



Rose Kennedy Greenway Conservancy

Climate Change Asset Management RFP

and State of God Repair RFP

Questions and Answers

November 27th, 2019

General

- 1. Is there an estimated budget for this scope of work? To what extent are pro-bono services encouraged as part of the fee proposal?**
 - a. The Conservancy has an estimated budget of \$50K-\$75K for the Climate Change Asset Management RFP and \$40K-60K for the State of Good Repair RFP. Consultants should keep in mind their proposed fee is a factor in determining “Best Value”, so they are encouraged to bid competitively. If consultants feel these fee ranges are unrealistic, please provide a detailed outline in your proposal explaining the critical items that will take the project over the estimated budget range.
The Greenway Conservancy is a private non-profit organization. The majority of the park’s annual budget is generously provided by private sources. Pro-bono services are not required.
- 2. “Best Value” is noted as one of the evaluation criteria. Could you please detail what this means to the Conservancy?**
 - a. Section 6.1 of the RFPs outlines the Conservancy’s standard definition of “Best Value” as it applies to our organization. This definition is meant to communicate that a variety of factors are considered when choosing a consultant and that the lowest bid may not necessarily equate to Best Value.
- 3. Can both RFP’s be combined and presented as one proposal?**
 - a. In order for the Conservancy to be able to conduct a direct comparison of the proposals, it will be important to keep the CCAM and SGR proposals separate. We understand that the content of Section 5.1 B-D (Experience and Qualifications, Staffing Plan and key Staff Qualifications and References) may be similar for both projects. Please be as explicit as possible in your explanation of how these project scopes and teams relate to each other while keeping the scope and fee proposals separate.
- 4. What is the anticipated timeline for these projects?**
 - a. Please review the schedule outlined in each RFP. We anticipate that both projects would begin in February of 2020 and they would conclude in June of 2020. If for any reason this timeline seems unreasonable, we ask that consultants outline and provide a brief explanation of their ideal schedule in the project proposal.
- 5. What is the intended audience of these reports?**

- a. These reports are intended to assist the Conservancy in future operational and financial planning. Additionally, these reports will be shared with Conservancy stakeholders (the Greenway BID, MassDOT, Greenway Board of Directors, etc.) It is likely that the final reports for both of these projects will be discussed publicly as well. All deliverables shall be produced in a manner that is meaningful for Conservancy planning efforts, to stakeholders, and to the public. Please note that all project work and correspondence is subject to Public Record Law.
- 6. Do you have any GIS specialists at the Conservancy?**
- a. We do not have a GIS specialist at the Conservancy. We are interested in discussing the best way for GIS to be incorporated throughout the process of this project. However, any GIS mapping that is produced should stand alone or may be simplified in some way to account for the level at which the Conservancy can maintain a complex GIS database in house.
- 7. What is the limit of work on each parcel?**
- a. We would like a comprehensive look at the Greenway for both of these projects which will include the entirety of the parcel, the adjacent sidewalk and curb.
- 8. How should Parcel 13 (Armeanian Heritage Park) be addressed as scope in these projects?**
- a. The Armeanian Heritage Foundation is the owner of Parcel 13 and, although the Conservancy is contracted to maintain this space, we are not the owners. Therefore, for the sake of the SGR project, Parcel 13 is not within the scope. In order to get a comprehensive understanding of the impacts of climate change on The Greenway, Parcel 13 should be studied as a part of the CCAMP, but recommendations for physical modifications of this park are not within the scope.
- 9. What is the intended timeline for construction on Parcel 18?**
- a. The Parcel 18 project is currently in Design Development which is intended to wrap up in the spring of 2020. We will then need to fundraise for the completion of construction documents and site construction. We anticipate construction happening within 1-3 years following the completion of construction drawings.
- 10. Is the development on Parcel H part of The Greenway? Are there any other parcels that could be changed by a developer?**
- a. The development adjacent to Parcel H (125 Lincoln Street) is currently being considered for redevelopment by the BPDA. If this project moves forward, Parcel H would likely be redesigned. However, for the sake of this project, Parcel H should be studied as it exists now. At this time no other parcels are likely to be changed due to development projects.

Climate Change Asset Management

- 11. Do you have budget estimates or restrictions for construction related to the recommendations that come out of this scope of work?**
- a. The Conservancy has a preliminary Capital Budget that accounts for the construction of the recommendations that come out of this project. We look

forward to discussing in greater detail with the chosen team how to best allocate these funds.

12. What is the availability of as-built conditions, or surveys? Is surveying part of the scope of work to obtain accurate mapping for critical assets?

- a. If the consultant believes that topographic surveys are critical for the scope of this project, please outline the estimated schedule and fee impacts of including this work. The Conservancy has procured surveys of Parcel 14 and Parcel 18 and can provide that information to the selected consultant. Additionally, the Conservancy has Conformed Construction Drawings (from the original CA/T design project) for most parcels that will be shared with the selected consultant.

13. Is there more information about the availability of data to assess threats from sea level rise and storm surge, precipitation driven flooding, extreme heat, and any other threats the project should consider?

- a. The Conservancy does not have this data but we encourage teams to utilize recent planning studies (Climate Ready Boston, MassDOT's Boston Harbor Flood Risk Model, etc) to inform their work.

14. In section 3.1 Phase 1 you ask consultants to "Leverage Climate Ready Boston and MassDOT's relevant initiatives to explore what impact climate change might have on the State's most critical highway transportation asset." Should this be taken to mean incorporating CRB and MassDOT's BH-FRM study into the vulnerability analysis of the Greenway's assets, or is this directed at the surrounding transportation infrastructure (adjacent to and/or under the Greenway)?

- a. The former. To the extent to which its useful, considerations of these other studies is recommended. This project should mainly focus on studying the impacts and making recommendations to protect the Greenway's assets. However, due to the close relationship of the Greenway and surrounding transportation infrastructure, this study will likely bring to light the impacts on this transportation infrastructure which, at a high level, the Conservancy would be interested in understanding.

15. Is there an existing digital model that the team would have access to and is used uniformly for downtown Boston?

- a. We are not aware of any specific model that may be available for use. Due to The Greenway's central downtown location, one can imagine that there are resources available to build off of for this project but the Conservancy does not have any specific information on how to acquire these resources.

16. Is there quantitative data on operations that would feed into vulnerability assessment and / or carbon footprint calculations (number of staff, composition of vehicle fleet, visitor data, etc.)?

- a. Yes, the Conservancy will work with the selected consultant to provide detailed information about our operations both in the office and in the park.

17. Has there been any assessment of the impacts of the tunnel on the vegetation above it? For example, is the vegetation impacted by heat generated by the tunnel? Have impacts to the freeze/thaw cycle been observed?

- a. There have not been any assessments done but it is our experience that the horticulture has not been negatively impacted by the tunnel below.

18. Will the Conservancy be able to share with the selected team the geotechnical/structural limitations for the various parcels?

- a. Yes. This information is available through MassDOT and, to the extent necessary, will be made available for the chosen consultant team.

19. In section 3.1 Phase 1 you ask consultants to “Quantify the approximate monetary value that is exposed at each level of storm severity.” What does “storm severity” indicate here? Does the Conservancy already know which specific set of conditions we should evaluate for each year (2020, 2030, 2050, & 2100), or is determining risk tolerance part of the scope?

- a. Consultants shall outline thresholds of anticipated levels of storm severity based on current studies of climate change impacts on the city of Boston. Consultant should account for the impact of sea level rise, flooding, and precipitation for each of these thresholds. We are seeking to understand the risk at each storm threshold and the associated cost to protect vulnerable Greenway assets from these risks.

20. To what extent should stormwater drainage issues be considered in the development of project recommendations? Would the Conservancy be interested in the proposal of detailed engineering solutions?

- a. Improvements to the existing Greenway drainage systems as well as additional engineering solutions to manage future sea level rise and storm surge are welcomed as a part of this project.

21. What emissions and activities are considered in scope for Phase 3 (e.g., fuel, electricity, fertilizers, or other products used on The Greenway)?

- a. We are interested in discussing any and all ways to operate in a way that is more environmentally friendly and minimize our carbon footprint. The Greenway’s horticulture is maintained 100% organically without man-made fertilizers, herbicides or pesticides.

22. Is the project expected to assess vulnerability from other threats such as extreme heat?

- a. Yes, the selected consultant shall assess vulnerability based on all of the environmental factors listed in Section 3.1.

23. Are scope 3 carbon emissions (such as those embodied in procurement and construction) to be included in carbon accounting?

- a. No, scope 3 carbon emissions are beyond the scope of this project.

24. During the site visit the team learned that a plant inventory is not expected as part of these projects. However, a horticultural rescue plan would require one. Would the Conservancy prefer that a plant inventory be offered as part of the response to the CCAMP proposal?

- a. No, we do not expect a full plant inventory for either of these projects. We are interested in a Tree Inventory as an add alternate for the SGR project. For the CCAMP, we envision a horticulture rescue plan that outlines the vulnerable areas

of horticulture on the Greenway and general recommendations for recovery efforts if they are impacted by the results of climate change.

State of Good Repair

25. Will the selected project team have access to the CAD files associated with the paper plans that were distributed at the site visit?

- a. Yes, we will be able to provide appropriate CAD documentation to the selected team for the purposes of this project.

26. How many of the assets interface with the public realm and are assumed to be above surface? Is it assumed that subsurface assets, such as control rooms below grade, would be assessed as well?

- a. All of the assets listed on the Greenway Asset Inventory and Horticulture Asset Inventory (excluding the Conservancy's vehicle fleet) are in the park and are therefore interfacing with the public. The assets listed in the Fountain Vault Inventory are located within underground fountain vaults, away from the public. Five fountain vaults shall be included in the project scope. Conservancy staff will be available to grant consultants access to the vaults in order to complete this work. The I-93 tunnel and associated utilities are *not* included in the scope of the project.

27. On the Greenway Asset Inventory, does "X" represent a single asset?

- a. On the attached Greenway Asset Inventory, an "X" is used to indicate that a particular type of asset is present within that parcel and that we would like these assets addressed in the study. Because we don't have an updated inventory, we expect the consultant to inventory and locate each of the types of assets marked with an "X".

28. You mention the term "Adaptive Management" at one point in the RFP. Does the Conservancy expect to track changes to the assets over time? Is a tracking framework part of the project expectations?

- a. We do expect to track changes to our assets over time. We hope that the project deliverables can serve as the foundation for the potential future implementation of a complete Asset Management (CMMS) system.