



RoseKennedyGreenway.org

## **Questions & Answers**

### **2021 Greenway Carousel**

### **Operating Services RFP**

Question: This agreement would no longer be a revenue-share partnership, correct? Would the Conservancy cover payroll costs only?

Answer: Since the Greenway Carousel opened in 2013, we have had an operator agreement that was based on a revenue-share, but we are now switching to a services-based payment model. COVID-19 has underlined a conclusion we had already reached: the Carousel's pro forma is driven by factors beyond the Operator's control. The Conservancy substantially determines opening hours (the main cost driver), and many external factors (e.g., tourist traffic from Faneuil Hall) drive ticket revenue. With the new pay-for-services model, the intention is to give both the Operator and the Conservancy predictability in costs. In asking for Respondents to propose an hourly rate of payment, we understand and acknowledge that this should be a loaded rate that factors in management support, overhead, and supplies.

Question: Can you please clarify the insurance requirements; does it include insuring the Carousel?

Answer: The insurance requirements apply to the Operator's staff and scope of responsibilities. The Carousel, ticket booth, and other Conservancy property are covered in full under the Conservancy's insurance.

Question: Can you provide the gross numbers for 2019 and 2020 so I can see the impact that COVID-19 had on your business?

Answer: Given that we are seeking an hourly rate for service, we do not see this as relevant for this process. As COVID-19 emerged in March 2020, the Carousel did not open as usual and was shut down until late June. It has since been operating at a reduced schedule of Fridays, Saturdays, Sundays and holidays from 11a-6p (with a few weeks extending until 7p in late summer). We have been seeing revenue numbers at roughly ~45% of previous years for operating days.

Question: Would you be open to/interested in formally sharing part of a Conservancy staff member's time to serve in a management/liaison capacity with our organization?

Answer: We anticipate the direct management of Greenway Carousel staff as a responsibility of the Operator, and would like to see a rate that reflects this from all Respondents. That said, we are open to hearing proposals for how a Conservancy staff share could work and how this would change the hourly rate proposal. While this may ultimately not be something we can offer, we are open to discussing. Regardless, the selected Operator can expect a designated Conservancy staff member as a contract/operational liaison.