes, positioned above a horizontal line.

Signature

CERTIFICATE OF TAX, EMPLOYMENT SECURITY, AND CHILD CARE COMPLIANCE

Pursuant to Massachusetts General Laws Chapter 62C, §49A and Chapter 151A, §19A(b) and Chapter 521 of the Massachusetts Acts of 1990, as amended by Chapter 329 of the Massachusetts Acts of 1991,

I Green Cambridge, Inc. (Name) whose principal place of business is located at 99 Bishop Allen Drive, Office 15, Cambridge, MA 02139 (Address), do hereby certify that:

A. The above-named Respondent has made all required filings of state taxes, has paid all state taxes required under law, and has no outstanding obligation to the Commonwealth's Department of Revenue.

B. The above-named Respondent/Employer has complied with all laws of the Commonwealth relating to unemployment compensation contributions and payments in lieu of contributions.

C. The undersigned hereby certifies that the Respondent/Employer (please check applicable item):

1. employs fewer than fifty (50) full-time employees; or
2. offers either a dependent care assistance program or a cafeteria plan whose benefits include a dependent care assistance program; or
3. offers child care tuition assistance, or on-site or near-site subsidized child care placements.

Signed under the penalties of perjury this 16 day of December, 2022.

Federal Identification Number: 20-8633169

Signed (type name):  Steven Nutter

Title: Executive Director

Date: Dec 16 2022

Steven Nutter

Project Manager for Tree Planting Services

Steven is passionate about supporting and creating sustainable and equitable places in the public realm that improve lives. By working across organizational systems and listening to community needs, he partners to plan and implement initiatives at the municipal and regional scale and in the context of environmental, financial, historical, regulatory, and social frameworks. He has a successful record of cross-collaboration with diverse groups, businesses, agencies, and institutions to develop and achieve shared goals that execute strategy. He seeks to build communities of knowledge in an eye-to-eye partnership to expand justice outcomes. He has a focus on developing high school and undergraduate youth programs toward these ends.

A builder and landscaper since childhood, he is adept with construction, planning, and design. As a project manager, he manages up, down, and across--to support mission-driven teams to work toward a shared vision and achieve common objectives. He is an internal and external operator, using broad constituent outreach, and a love of data, strategy, and budgets to connect with audiences where they are at. He started his career in journalism, marketing, and graphic design. He comes from an academic focus on bioregional land use, regulation and zoning, transportation systems, and organizational learning.

Education & Certifications

Doctor of Philosophy, Climate Education, Lesley University	Anticipated 2025
• Won scholarships and research grants using a collaborative practice model	
Permaculture Design Certificate, Center for Bioregional Living, Brooklyn, NY	2016
Certified Planner #27957, American Institute of Certified Planners, Washington, DC	2015
Master of Public Policy, Urban and Environmental Policy and Planning Department, Tufts University	2014
Bachelor of Arts, Philosophy, <i>Eisenhower Fellow</i> , West Virginia University	2003

Career History & Selected Achievements

Executive Director **2017 to present**
Green Cambridge, Cambridge, MA

A municipal-focused climate and environmental education 501(c)3 centered on sustainable land use and justice outcomes

- Led strategy, development, and management of programs to engage the community for a more sustainable and equitable public realm by building youth and adult urban agriculture, renewable energy, and urban forestry initiatives. Built multi-year programs like communal farms and a hands-on, youth-focused, data-driven initiative, Canopy Crew, to grow and plant 300 trees a year to restore urban ecosystems.
- Secured funding pipeline from municipal, state, federal, foundation, and private financial sources to support the organization in the long term.
- Created organizational structure to serve new programs. Engaged multiple and diverse audiences through presentations, direct outreach, and a digital strategy.
- Partnered with and acquired other organizations to achieve goals and build capacity. Deeply collaborated with city staff and school faculty. Serves on city-wide planning, climate, food systems committees.

Co-Founding Collaborator **2020 to present**
PlacePractice, Somerville, MA

An emerging mission-driven collaborative to assist regional actors in place-based planning, support community-centered design, and create bioregional learning toward more sustainable and just outcomes.

- Secured state legislative earmarks, MassDevelopment project funding, and foundation and municipal grants for MassFarmers Markets Gateway Cities and MarketCube initiatives to increase local food access and create economic development placemaking initiatives in towns across the state, including Cambridge.
- Working with partners to develop a 22-acre mountaintop bioregional learning lab for emerging professionals.

Associate Director of Communications and Knowledge Management

2012 to 2016

Unitarian Universalist Service Committee (UUSC), Cambridge, MA

A nonsectarian human rights and social justice organization driven by programmatic partnerships

- Managed a staff of specialists, expert consultants, and communities of practice. Reorganized department structure and job descriptions to align with the new strategic plan. Led concurrent complex projects, including developing a new grants and donor management system. Advised senior leadership and board.
- Analyzed, planned, and launched cross-agency systems and business processes to break down organizational silos and improve coordination between initiatives at all levels. Revised capital and operations budgets and negotiated vendor contracts to balance long-term needs with short-term costs.
- Led planning and development of major communications initiatives, coordinated message development of online and social media channels, and constituent tracking resulting in a 20% engagement increase.

Director of Information Technology

2009 to 2012

Shepley Bulfinch, Boston, MA

150-year-old, a multi-office national architecture, planning, and interior design firm

- Managed an interdisciplinary department of over 30 consultants and staff with a \$500k operational budget. Using a customer service model, led teams of experts to plan and implement concurrent projects to transition from siloed legacy business systems to integrated design and project delivery systems including Revit, Proforma, and databases.
- Launched new initiatives while maintaining service levels. Reduced costs by 30% to below industry averages.

Planning Associate / Graphics and Technology Director

1999 to 2009

Miller Dyer Spears, Boston, MA

An integrated architecture, planning, and interior design firm focused on institutions and public agencies

- Developed data-driven urban design and planning scenarios and visualizations for academic, medical, and municipal clients in metro Boston. Focused on adaptive reuse and urban infill projects. Facilitated community charrettes and assisted clients through zoning and regulatory processes.
- Business development primary team member, managing RFP/RFQ submissions and interview process.
- Managed consultants and projects. Led adoption of Building Information Modeling (BIM) tools firm-wide. Won Massachusetts 2008 Innovation Award for Sustainability from DCAM for the first project completed on new tools.

SNSP Consulting

2006-2018

Consulting work for design, planning, and strategy

- Created prototypes of innovative "micro-apartment" affordable housing projects on multiple TOD sites. Presented to the Boston Planning & Development Agency and the ONEin3 program. Financial crash of 2008 halted the initiative.
- Conceptualized, planned, and created financial analysis for a 75,000SF \$22M reuse for a senior housing, assisted living, palliative care, and green burial garden campus with community farm in Petersham, MA

Selected Community Service

Appointed Member Cambridge Food and Fitness Policy Task Force, Department of Public Health, Cambridge, MA	2021 to present
<ul style="list-style-type: none">Advised the department in the launching of a cross-agency and first Cambridge Food Action Plan	
Appointed Committee Member, Vice Chair Cambridge Climate Protection Action Committee, Community Development Department, Cambridge, MA	2018 to present
<ul style="list-style-type: none">Co-developed a new strategy to better connect the committee's role with the government and with the community.	
Member Out-Of-School Time Subcommittee, Cambridge Non-Profit Coalition	2019 to present
Member Outdoor Learning Working Group, Cambridge Public Schools	2020
Climate & Environment Committee Member Envision Cambridge, Cambridge, MA	2017 to 2018
Chair, Board of Directors, Strategic Planning, and Advocacy Committee Member LivableStreets Alliance, Cambridge, MA	2008 to 2017
<ul style="list-style-type: none">Managed board and organization strategic planning work for sustainable transportation. Led advocacy campaigns by convening multiple constituencies in metro Boston. Transitioned organization to a new executive director.	
GreenDOT Advisory Group Member Massachusetts Department of Transportation, Boston, MA	2014 to 2015
<ul style="list-style-type: none">Advised agency on strategy to reduce GHG emissions, promote healthy transportation, and smart growth development.	
Board Member Community Alliance of Mission Hill, Boston, MA	2006 to 2008
<ul style="list-style-type: none">Partnered with city councilors and neighborhood stakeholders to strategize, design, build constituency support, and win \$250k in City funding for new greenspace via an intersection diet.	
Instructor, Real Estate, Urban Design, & Planning Boston Architectural College, Boston, MA	2006 to 2008, 2023

Selected Awards & Public Speaking Events

Innovation Award, "Place-Based Climate Education and Resilience," Lesley University, Cambridge, MA	2021
Community Design Residency, "Kitting The Alewife," Sasaki Foundation, Watertown, MA	2019
Boston Public Radio, WGBH, guest on how to create welcoming neighborhoods, Boston, MA	2018
"Grounding the McGrath," SCATV award for best non-fiction short film, Somerville, MA	2013
1st Place, "21st Century Street" Transportation Alternatives & Jan Gehl design competition, Brooklyn, NY	2008
"City Life As A Spreadsheet: Luxury Condos Coming Soon" Pecha Kucha, Harvard GSD, Cambridge, MA	2008
1st Place, "Density, Myth and Reality" Boston Society of Architects design competition, Boston MA	2003