



CLIMATE ACTION NET ZERO PROGRAM IMPLEMENTATION PROGRAM MANAGEMENT OFFICE (PMO)

RESPONSES TO QUESTIONS

July 7, 2022

The attention of consultants submitting proposals for the RFQ is called to the following Responses to Questions to the subject RFQ. The items set forth herein, whether of omission, addition, substitution, or clarifications are all to be included in and form a part of the proposal submitted.

Responses to Questions:

1. **Question: In terms of format of the submittal, can we use PPT format?**

Response: “No, responses should be in narrative format.”

2. **Question: Is there any sort of page limit or other restrictions we should be aware of?**

Response: “There is a ten page limit for Part B-1.”

3. **Should all of our narrative under Part B not exceed ten pages, or is this limit only for Part B-1?**

Response: “The ten page limit is only for Part B-1.”

4. **Question: To what extent should our approach and highlighted experiences address needs for Massport’s commercial real estate portfolio?**

Response: “Massport’s commercial real estate portfolio, while not included in the scopes of emissions covered in the Net Zero Roadmap, should be addressed as an opportunity with options identified for demonstrating leadership as part of the overall approach to managing Massport’s Authority-wide emissions.”

5. **Question: On the first page of the RFQ, it states that the submission, litigation and legal proceedings history be received in envelopes to Joel Barrera at the Massport LOC Offices. On page 10 of the RFQ, portions of the submission are required to be submitted via BidExpress and hard copies will not be accepted. Can you please clarify the submission requirements (BidExpress, Email, or Hard copy) for each component of the submission?**

Response: “This submission, including the litigation and legal proceedings history in a separate sealed envelope as required shall be addressed to Joel Barrera, Director of Strategic & Business Planning, care of Susan Brace and received no later than **12:00 Noon on JULY 21, 2022** at the Massachusetts Port Authority, Logan Office Center, One Harborside Drive, Suite 209S, Logan International Airport, East Boston, MA 02128-2909. **Provide 10 bound copies (no acetate covers) and 1 CD per submission with the litigation and legal proceedings history in a separate sealed envelope.**”

6. **Question:** On page 4 of the RFQ, it states that the contract will have an initial term of two years with up to three option years, whereas on page 10 of the RFQ, it states that the contract will have an initial term of three years with up to two option years. Can Massport clarify which term is correct?

Response: “The contract will be written with a 2-year initial term, with 3 option years.”

7. **Question:** In regards to #1 under Section B (Components of Qualifications to be provided by the Consultant) on RFQ page 17, can Massport clarify what the ten-page limit is for? Do Consultants have ten pages to outline their understanding of the Program and no page limit for describing their approach to managing assignments (#2) and outlining other assignments of comparable size and nature (#3)? Or, must a Consultant outline their understanding of the Program (#1), describe their approach to managing assignments (#2), and outline other assignments of comparable size and nature (#3) all within ten pages?

Response: “The ten page limit is only for Part B-1.”

8. **Question:** #1 under “General Information” on RFQ page 17 requires that the Consultant provide financial statements. Can Massport confirm this only applies to prime contractor respondents?

Response: “Yes, this only applies to prime contractor respondents.”

9. **Question:** #1 under “General Information” on RFQ page 17 requires that the Consultant provide financial statements. Many privately held corporations do not publish annual reports as they do not meet the Securities and Exchange (SEC) Act of 1934 requirement to publicly file such financial statements with the SEC and various states. Rather than providing financial statements, would Massport consider an alternative statement confirming the privately held organization’s total gross revenues, shareholders' equity, comprehensive income, and working capital; and affirming the Consultant has sufficient financial assets to perform this contract?

Response: “Massport will accept alternative financial records that establish the Consultant has sufficient financial assets to perform the contract, including but not limited to a detailed Dun and Bradstreet report. Massport reserves the right to request additional financial documentation.”

10. **Question:** Will Massport expand the methods by which a firm can propose to calculate its fees to include commercial rates for a team of personnel offered in weekly increments? In accordance with the Fee Structure instructions on RFQ page 19, the Consultant is being asked to propose rates for its services based on cost-elements (e.g., salaries) or hourly increments, however there are qualified respondents with extensive experience performing the requirements listed in the RFQ that do not develop rates by summing cost elements and do not offer services on a per person per hour basis. Rather than focusing on time and resources expended, some Consultants dedicate multi-member teams to each effort, bringing to bear the full expertise of their organization. By expanding the methods for which a Consultant can calculate its fees to include team-based commercial rates offered in weekly increments, Consultants can offer the best value for their services by most appropriately comporting with their standard pricing structure. It will also maximize competition and ensure this procurement is accessible to all otherwise qualified respondents.

- A. In relation to the above question, can Massport update the title of Exhibit B to state “Hourly or Weekly Rates”?

Response: “Fee structure must be (1) fully loaded hourly rates charged to Massport by position or (2) hourly rate by position based on cost, plus a percentage or fixed fee (show all amounts).”

11. Question: Based on Exhibit E of the RFQ, bidders are required to propose cost elements, however there are qualified bidders with extensive experience performing the requirements listed in the RFP that do not possess a cost accounting system. These bidders are not required to hold a cost accounting system because they exclusively offer commercial services based on commercial rates. Their rates are not calculated by applying indirect rates to a direct contractor salary or a summation of other cost elements, they are instead set in the context of a highly competitive market. Given the foregoing, we would greatly appreciate Massport’s consideration of the following requests:

- a. **Can Massport update the Section entitled “Detailed Cost Breakdown” in Exhibit E to the following in quotations? “The Consultant shall attach a detailed ~~cost~~-breakdown in the form of a level of effort matrix which clearly identifies tasks, personnel, man-hours, and rates. Reimbursable expenses shall be described within the level of effort matrix. Furthermore, the level of effort matrix shall include a breakdown of ~~costs~~ ~~fees~~ for each and every subconsultant or vendor. Consultant shall not attach subconsultant or vendor agreements to the Work Order.” It seems that the breakdown consists of identified tasks, personnel, units of measure, and rates, and the above edits seek to avoid any confusion around requiring a breakdown of cost elements, which some Consultants are unable to provide.**
- b. **Can Massport update the Section entitled “Detailed Cost Breakdown” in Exhibit E to the following in quotations? “The Consultant shall attach a detailed ~~cost~~-breakdown in the form of a level of effort matrix which clearly identifies tasks, personnel/~~teams~~, man-hours ~~or weeks~~, and rates. Reimbursable expenses shall be described within the level of effort matrix. Furthermore, the level of effort matrix shall include a breakdown of ~~costs~~ ~~fees~~ for each and every subconsultant or vendor. Consultant shall not attach subconsultant or vendor agreements to the Work Order.” Consultants may offer services on a per-person or per team basis and in hourly or weekly increments, so by incorporating the proposed revisions, Consultants can offer a level of effort in the increments that most appropriately comport with their standard pricing structure.**

Response “Massport would accept adjustments as proposed in Option a above.”

12. Question: Please clarify, will it be a 2yr term with 3 optional years or a 3yr term with 2 optional years? Both are stated in the RFQ.

Response: “The contract will be written with a 2-year initial term, with 3 option years.”

13. Question: Are current capital projects out for bid, like Project L1354 boiler rehabilitation, aligned to maximize the reduction of carbon footprint and required to coordinate with the climate action/NetZero PMO?

Response: “Capital Programs projects that are going out to bid are expected to align with and contribute to Massport Net Zero/Climate Action Roadmap and objectives. These projects are expected to coordinate through Capital Programs with the PMO; the PMO will not be acting as a project manager for these projects.”

14. Question: If we are a sub-consultant to a firm pursuing the PMO contract, are we precluded from priming other projects currently advertised by Massport?

Response: “No, a company would not be precluded from being a prime consultant on other projects if they are a sub-consultant to a firm pursuing the PMO contract.”

15. Question: The Legal Notice section of the RFQ states, “It is anticipated that the contract budget will be in the range of \$3-\$4 million depending on the final scope of work.” Can Massport clarify if this is the anticipated budget for the base period or the full contract period of performance (base plus option

periods)?

Response: “This is the anticipated budget for the base period plus option years.”

- 16. Question: Page 1 of the RFQ, Supplemental Information states that the contract term will be “two (2) years and include up to three (3) option years.” However, the Contract Term section (on page 7) of the same Supplemental Information document states “Massport envisions an initial three-year contract with up to two option years.” Please clarify the number of base years and option years for pricing the opportunity.**

Response: “The contract will be written with a 2-year initial term, with 3 option years.”

- 17. Question: Page 2 of the RFQ, Supplemental Information shows a Concept Program Management Structure. How many team members are on the Massport Oversight Team?**

Response: “The Phase 1 Massport Oversight Team consisted of 8 individuals; that will be adjusted, but is expected to remain between 5 – 10 staff members.”

- 18. Question: Page 3 of the RFQ, Supplemental Information states that Massport would like to explore options to include commercial real estate in its Net Zero plan. Please clarify if that is in the scope of services for the PMO vendor or if it is a related effort to be performed by another vendor.**

Response: “Massport’s commercial real estate portfolio, while not included in the scopes of emissions covered in the Net Zero Roadmap, should be addressed as an opportunity with options identified for demonstrating leadership as part of the overall approach to managing Massport’s Authority-wide emissions.”

- 19. Question: Based on the expectations outlined in the “Evaluation Process” section of the Supplemental Information document, and the Consultant’s Management Plan requirements in Exhibit A, is it a reasonable expectation that the Program Manager is the only required key personnel for this effort?**

Response: “Massport is expecting that the PMO will be led by an individual supported by other key technical and process professionals. It is Massport’s expectation that this program will require the services of more than one key personnel member.”

- 20. Question: The RFP encourages innovative and diverse proposals. Given that are you allowed to bid on portions of the scope that best fit with the strength and capabilities of our firm? Or is it required to form teams that address all aspects? If we can do portions of the scope, how will that affect the scoring criteria.**

Response: “Massport will not accept proposals for a portion of the work. Proposals for the entire scope may be submitted by one firm, a team of firms / joint venture, or a prime consultant with subcontractor(s).”
