



## A406S2 – Integrated Master Schedule & Consulting Services

### ADDENDA & RESPONSES TO QUESTIONS April 16, 2024

The attention of consultants submitting proposals for the RFQ is called to the following Addenda & 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.

#### **Addenda 01:**

##### **1. Legal Notice:**

###### Replace

*“This submission shall be addressed to Luciana Burdi, Intl. Assoc. AIA, CCM, MCPPO, NAC, Director of Capital Programs and Environmental Affairs and received no later than 12:00 Noon on **Thursday, April 18, 2024** Via Bid Express <https://www.bidexpress.com/businesses/27137/home>. Any submission which is not received by the deadline shall be rejected by the Authority as non-responsive.”*

###### With

*“This submission shall be addressed to Luciana Burdi, Intl. Assoc. AIA, CCM, MCPPO, NAC, Director of Capital Programs and Environmental Affairs and received no later than 12:00 Noon on **Thursday, May 2nd, 2024** Via Bid Express <https://www.bidexpress.com/businesses/27137/home>. Any submission which is not received by the deadline shall be rejected by the Authority as non-responsive.”*

##### **2. Request for Qualifications, Submission Requirements:**

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**3. Request for Qualifications, Submission Requirements, Schedule:**

Replace

<i><b>EVENT</b></i>	<i><b>DATE/TIME</b></i>
<i><b>Solicitation: Release Date and Supplemental Package Available</b></i>	<i><b>Wednesday, March 6, 2024</b></i>
<i><b>Consultant Briefing</b></i>	<i><b>Friday, March 15, 2024 via ZOOM at <a href="https://massport.zoom.us/j/83025639910">https://massport.zoom.us/j/83025639910</a> Meeting ID: 830 2563 9910</b></i>
<i><b>Deadline for submission of written questions</b></i>	<i><b>Thursday, March 21, 2024 at 12:00PM (noon)</b></i>
<i><b>Official answers published (Estimated)</b></i>	<i><b>Thursday, March 28, 2024</b></i>
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**Responses to Questions:**

Not Applicable.

**LEGAL NOTICE**  
**REQUEST FOR QUALIFICATIONS**

The MASSACHUSETTS PORT AUTHORITY (Authority) is soliciting consulting services for **MPA CONTRACT NO. A406-S2, INTEGRATED MASTER SCHEDULE & CONSULTING SERVICES, LOGAN INTERNATIONAL AIRPORT, EAST BOSTON, MA.** The Authority is seeking a qualified multidiscipline consulting firm or team, with proven experience to provide professional services including Program Management, site and construction logistics, virtual design and construction and LEAN Construction facilitation management, program and project scheduling controls, and program and project cost controls expertise. The Consultant must be able to work closely with the Authority and other interested parties in order to provide such services in a timely and effective manner.

The consultant shall demonstrate experience in all disciplines associated with the scope of work outlined on the Supplemental Package.

The contract will be work order based, and the Consultant's fee for each work order shall be negotiated; however, the total fee for the contract shall not exceed \$2,000,000.

A Supplemental Information Package will be available, on **Wednesday, March 6, 2024** on the Capital Bid Opportunities webpage of Massport <http://www.massport.com/massport/business/bids-opportunities/capital-bids> as an attachment to the original Legal Notice, and on COMMBUYS ([www.commbuys.com](http://www.commbuys.com)) in the listings for this project. If you have problems finding it, please contact Susan Brace at Capital Programs [SBrace@massport.com](mailto:SBrace@massport.com) The Supplemental Information Package will provide detailed information about Scope of Work, Selection Criteria and Submission Requirements.

By responding to this solicitation, consultants agree to accept the terms and conditions of Massport's standard work order agreement, a copy of the Authority's standard agreement can be found on the Authority's web page at <http://www.massport.com/massport/business/capital-improvements/important-documents/>. The Consultant shall specify in its cover letter that it has the ability to obtain requisite insurance coverage.

This submission shall be addressed to Luciana Burdi, Intl. Assoc. AIA, CCM, MCPPO, NAC, Director of Capital Programs and Environmental Affairs and received no later than **12:00 Noon on Thursday, May 2<sup>nd</sup>, 2024** Via **Bid Express** <https://www.bidexpress.com/businesses/27137/home>. Any submission which is not received by the deadline shall be rejected by the Authority as non-responsive.

**MASSACHUSETTS PORT AUTHORITY**  
**EDWARD C. FRENI**  
**INTERIM CEO & DIRECTOR OF AVIATION**

**MASSACHUSETTS PORT AUTHORITY**  
CAPITAL PROGRAMS AND ENVIRONMENTAL AFFAIRS DEPARTMENT  
SUITE 209S – LOGAN OFFICE CENTER SUITE 209S  
ONE HARBORSIDE DRIVE  
EAST BOSTON MA 02128-2909

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## **REQUEST FOR QUALIFICATIONS**

**A406 – INTEGRATED MASTER SCHEDULE &**

**CONSULTING SERVICES**

**SUPPLEMENTAL INFORMATION PACKAGE**

**LEGAL NOTICE**  
**REQUEST FOR QUALIFICATIONS**

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**EDWARD C. FRENI**  
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## **SCOPE OF WORK:**

The Authority is seeking qualified multidiscipline consulting firm or team, with proven experience to provide professional services including Program Management, site and construction logistics, virtual design and construction and LEAN Construction facilitation management, traffic simulations, construction simulations, program and project scheduling controls, and program and project cost controls expertise. These services are expected to be provided for all Authority properties. The Consultant must be able to work closely with the Authority and other interested parties in order to provide such services in a timely and effective manner.

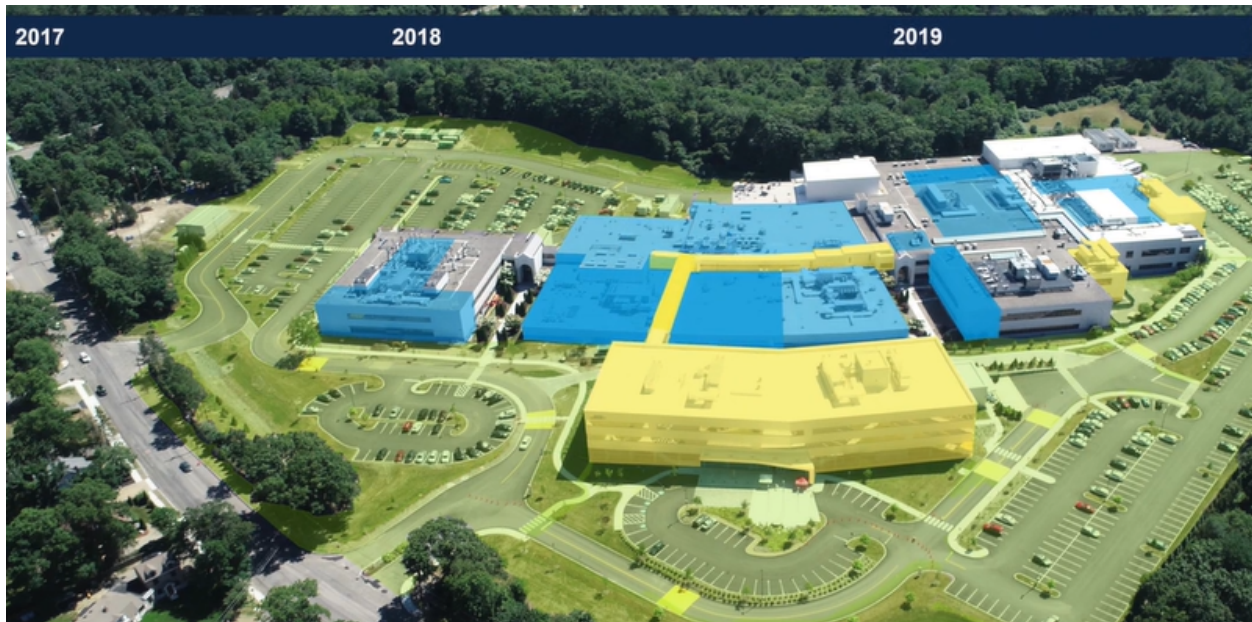
The Authority develops and maintains a robust Capital Investment Plan (“CIP”). The CIP is composed of hundreds of capital projects, totaling over three billion dollars. Many of these major projects are in extremely close proximity, and share a multitude of interdependencies, including physical and managerial interdependencies. In support of the Capital Programs Department and strategic capital planning, the Authority is seeking a consultant who can support the visioning necessary to bring the many capital projects to life by aligning schematic designs/concept designs (i.e. general blocking), final designs and/or as-builts, with construction phasing, logistics, and both micro and macro project schedules (i.e. level 2 or level 5 schedules). Typically, this type of Virtual Design and Construction (VDC) effort is commonly referred to as providing 3D BIM Modeling and Visualization, Construction Analysis, Planning, Scheduling and Animation (*4D BIM*), Clash Detection, Quantity Takeoff and Cost Estimation services (*5D BIM*). Further detail regarding a specific scope of services is provided in the following paragraphs.

The consultant shall demonstrate experience in several disciplines including but not limited to Program Management, site and construction logistics, virtual design and construction and LEAN Construction facilitation management, traffic simulations, construction simulations, program and project scheduling controls, and program and project cost controls expertise.

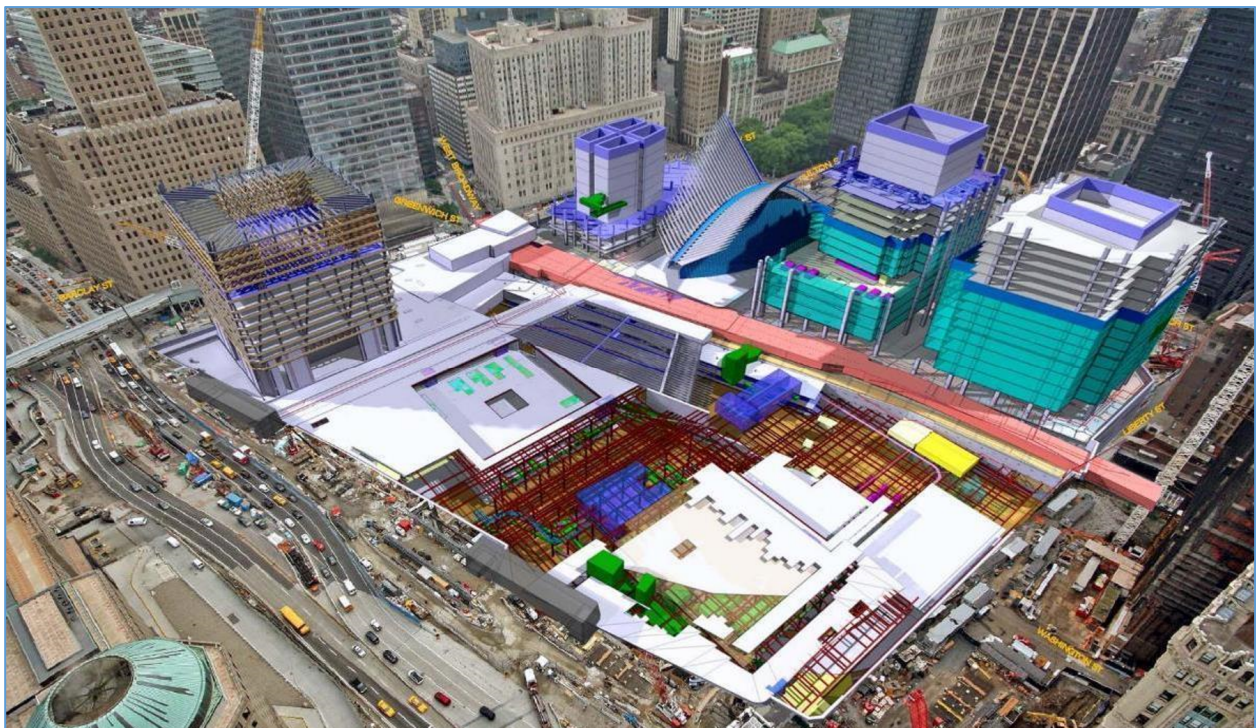
The scope of work shall include, but not be limited to, the following areas of expertise:

- (1) Program Management:** The consultant shall illustrate experience in overall strategic program management where communication across multiple stakeholders is integral to success. The consultant may be responsible for the development of a process to coordinate multiple major projects simultaneously, with varying degrees of interdependency. The prospective consultant will be required to identify and set key performance indicators (KPIs) and subsequently implement a comprehensive plan for data collection and a system for data sharing amongst various parties. The consultant will be required to provide monthly status updates to report on overall progress of stakeholders. The consultant will be responsible for the development of virtual mock-ups of buildings and roadways, and subsequent animations to facilitate and support the theoretical review of progress over time elapsed related to specified projects and project conditions. The prospective consultant will be required to provide input and advise on design packages and/or associated scope that may be split among numerous projects within the program. The consultant shall be responsible for producing and managing “simple” and targeted updates to identified groups of stakeholders communicating the theoretical impacts of strategic decision-making. Additionally, the consultant may be required to work with the Authority’s Marketing and Communication departments to develop materials including but not limited to: small format print graphics, wall murals, digital content for digital overhead signage, mapping for smartphone apps, etc... in order to present a comprehensive but simple graphical representation of the conditions in the field, in real-time, in an effort to answer the question, “How do I get from here to there?”

- (2) **Site & Construction Logistics:** The prospective consultant, or consultant's team, shall illustrate experience in the development and implementation of construction site logistics. The consultant may be required to develop theoretical comprehensive logistics plans to address staging locations, delivery access, temporary signage, and contractor parking for various projects within the overall program. The consultant shall be expected to provide input and advise on the optimal phasing of specific projects to minimize operational disruptions across the Airport *and/or* adjacent projects. The consultant will be asked to develop standards for construction phasing and logistics procedures that may include, but not be limited to: Mobilization, construction staging and lay-down, project field office space/locations, contractor parking, material deliveries and pick-ups, etc. which is intended to all focused on limiting operational impacts to the Airport *and* other projects.
- (3) **Virtual Design and Construction (VDC):** The prospective consultant shall demonstrate experience in the development of an integrated "4D" or "5D" BIM model that is easily rendered and animated based on existing conditions and conceptual designs for various projects within the program. The aforementioned "4D" or "5D" BIM model rendering and/or animation shall be supported by actual or theoretical construction schedules to display the progress of site development over time, as well as impacts to roadways, pedestrian traffic, and/or adjacent projects. As such, the consultant shall be required to develop an integrated "4D" or "5D" schedule/model for various projects within the program. To further support this effort, the consultant shall attend or conduct regular meetings with project team VDC leads to evaluate model progress and compliance with BIMxP, Massport DTIG guidelines, and various key performance indicators. The consultant will be tasked with incorporating, developing, or otherwise demonstrating traffic simulations resulting from construction projects over time. These traffic simulations shall be included in the aforementioned "4D" or "5D" simulation/animation. The consultant or consultant's team shall collaborate with design and construction teams to prepare final "as-built" model(s) required for incorporation into the "4D" or "5D" simulation/animation as well as project turnover as required by the BIMxP.
- (4) **Lean Design & Construction Tools and Techniques:** In support of appropriate Program Management needs, the consultant shall be required to conduct themselves with a reliance on Lean Design and Construction tools and techniques. Such tools and techniques will include but certainly not be limited to the development, implementation, and maintaining of a Lean Dashboard, Lean and Last Planner Systems efforts, co-location and Big Room processes, and lessons learned sessions focused on recent projects to give teams the opportunity to hear about challenges, successes, and what can be improved.
- (5) **Program and Project Scheduling Controls:** The prospective consultant will be responsible for incorporating various forms of design, construction, and/or management schedules into the overall strategic planning support efforts and 4D/5D simulations/animations. The Authority maintains a robust program and project schedule management database and system, however the consultant will be responsible for the review, incorporation, and/or further development of necessary schedules to bring success to the overall effort. The consultant shall be responsible for working with the Authority's in-house master schedulers and project controls team.
- (6) **Risk Assessment(s):** The consultant will be responsible for conducting risk assessments as necessary to support the overall effort of this assignment.

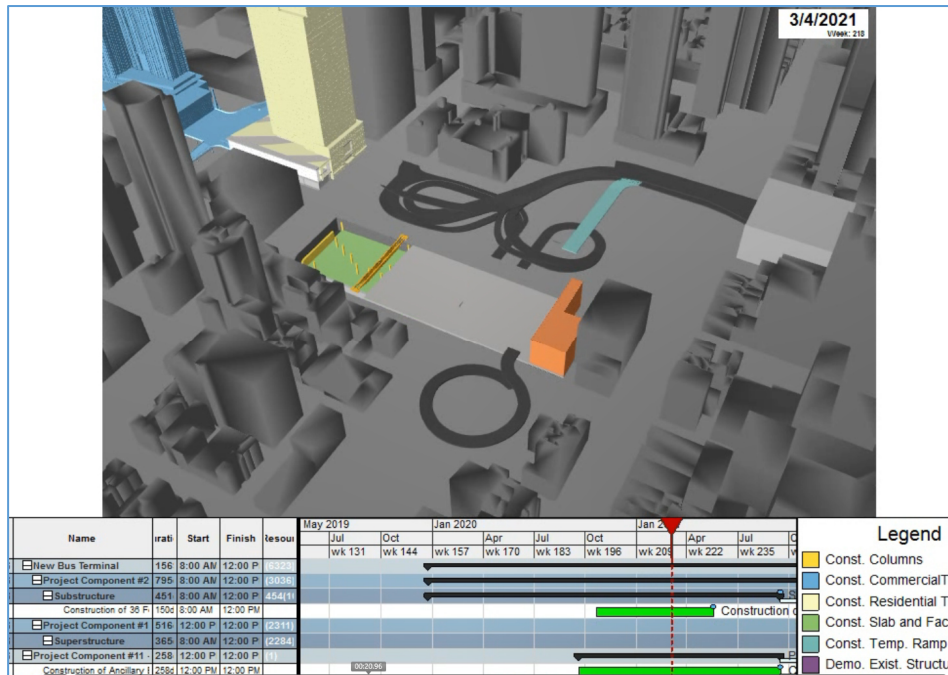


**Figure A:** Example of 4D animation (still frame image shown) making general assumptions of building timing and shape. Source: PMA Consultants, LLC., Columbia Construction Co.



**Figure B:** Example of an overlay showing VDC content and progress with GoogleEarth buildings and traffic conditions. Source: PMA Consultants, LLC., Lower Manhattan Development Corporation, Construction Command Center (LMCCC)





**Figure C:** Still frame example of 4D VDC content and progress with adjacent actual buildings and roadways, showing timescale, and blocking of other theoretical buildings. Source: PMA Consultants, LLC., Port Authority of New York and New Jersey, Bus Terminal Design Competition



**Figure D:** Still frame example of 4D VDC content and progress with adjacent actual buildings and roadways, blocking of other theoretical buildings, with roadway impacts. Source: PMA Consultants, LLC., Port Authority of New York and New Jersey, Bus Terminal Design Competition

In recognition of the unique nature of the project and the services required to support it, the Authority has scheduled a Consultant Briefing to be held **via zoom at 10:30AM on March 15, 2024 at the following link: <https://massport.zoom.us/j/83025639910>** with a **Meeting ID: 830 2563 9910, or by phone at: +1-646-518-9805 or +1-267-831-0333**. At this session, an overview of the project will be provided, the services requested by the Authority will be described, and questions will be answered

**EVALUATION CRITERIA:**

The submission shall be evaluated on the basis of the following equally weighted criteria:

- (1) Demonstrated experience and knowledge of the team for similar projects of similar size and complexity particularly important to demonstrate for the Project Manager. Highlight the experience and expertise for major sub-consultants and their assigned staff. Familiarity with public construction procurement under MGL Ch. 30, MGL Ch. 149, MGL Ch.149A, and
- (2) Project understanding and proposed technical approach including QA/QC process during document preparation, cost management and scheduling capabilities, construction oversight, ability to plan and perform work with minimal disruption to operations, and
- (3) Demonstrated experience in integrating and managing BIM/VDC in the planning, design and construction. Experience of utilizing Lean Design & Construction (Last Planner System®, Scrum or others tools) to increase the reliability and significantly improve projects and teams' performance, and
- (4) Proposed approach to enhance diversity and inclusion of the project team to increase the pool of consultants working on the Authority's projects. For those M/WBE firms proposed, please describe type and/or category of work (i.e. architecture, structural, Lean, etc.); include the specific roles to be played by M/WBE, and the extent to which such M/WBE involvement is anticipated as of date of the proposal submission, (% goal).

The Authority recommends that each evaluation criteria is addressed in the response as a separate section.

The selection shall involve a two-step process including the shortlisting of a minimum of three firms based on an evaluation of the Statements of Qualifications received in response to this solicitation, followed immediately by a final selection of the consultant by the Authority. The Authority reserves the right to interview the firms prior to final selection, if deemed appropriate.

**SUBMISSION REQUIREMENTS:**

Each submission shall include a Statement of Qualifications that provides detailed information in response to the evaluation criteria set forth below and include Architect/Engineer & Related Services questionnaires SF 330 ([www.gsa.gov/portal/forms/download/116486](http://www.gsa.gov/portal/forms/download/116486)) with the appropriate number of Part IIs. M/WBE certification of the prime and subconsultants shall be current at the time of submittal and the Consultant shall provide a copy of the M/WBE certification letter from the Supplier Diversity Office for M/WBE and from the MassUCP for DBE, within its submittal.

All individuals responsible for technical disciplines shall, upon commencement of the project, be registered Architects or Engineers, in that discipline, in the Commonwealth of Massachusetts.

The Consultant shall specify in its cover letter that it has the ability to obtain requisite insurance coverage.

***The Authority may reject any application if any of the required information is not provided: Cover Letter, Insurance Requirements and SF330 Part IIs for the Prime and every sub-consultant. Make sure that the Cover Letter is signed “Under the pains and penalties of perjury”, and that you mention the Insurance in the Cover Letter itself.***

RFQ Instructions for Electronic Submission:

Electronic submissions will be via <https://www.bidexpress.com/businesses/27137/home>. Please refer to <https://www.massport.com/massport/business/bids-opportunities/capital-bids/> website for instructions on how to submit an electronic RFQ submittal.

1. Download RFQ documents in Bid Express and fully review them before submitting your electronic Statement of Qualifications.
2. Upload ALL required documents listed below in accordance with the instructions on Bid Express and those in the RFQ. Failure to include all required materials or to provide materials in a format different than that specified may have a negative effect on the evaluation or result in disqualification.
3. Click the “Submit” button in Bid Express to review your response for completeness and to encrypt/submit your response electronically.

File Naming Convention:

MPA project #\_Company Name-YY-MM-DD.pdf

*Example:* L2302\_Massport-23-04-24.pdf

Files submitted via Bid Express must follow the above filing naming convention specific in the “Description” field for each document in the “Required Document Upload” table in Bid Express. The file name and description entered during the file upload process ensures each file can be readily identified by Massport.

All submissions must be in .pdf format and must be in such a way that they can be read on a computer and printed on 8 ½” x 11” paper, unless otherwise specified.

Please consider the number of pages being submitted, including the following:

- Resumes of the top 10 key individuals, each limited to one (1) page under SF 330, Section E,
- No more than ten (10) projects each limited to one (1) page under SF 330, Section F,
- No more than ten pages (5 sheets) between SF 330 Section H and “other relevant materials” section of the submission.

By responding to this solicitation, consultants agree to accept the terms and conditions of Massport’s standard work order agreement, a copy of the Authority’s standard agreement can be found on the Authority’s web page at <http://www.massport.com/massport/business/capital-improvements/important-documents/>. The Consultant shall specify in its cover letter that it has the ability to obtain requisite insurance coverage.

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The procurement process for these services will proceed according to the following anticipated schedule:

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Times are Eastern Standard Time (US).

Questions may be sent via email to [CPBidQuestions@massport.com](mailto:CPBidQuestions@massport.com) subject to the deadline for receipt stated in the timetable above. *In the subject lines of your email, please reference the MPA Project Name and Number.* Questions and their responses will be posted on Capital Bid Opportunities webpage of Massport <http://www.massport.com/massport/business/bids-opportunities/capital-bids> as an attachment to the original Legal Notice and on COMMBUYS ([www.commbuys.com](http://www.commbuys.com)) in the listings for this project.

**PROJECT REQUIREMENTS:**

Massport, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 USC §§ 2000d to 2000d-4) and the Regulations, hereby notifies all bidders or offerors that it will affirmatively ensure that for any contract entered into pursuant to this advertisement, all bidders/proposers will be afforded full and fair opportunity to submit bids in response to this invitation and no businesses will be discriminated against on the grounds of race, color, national origin (including limited English proficiency), creed, sex (including sexual orientation and gender identity), age, or disability in consideration for an award.

Project requirements include, but are not limited to:

Terms & Conditions:

By responding to this solicitation, consultants agree to accept the terms and conditions of Massport's standard agreement, a copy of the Authority's standard agreement can be found on the Authority's web page at <http://www.massport.com/massport/business/capital-improvements/important-documents/>.

Additional Requirements and Guidelines:

As deemed appropriate and required by the Authority or the project's needs, the consultant agrees to follow the requirements set forth in the various Guidelines and Standards that can be found on the Authority's web page at [http://www.massport.com/massport/business/capital-improvements/important-documents](http://www.massport.com/massport/business/capital-improvements/important-documents/).

M/WBE Participation:

The Authority is committed to helping address the disparity in the participation of minorities and women in design. Along with the M/WBE commitments which reflect ownership status set forth below, the Authority's Designer Selection Panel are interested in learning about the applicant firm's approach and commitment to diversity in its HR policy, its overall business practices and in assembling this Project team. Firms are encouraged to be creative in assembling their teams by considering dividing the work of a particular discipline, when appropriate, including work it would typically provide in house, partnering, offering opportunities to qualified firms with which it or its consultants have not previously worked or firms that may have less experience working on public projects, and other means that provide additional opportunities for M/WBE firms in new ways.

Applicants, as prime firm and team lead, in their application, should directly address their approach to enhancing diversity in assembling the team for this Project, including a clear description of each working relationship, and in their overall HR and business practices. The Authority strongly encourages teams composed of firms that expand the overall breadth of different firms working on Authority Projects.

The Commonwealth of Massachusetts establishes combined M/WBE participation goals of 21.6% for design of state-funded and state-assisted projects. Massport will be highly interested in those proposals whose strategy and approach exceed the stated goal.

Applications from M/WBE firms as prime consultants are encouraged. Applicants who are themselves M/WBE certified may use their participation toward meeting the determined work order goal for the certification they hold and will be required to bring participation by additional firm(s) that holds the necessary certifications to meet or exceed the goals assigned. Applicants are strongly encouraged to utilize multiple disciplines and firms to meet the M/WBE goals. Consultants to the prime can team within their disciplines in order to meet the M/WBE goals, but must state this relationship.

Please note that only firms that are currently certified as M/WBE and DBE in the Commonwealth of Massachusetts be credited toward meeting Project M/WBE or DBE goals.

**MASSACHUSETTS PORT AUTHORITY  
EDWARD C. FRENI  
INTERIM CEO & DIRECTOR OF AVIATION**