

# Broadband Task Force Agenda

## Opening and Welcome – Staff

## Introductions – Task Force Members

Each member is asked to:

- Introduce yourself
- State current your profession or other information you want to share
- Briefly describe your interest in serving on the task force
- Share a strength that you bring to the group
- Share something you like to do for enjoyment
- Identify something that you would like learn during this process

## Task Force Logistics – Staff and Members

### Proposed Meeting Timeline:

It is proposed that the Broadband Task Force hold regular meetings at the interval of one every other month, for approximately the next 12- 18 months. This schedule will respect the time commitment of Task Force Members and allow sufficient time for the consultants to conduct work between meetings.

**Discussion item:** Is there a fixed day that the task force would like to commit to for its meetings? For example, 3<sup>rd</sup> Wednesday of the month.

- April 29, 2015 (next meeting date)
- June 2015
- September 2015
- November 2015
- January 2016
- March 2016
- May 2016
- June 2016

## Recommendation Process:

The Task Force will, as its final product, create a report to the City Manager with its recommendations for improving access to broadband services in Cambridge.

It is recommended that the Task Force adopt the concept of consensus based decision making. While the Task Force should constantly strive for consensus, some decision may require a vote to keep the process moving, if consensus cannot be achieved.

**Discussion item:** Does the Task Force want to work under a consensus model or is there an alternative approach to consider?

## Ground Rules:

**Discussion item:** Does the Task Force want to adopt any ground rules at this point?

## Primary Staff Contact

## Website

## Public Comment

- Public comment will occur at the end of each of our committee meetings

**Discussion item:** Are there other public engagement opportunities that the task force feels should be incorporated into our process?

## Other Logistical Items:

### Discussion Items:

- What types of information, background or research would be helpful to the task force in order to conduct its work?
- Do members have information, articles or research that you think is important to share with your colleagues?

## Discussion on Consultant Services - Staff and Members

<http://www2.cambridgema.gov/purchasing/listBids.cfm?bidType=d>

## Public Comment

## Adjournment



City Hall • 795 Massachusetts Avenue • Cambridge • Massachusetts • 02139  
617.349.4300 • Fax: 617.349.4307 • TTY: 617.349.4242 • [www.cambridgema.gov](http://www.cambridgema.gov)

**For Immediate Release**

**Contact:** Lee Gianetti, Director of Communications  
617.349.4300 • [lgianetti@cambridgema.gov](mailto:lgianetti@cambridgema.gov)

## *Cambridge City Manager Seeks Members for New Broadband Task Force*

**Cambridge, MA—May 09, 2014** — City Manager Richard C. Rossi is seeking applicants to serve on a new Task Force which will examine broadband service in Cambridge and evaluate our fiber infrastructure. The Task Force will examine options to increase competition, reduce pricing, and improve speed, reliability and customer service for both residents and businesses. Additionally, the Task Force will investigate scenarios for leveraging the City's current or future fiber assets to expand access to broadband services, such as service to CHA properties.

The work of the Task Force will help to ensure that Cambridge remains a world-class City in which to live, work, innovate and learn. The final report of the committee will assist the City in planning for the future and setting realistic expectations with the public, as creating alternative solutions can take years to fully implement.

The Task Force will meet on a regular basis and will be charged with:

- Engaging the broader community, including residents, business and university partners, in understanding their current and future broadband needs;
- Understanding and documenting existing broadband service in Cambridge – speed, reliability, cost and customer service;
- Understanding and documenting the existing broadband and fiber infrastructure – both private and public;
- Examining best practices and models used by other municipalities across the United States to improve access to broadband services;
- Developing a range of alternatives for improving access to broadband services, including: increased private competition, a mesh network, a municipal fiber network connected to public housing properties, a municipal fiber backbone throughout the city and a complete municipal broadband network;
- Evaluating each alternative by conducting an analysis of the level of service provided, cost to customers and to the City, customer service, sustainability and flexibility of the system to adapt to improving technologies;
- Creating business models for providing internet service that includes: funding, cost recovery, governance model, and subscription structure, including options for people with limited ability to pay; and
- Developing recommendations for leveraging public- private partnerships, including regional initiatives, in achieving alternative access to broadband services.

Residents and interested members of Cambridge's university, innovation, civic and business communities are encouraged to apply. Prospective members should send a letter via mail, email or fax by Friday, May 30, 2014 briefly describing the applicant's interest in the committee, relevant background, skills and experience to:

Richard C. Rossi, City Manager  
City of Cambridge  
795 Massachusetts Avenue  
Cambridge, MA 02139  
Email: [citymanager@cambridgema.gov](mailto:citymanager@cambridgema.gov)  
Ph: 617-349-4300 Fax: 617-349-4307



October 15, 2014

To the Honorable, the City Council:

I am please to notify you that I have made fourteen appointments to the Broadband Task Force. They are:

- Ben Compaine
- Susan Fleischman
- Jerrold Grochow
- Ming-Tai Huh
- James Lesie
- Jason Liss
- Patrick McCormick
- Ed Naef
- Anne Schwieger
- Jonathan Speiser
- Saul Tannenbaum
- Nate Thames
- Jacob White
- Chris Yu

The task force will begin meeting in late 2014 and will examine options to increase competition, reduce pricing, and improve speed, reliability and customer service for both residents and businesses. Additionally, the Task Force will investigate scenarios for expanding access to broadband services, such as service to CHA properties.

The report of the task force will assist the City in planning for the future and setting realistic expectations with the public, as creating alternative solutions can take years to fully implement. It is estimated the Task Force will need one year to complete its charge.

Yours very truly,

Richard C. Rossi  
City Manager

RCR/lpg

**FILE NO. 6733- REQUEST FOR QUALIFICATIONS FOR BROADBAND / INTERNET  
INFRASTRUCTURE DESIGN SERVICES-THURSDAY, MARCH 19, 2015**

**FILE NO. 6733  
REQUEST FOR QUALIFICATIONS ("RFQ")  
FOR BROADBAND / INTERNET INFRASTRUCTURE DESIGN SERVICES**

Sealed proposals will be received at the Office of the Purchasing Agent, Room 303, City Hall, 795 Massachusetts Avenue, Cambridge, Massachusetts 02139 until **11:00 a.m., on Thursday, March 19, 2015** for furnishing the following to the City of Cambridge:

The City of Cambridge "the City" seeks proposals for a consultant (or team of consultants) to provide technical analysis of the existing broadband / internet infrastructure, analyze alternatives for improving the internet infrastructure, and develop projects (plans, specifications and estimates) that the City can undertake to enhance the internet system. The Consultant must have extensive knowledge of broadband systems, municipal financing alternatives, and implementation of municipal networks and must have demonstrable experience in broadband infrastructure in a municipal environment.

**This RFQ may be downloaded from the City's website. [www.cambridgema.gov](http://www.cambridgema.gov), Online Services, Purchasing Bid List, Design RFP, File No 6733.**

Copies of this RFQ may be obtained at the Office of the Purchasing Agent on and after **THURSDAY, FEBRUARY 26, 2015** between the hours of 8:30 a.m. and 8:00 p.m. on Mondays, Tuesday thru Thursday, 8:30 a.m. to 5:00 p.m. and 12:00 Noon on Fridays.

The successful offeror must be an Equal Opportunity Employer.

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

**THERE MUST BE NO MENTION OF THE APPLICANTS FEE IN THE PROPOSAL. ANY MENTION OF THE FEE WILL SUBJECT THE PROPOSAL TO REJECTION.**

Questions concerning this RFQ must be submitted in writing to **Amy L. Witts** at the address above or by fax (617-349-4008) by 11:00 a.m. **Monday, March 9, 2015.**

One original and seven (7) copies of the proposal marked "File No.6733, RFQ for Broadband/Internet Infrastructure Design Services" must be received by **Amy L. Witts**, Purchasing Agent, City of Cambridge, 795 Massachusetts Avenue, Cambridge prior to 11:00 a.m., on **Thursday, March 19, 2015**. 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 Department by the established deadline. It is the responsibility of the applicant to assure proper and timely delivery.

**Amy L. Witts  
Purchasing Agent**

**CITY OF CAMBRIDGE  
BROADBAND / INTERNET INFRASTRUCTURE DESIGN SERVICES  
REQUEST FOR QUALIFICATIONS**

**SECTION I: SCOPE OF SERVICES**

The City of Cambridge "the City" seeks proposals for a consultant (or team of consultants) to provide technical analysis of the existing broadband / internet infrastructure, analyze alternatives for improving the internet infrastructure, and develop projects (plans, specifications and estimates) that the City can undertake to enhance the internet system. The Consultant must have extensive knowledge of broadband systems, municipal financing alternatives, and implementation of municipal networks and must have demonstrable experience in broadband infrastructure in a municipal environment.

Prospective proposers must demonstrate the ability to provide the services described in this document, must meet all minimum criteria, and must submit a complete proposal.

The City will award a contract for Phase 1 within 90 days of the proposal submission date, unless the award date is extended by consent of all parties concerned. Contracts for Phases 2 and 3 of the Project will be awarded to the same offeror who receives the contract for Phase 1 based upon satisfactory performance on Phase 1 as determined solely by the City and based upon the City's sole determination to continue with Phases 2 and 3 and the availability of funds. The contract term for phase one is two years.

**Background Information**

City Manager Richard C. Rossi has appointed a Task Force to examine broadband service in Cambridge, evaluate the city's internet infrastructure, analyze alternatives for improving the internet infrastructure and develop projects (plans, specifications and estimates). The Task Force will examine options to increase competition, reduce pricing, and improve speed, reliability and customer service for both residents and businesses. Additionally, the Task Force will investigate scenarios for leveraging the City's current or future fiber assets to expand access to broadband services, such as service to Cambridge Housing Authority (CHA) properties.

The work of the Task Force will help to ensure that Cambridge remains a world-class City in which to live, work, innovate and learn. The final report of the committee will assist the City in planning for the future and setting realistic expectations with the public, as creating alternative solutions to single provider internet service can take years to fully implement.

The Task Force will meet every other month for 12 to 18 months and will be charged with:

- Engaging the broader community, including residents, business and university partners, in understanding their current and future broadband needs;
- Understanding and documenting existing broadband service in Cambridge – speed, reliability, cost and customer service;
- Understanding and documenting the existing broadband and fiber infrastructure – both private and public;
- Examining best practices and models used by other municipalities across the United States to improve access to broadband services;

- Developing a range of alternatives for improving access to broadband services, including: working with existing providers, increased private competition, a mesh network, a municipal fiber network connected to public housing properties, a municipal fiber backbone throughout the city and a complete municipal broadband network;
- Evaluating each alternative by conducting an analysis of the level of service provided, cost to customers and to the City, customer service, sustainability and flexibility of the system to adapt to improving technologies;
- Creating business models for providing internet service that include: funding, cost recovery, governance model, and subscription structure, including options for people with limited ability to pay; and
- Developing recommendations for leveraging public- private partnerships, including regional initiatives, in achieving alternative access to broadband services.

The Task Force is comprised of approximately 20 residents, industry professionals and business representatives. The Task Force will be staffed by city staff from the City Manager's Office, Information Technology Department, Electrical Department, and the Department of Public Works.

#### **Demographic Information**

- City demographic profile
  - <http://www.cambridgema.gov/CDD/factsandmaps.aspx>
- Number of parcels
  - <http://www.cambridgema.gov/GIS/gisdatadictionary.aspx>

#### **Scope of Work**

The Project is divided into 3 Phases. A contract will be awarded for Phase 1 with the potential for contracts for Phases 2 and 3 based upon satisfactory performance of the successful offeror on Phase 1 as determined solely by the City and based upon the City's sole determination to continue with the work for Phases 2 and 3 and the availability of funding.

##### **Phase 1**

1. Assist City staff managing the Task Force process by
  - a. Facilitating meetings.
  - b. Developing an outreach strategy to engage the larger public.
  - c. Developing summaries and presentations for Task Force meetings to clearly convey technical information and form the basis of informed Task Force discussions.
  - d. Developing agendas, packaging Task Force materials for distribution and preparing meeting notes.
2. Engage the broader community, including residents, business and university partners, in understanding their current and future broadband needs;
3. Determine and document existing broadband service and fiber infrastructure in Cambridge as it relates to speed, reliability, cost and customer service. This determination and documentation should include but is not limited to;
  - a. Conducting a random, unbiased survey of residences and businesses to understand the existing service and establish likely market penetration rates of alternative service providers.

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- b. Providing an overview of the current internet providers (Comcast, Light Tower, etc.), their services, marketing bundles, pricing strategies and coverage in Cambridge.
  - c. Providing a capacity assessment of the City fiber network that services schools, libraries and other municipal buildings.
4. Examine best practices and models used by other municipalities across the United States to improve access to broadband services.
  5. Develop a range of alternatives for improving access to broadband services.
  6. Evaluate each alternative by conducting an analysis of the level of service provided, cost to customers and to the City, customer service, sustainability, constructability and flexibility of the system to adapt to improving technologies.
  7. Create a number of business model options for providing internet service that include: funding, cost recovery, governance model, and subscription structure, including options for people with limited ability to pay.
  8. Assess legal requirements, risk and regulations relevant to the various alternatives.
  9. Develop recommendations for leveraging public- private partnerships, including regional initiatives, in achieving improved access to broadband services.

**Phase 2 (at the discretion of the City)**

1. Develop plans, specifications and estimates for recommended City projects based on the information attained in Phase 1. Projects may range from expanding the existing city fiber network, to providing additional fiber access to public housing, to building a full municipal fiber network.
2. Develop 25%, 75%, and 90% plans and cost estimates to the City for review and comment. Following the City's review and approval of the 90% Plans, develop and submit final bid documents (plans and specifications).
3. This phase of the project will be more fully scoped after Phase 1 is completed.

**Phase 3 (at the discretion of the City)**

1. Provide construction management services for the implementation of City infrastructure improvements.
2. Attend pre-bid conference, respond to bidder questions, prepare addenda, evaluate the bids, check references, provide daily inspections of work, and provide construction project management services, including daily inspections.
3. This phase of the project will be more fully scoped after Phases 1 and 2 are completed.

**Consultant Project Team**

The City shall enter into a contract with **one** vendor(s) for Phase 1 (and possibly Phases 2 and 3), which may be a person, a corporation, a partnership, or a joint venture ("Project Team"). The contract will be managed by the Department of Public Works. The proposal must demonstrate that Project Team members have the specific experience outlined in this request. A Team Leader for the Project Team must be designated.