



**SOLICITATION FOR:**  
**Feasibility Study & Landscape Design Services**  
*Gerow Recreation Area*  
**369 Commonwealth Avenue, Concord**

**RFP# 385**

**TOWN OF CONCORD, MASSACHUSETTS**

**RELEASED:**  
**May 3, 2018**

**RESPONSES DUE BY:**  
**May 31, 2018 at 2PM EST**

**DELIVER TO:**  
**Kate Hodges**  
**Assistant Town Manager**  
**22 Monument Square**  
**Concord, MA 01742**



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OFFICE OF THE TOWN MANAGER  
22 MONUMENT SQUARE PO BOX 535  
CONCORD, MA 01775**

**Concord, MA 01775**

**BIDDING INSTRUCTIONS FOR  
Feasibility Study & Landscape Design Services, Gerow Recreation Area  
RFP# 385**

**SECTION 1.0  
GENERAL INFORMATION ON BID PROCESS**

**1.1 General**

When submitting proposal, please identify the RFP Number and title clearly on the submission envelope. All responses must be sealed and delivered to:

**Kate Hodges, Assistant Town Manager  
Town of Concord  
22 Monument Square  
Concord, MA 01742.**

- ✚ Bids submitted must contain one original and four (4) copies for a total of five (5) sets.
- ✚ Complete BIDS Must:
  - ✓ Consist of all documents listed in Sections 2.0, 4.0, 5.0 and all related appendices therein;
  - ✓ Include a valid Price Summary Form as show in Section 4. No substitute form will be accepted;
  - ✓ Include a cover letter signed by an official authorized to bind the proposer contractually;
  - ✓ Contain a statement that the proposal is valid for a period of at lease ninety (90) days; and
  - ✓ Be considered non-compliant, and thus rejected, if all required documents are not present.
- ✚ The Town of Concord reserves the right to reject any or all proposals, waive minor informalities, and accept the proposal deemed to be in the best interest of the Town.
- ✚ The successful Offeror must be an Equal Opportunity Employer.
- ✚ The signature of the Offeror, acting as a duly authorized official, on all the proposal forms.
- ✚ All information in the Offeror's response should be organized and presented in a clear and concise format. Accuracy and completeness are essential. The successful response will be incorporated into a contract as an exhibit; therefore, offerors should not make claims to which they are not prepared to commit themselves contractually.

Official copies of this solicitation may be obtained from the Town Manager's Office by requesting, via email, to [TMO@concordma.gov](mailto:TMO@concordma.gov) on and after **May 3, 2018**.



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## 1.2 Submission Instructions

✚ Please submit two sealed envelopes:

- ✓ The first envelope includes one (1) original, four (4) copies, of the non-price technical proposal marked:

*Non-Price Proposal — Feasibility Study & Landscape Design Services.  
Please refer to section 2.4 below for information on project scope, outline  
and expected duties.*

- ✓ The second envelope includes one (1) original and four (4) copies of the price proposal marked:

*Price Proposal — Feasibility Study & Landscape Design Services (itemized)  
for the following tasks:*

- ⇒ *Site Analysis & Schematic Design*
- ⇒ *Design Development & Construction Documents*
- ⇒ *Bid & Negotiation*
- ⇒ *Construction Administration*

## 1.3 Questions

- ✚ Questions concerning this solicitation must be submitted in writing to the Town Manager's Office, via email, to [TMO@ConcordMA.gov](mailto:TMO@ConcordMA.gov)
- ✚ Answers will be sent via an addendum to all offerors who received this solicitation through the Town.

## 1.4 Bidding Schedule

✚ **Key dates for this Invitation for Bid are as follows:**

- ✓ RFP Issued By 05/03/2018.
- ✓ Optional Site-Visit/Briefing 05/18/18 at 10:00 am.
- ✓ Deadline for Submitting Questions to RFP 05/21/18 by 12:00 noon.
- ✓ Proposals Due 05/31/18 by 2:00 pm.
- ✓ Anticipated Contract Award 06/13/2018
- ✓ Services Commence, via staff kick-off meeting, week of 06/25/2018
- ✓ Responses must be delivered by 05/31/18 **at 2 PM** to Town of Concord, Attn: Kate Hodges, Assistant Town Manager, 22 Monument Sq., Concord, MA 01742.

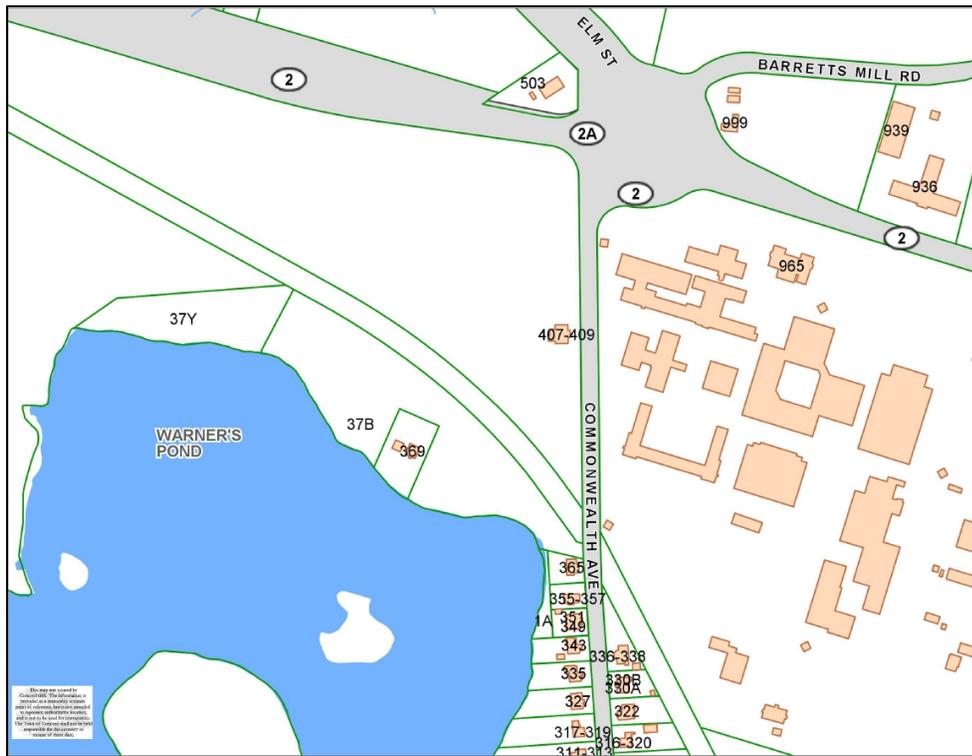


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**SECTION 2.0**

**SPECIFICATIONS/SCOPE OF SERVICES**

*Image A: Gerow Park Parcels: 369 Commonwealth Ave., 37B & 37Y*



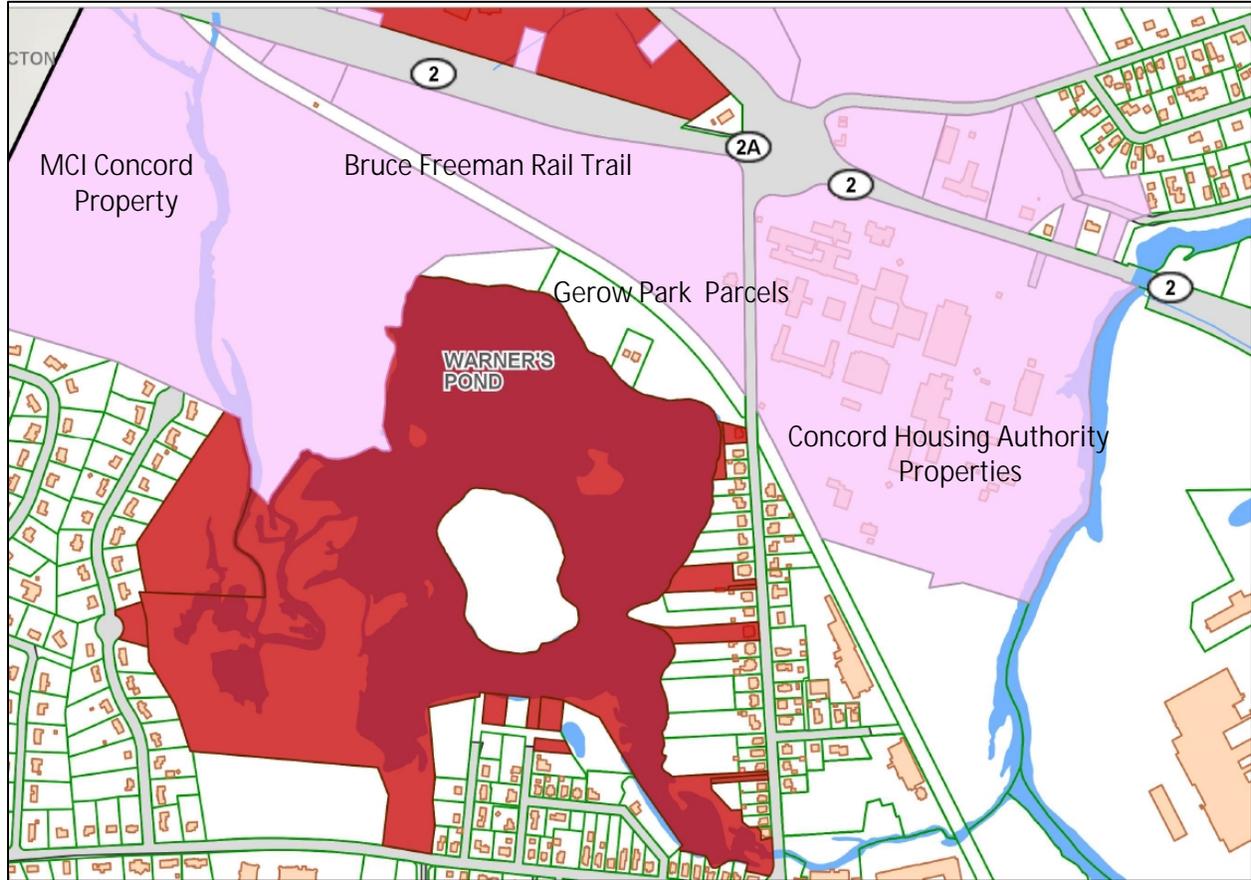
**2.1 Land Summary**  
The Town of Concord is seeking to procure a Firm and/or Consultant for a full range of parkland feasibility studies, analysis, landscape architectural design services and other developmental planning efforts related to the renovation of the Gerow Recreational Area Park parcels located in Concord and accessible from Commonwealth Avenue.

The park is approximately 7.03 acres in size, and is adjacent to the Brue Freeman Rail Trail Phase 2 Construction Site located along Route 2 West. The parcels are accessible from the residential area located off of Commonwealth Avenue in West Concord. Comprised of three total parcels, the land is mainly wooded with significant frontage on Warner's Pond. The center parcel has a small 3-bedroom, Cape Cod-style dwelling and a detached garage which the Town would like the option to consider for relocation, at another location either on or off-site, to be used for Affordable Housing purposes.



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*Image B: GIS Aerial with Town-Owned Land (Red) & State Property (Pink) Designations*



The Town believes the property to be an excellent site for mixed-use parkland to include a combination of active and passive recreational areas.

Warner's Pond, located immediately to the south of the property, is a 54-acre body of water within a larger Town-owned parcel totaling more than 77 acres –highlighted above in RED. Warner's Pond was created in the 1800's by citizens who wished to damn the Nashoba Brook in order to generate water power for the nearby mills. Abutting the property to the west – also marked in the photo above with a star -- is 67-acres of conservation and agricultural land owned by MCI-Concord. The land is leased to farmers who grow field crops there. To the North of the parcels is the former rail line – currently under construction as Phase 2 of the Bruce Freeman Rail Trail. This bike path, once complete, will run 27-miles in length from Framingham to Chelmsford. The remaining Red parcels highlighted in the picture showcase other Town-owned lands, held majoritively by the Natural Resources and Conservation Divisions. There are two parcels along Commonwealth Avenue which are currently owned by the Housing Divisions and are rented units of Affordable Housing.

Boy Scout  
Owned  
Island



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## **2.2 Project Scope**

- ✚ The project scope is to conduct an extensive community outreach process to develop a comprehensive renovation plan for the parcels for active recreational opportunities and, if possible, affordable housing prospects.
- ✚ Master Plans should address:
  - ✓ Existing Condition Assessments;
  - ✓ Physical Infrastructure Evaluation;
  - ✓ Safety and Security needs within the park relative to development;
  - ✓ The needs of adjacent residential and business communities;
  - ✓ The overall recreational needs of the Town; and
  - ✓ Affordable Housing options for the site, including relocation of the existing home on, or off, property.
- ✚ Primary activity zones within the park envelope should include, but may not be limited to:
  - ✓ Parking;
  - ✓ Public gathering areas;
  - ✓ Pathways and connections between park zones and the Bruce Freeman Rail Trail;
  - ✓ Waterfront beach access and public swimming areas;
  - ✓ Fishing, canoeing and swimming rafts/piers;
  - ✓ Canoe and/or no-wake water vessel boat launches; and
  - ✓ Improvements to the park's physical infrastructure including drainage, irrigation, fencing, lighting, utility connections, tree canopy, sidewalks, and additional landscape considerations.
- ✚ Major areas of interests to the community which shall be considered within the planning process should include:
  - ✓ Long term maintenance
  - ✓ Sustainability, resiliency and green infrastructure initiatives
  - ✓ Creative and imaginative designs with special focus on providing safe and secure environments in which all residents and visitors may celebrate and take joy regardless of age or ability.
- ✚ Park designs/schematics shall incorporate fully developed site-potential plans which work to exceed the needs of pure functional order, and which serve as a premier example of public. Park designs which provides a sense of civic grandeur and pride for all residents of Concord will be considered most advantageous.
- ✚ Consultant will provide full landscape architectural services with a team that will address all the needs of the project, including: survey work, drainage, lighting, utility, engineering, and necessary landscape design.
- ✚ Consultant should assess and evaluate all existing site conditions with respect to the community's needs by gathering information from various Town Boards, Public Officials and citizen groups.
- ✚ Consultant must take time to understand all relevant site conditions, recreation programming needs, security and public safety issues, and neighborhood concerns.



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### 2.3 Process

- ✚ Consultant will be expected to lead at least two community design processes or open forums which will help to develop three (3) ‘top-rated’ schematic designs for the property accompanied by a complete list of the anticipated construction cost estimates for each design model.
- ✚ Once the three top design models are selected, consultant(s) shall present the proposed schematics and their cost estimates in a fully detailed conceptual plan to the Select Board and members of the public in attendance.
- ✚ After community deliberation, the Town shall select a chosen plan for the park plan and convey this choice to the consultant in order to proceed to the next phase of the project.
- ✚ The consultant’s project implementation plan may be phased in order to bring some components of design to fruition sooner; but should include a final plan for all phases which include cost estimates and feasibility.

### 2.4 Design Process

- ✚ The design process, for which the Town plans to hire its chosen firm, is expected to have four distinctive and connected components:
  - ✓ **Site Analysis and Schematic Design** – Consultant is expected to draw upon all previous site analyses to present a total number of three (3) top design schemes, and their cost estimates, to the Town (via the Select Board) for a final selection process. Once a design schematic has been chosen by the Town, consultant shall conduct a series of qualitative and quantitative data gathering from the existing site and applicable historical records to develop a final plan which shall outline how the Town may proceed to the next phases of the project;
  - ✓ **Design Development and Construction Documents** – Consultant shall develop a complete build-out and action plan for the chosen top Design to 100% construction drawings which shall include a complete cost estimate for review and publication by the Town;
  - ✓ **Bid and Negotiation** – Consultant shall review and respond, at the Town’s request, to any bidder’s requests for information until such time as a construction contract has been awarded by the Town; and
  - ✓ **Construction Administration** – Consultant shall, as an agent of the Town, oversee any and all site construction, at the Town’s request, to ensure contractor conformity to construction drawings and adherence to construction specifications, standards and provisions set forth within the construction documents.
- ✚ The goal of the Gerow Recreation Area Park project, similar to other Concord Park and Open Space endeavors, is for the Consultant to engage in an open space, affordable housing and active recreation renovations which will:
  - ✓ Address the health and recreation needs of the local community and long-term goals of the Town’s Strategic Master Plan through a design which encourages
    - Creative and sustainable open space and resource management initiatives;
    - Community-wide health and fitness programming efforts;



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- Appropriate availability and accessibility of active play and affordable housing opportunities;
- Preservation of open, green and passive outdoor spaces which contribute to the physical and emotional well-being of Concord residents; and
- An overall appreciation of nature.
- ✓ Assist the community in determining where the existing home may be placed within the site, if achievable, and the costs associated with relocation and salvage efforts should the Town endeavor to do so.
- ✓ Engage residential stakeholder in a substantive discussion regarding the design process and available choices for the property which may include:
  - Active Recreation
  - Passive Recreation
  - Community Housing
- ✓ Improve community involvement/outreach through citizen participation in the process.
- ✓ Analyze and improve ADA access to the parcels for persons with disabilities, in conjunction with the Town's ADA Coordinator.
- ✓ Strengthen environmental accountability by exploring design options for green products, permeable surfacing, and sustainable building practices
- ✓ Uphold and embody the Town of Concord's strategic open space goals, including increased health of the tree canopy.
- ✓ Provide a design which minimizes Concord's park maintenance needs and which provides a plan and an example schedule for recommended park maintenance including beach grooming, and trail maintenance.
- ✓ If a playground design is called for, such design shall adhere to the most current requirements for Certified Playground Safety Requirements within the Commonwealth of MA, and must specify material usage which shall meet the most stringent standards with regard to fall heights and safety surface depth.

### **3.0 Project Site**

- ✚ The parcels known informally as 'the Gerow Land' is a newly acquired waterfront park property in West Concord which provides a unique opportunity to accommodate recreation and civic activities that are not compatible with the other traditional athletic facilities and open park spaces in Town.
- ✚ The property currently boasts several acres of densely wooded area as well as a small 1,200 square foot Cape-Cod style home, located within the center parcel and consisting of approximately 0.62 acres of land and consisting of more than 1,600 feet of frontage on Warner's Pond.
- ✚ There is currently no formal programming, public access or park-like amenities at the site.

### **4.0 Public Process**

- ✚ Consultants are expected to host at least two (2) public meetings which the Town will be responsible for advertising and broadcasting via the Town's Public Access Station.
- ✚ Project management will be shared by Assistant Town Manager, Kate Hodges and Recreation Director, Ryan Kane.



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- ✚ It is anticipated that the consultant shall introduce themselves and review their design approach and parcel research at the first public meeting. Additionally, the consultant is expected to engage members of the community during the meeting in order to gather anecdotal information and community feedback for site use and design.
- ✚ The consultant shall, at the second public meeting, present and discuss several design options/schematics and review each in order to engage public comment. At the conclusion of the meeting, a total of three (3) ‘top’ or highly advantageous plans shall be chosen to proceed to the next phase of the process.
- ✚ A final public meeting, held during a regular Select Board meeting and televised via the Town’s Cable Access Provider, the consultant shall present the ‘top’ three (3) schematic designs for further review and discussion during open session and to conclude with a single plan selection for construction planning/design.
- ✚ Town staff, led by members of the Town Manager’s Office, Recreation Division and Facilities Department, will work with the Consultant to aide in the development of any schematic designs and to ensure all public meetings are posted and run in accordance with any applicable Massachusetts General Laws.
- ✚ Amongst other tasks, Consultants are expected to, at a minimum:
  - ✓ Meet and work with Town staff via working group sessions to present Consultant’s findings relative to existing conditions, best practices in park design, and the development of schematic design alternatives.
  - ✓ Lead public presentations at a minimum of two (2) community meetings. Meetings shall be organized and publicized by the Town’s Information Officer and staff project managers.
  - ✓ Present to the Select Board during at least one public meeting as needed, to review top design schematics and choose one overall plan, or design, for construction phasing.
  - ✓ Incorporate public comment(s) as appropriate when preparing final designs for Town review, approval and adoption.

## **5.0 PROJECT COMPONENTS & TASKS**

### **5.1 Site Analysis and Schematic Design**

- ✚ Site Analysis will include the following tasks:
  - ✓ Conduct site visit(s) to review existing conditions and document existing materials—including some limited plant materials<sup>i</sup> not covered by the 2010 Pond Watershed Report as well as any additional unique site features.
- ✚ Conduct a certified and stamped topographical and boundary survey, noting all grades, utility locations and site features.
- ✚ Review records and processes pertaining to the Town’s building codes and standards; familiarize oneself with any relevant reports which analyze the Town’s recreation facilities’ programming, and the Town’s and master plan, pending finalization in June 2018.
- ✚ Review available Town records pertaining to the history, design, environmental health, and unique attributes of the site.
- ✚ Create a base plan for design purposes based on site survey, site visits and Town records.
- ✚ Incorporate public comments into the Site Analysis, for review and comment by Town staff.
- ✚ Schematic Design will include the following tasks:



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- ✓ Prepare a minimum of three Schematic Designs showing layout, materials, and planting plans for public review. Plans should include any schematic design alternatives to be developed in consultation with Town staff.
- ✓ Prepare a project cost estimate based for each of the schematic design.
- ✓ Present Site Analysis and Schematic Design plans to the Town of Concord prior to public meetings.
- ✓ Record and discuss public comments on Schematic Designs with Town staff and, if requested, present options to the Town Manager and other Town Committee Members.
- ✓ Work with Town staff to develop options for the phased implementation of the chosen renovation plan, as necessary.

### **5.2 Design Development and Construction Documents**

- ✚ Design Development and Construction Documents should include the following tasks:
  - ✓ Author 50% and 100% construction documents for Town review and acceptance; 100% construction set must include the following plans, sections and details on separate pages:
    - ✓ Existing Conditions Plan,
    - ✓ Site Demolition and Preparation Plan,
    - ✓ Layout and Materials Plan,
    - ✓ Grading Plan,
    - ✓ Utility and Drainage Plan,
    - ✓ Irrigation Plan,
    - ✓ Lighting Plan,
    - ✓ Site Specifications,
    - ✓ Planting Plan,
  - ✓ Plan Enlargements (as needed, to depict special areas of site improvements), Site Details (scaled as required to depict design elements and anticipated construction techniques), Site
  - ✓ Specifications.
  - ✓
  - ✓ Precede with design development of preferred Schematic Design; submit 100% Construction Documents set by **FALL 2018**.
  - ✓ Coordinate with sub consultants as needed to develop Utility, Lighting, and irrigation plans and specs, in accordance with Town standards and maintenance capabilities.
  - ✓ Prepare detailed cost estimate to use within the construction bid and negotiation phases.

### **5.3 Bid and Negotiation**

- ✚ Bid and Negotiation for the Gerow Recreation Area should include the following tasks:
  - ✓ Assist with bid canvassing
  - ✓ Attend pre-bid conference to answer questions from potential bidders relating to the proposed construction.



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- ✓ Assist Town staff in issuing any needed addenda and respond to the bidder's questions or clarification as needed.
- ✓ Revise bid documents to incorporate amendments and clarifications issued during bidding and negotiation phases; submit changes, in writing, to Town's project managers.

#### **5.4 Construction Administration**

- ✚ Construction Administration will include the following tasks:
  - ✓ Conduct, at a minimum, weekly on-site observation and monitoring of construction to ensure that all materials and procedures are in accordance with drawings and specifications.
  - ✓ Host, write and submit all meeting minutes and field notes from all site visits for submission in timely fashion.
  - ✓ Ensure and that the project meets the agreed upon construction schedule.
  - ✓ Review all contractor requests for payment and advise Town on work performed and payment requests.
  - ✓ Address design coordination between the Town, general contractor and design sub consultants during the construction period.
  - ✓ Answer questions from general contractor and update changes to the construction drawings and specifications as needed.
  - ✓ Review all submittals and change order requests with Town; maintain order changes in project file.
  - ✓ Record field notes and meeting minutes.
  - ✓ Provide meeting notes, including a checklist of all relevant construction items discussed, weekly.
  - ✓ Update construction drawings and specifications as needed.
- ✚ Bid and Negotiation duties will include the following:
  - ✓ Issuance of addenda or responses to bid questions in order to provide clarification throughout the construction bid process.
  - ✓ Revisions of bid documents to incorporate amendments and clarifications issued during any previous phases.
- ✚ Final Duties after Construction Administration shall include the following:
  - ✓ Coordinate and execute wrap-up meeting(s) with construction vendor(s) to ensure accurate recording of all changes
  - ✓ Provide the Town with an electronic set of as-built plans which accurately reflect the parks' final construction.

#### **6.0 REGULATIONS**

- ✚ **The project design must comply with all applicable federal and state laws and Town ordinances and regulations.**
  - ✓ The Project Team's recommendations should be informed by the requirements contained within the Americans with Disabilities Act of 1990 (42 U.S.C. § 1210 et seq);



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- ✓ In compliance with ADA, Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. §791 et seq); and
- ✓ In harmony with the Massachusetts Architectural Access Board (M.G. L. c. 22 § 13A) rules and regulations for public spaces.

**7.0 COMPARATIVE EVALUATION CRITERIA**

- ✚ The Comparative Evaluation Criteria set forth in this section of the RFP shall be used to evaluate responsible and responsive proposals.
- ✚ Firms will be ranked in each category for a combined total net score (*X/100*);
- ✚ The Town will then review the price proposals for the top-ranked firms to determine the lowest bid;
- ✚ Comparative Evaluation Criteria for evaluation will include:

**FACTOR 1 - Technical and Management Approach – 50%**

*The degree to which the Offeror effectively demonstrates knowledge, understanding, technical ability to successfully perform and manage requirements of the Scope of Work (SOW). Additionally, the appropriateness, soundness and reasonableness of the Offeror's problem resolution, logistic considerations, corporate commitment to achieve the overall project objectives*

*Other areas of consideration are focused on a contractor's:*

- *Record of completing projects on schedule and within or under budget.*
- *Proven history of effectively communicating with Town project manager regarding budget schedules and accepting input.*

**Scoring:**

**Highly Advantageous:** The proposer's Plan demonstrates a comprehensive understanding of the SOW and a thorough attention to detail. The Plan is both cost effective and relevant to Concord's specific needs.

**Advantageous:** The proposer's Plan demonstrates a moderate understanding of the SOW and modest attention to detail. The Plan is not optimally cost effective and lacks certain aspects of relevance to Concord's specific needs.

**Not Advantageous:** The proposer's Plan lacks a comprehensive understanding of the SOW and a thorough attention to detail, and is not cost effective nor relevant to Concord.

**FACTOR 2 - Key Personnel -- 20 %**

*The degree to which the Offeror's proposed key personnel resumes demonstrate the individual's ability to execute SOW requirements on the bases of strength of relevant education, training, depth and breadth of relevant experience.*

**Scoring:**

**Highly Advantageous:** All personnel identified by the proposer are proven to possess a very high level of landscape design and construction administration experience and performance. Resumes are included in the proposal for all proposed personnel. All proposed personnel are currently performing functions similar to those proposed in the RFP and clearly show an adequate level of relevant experience to successfully perform the scope outlined herein.



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**Advantageous:** All of the personnel identified by the proposer are proven to possess a high level of landscape design and construction administration experience and performance. Resumes are included in the proposal for most of the proposed personnel. Some of these proposed personnel show an adequate level of relevant experience to successfully perform the scope outlined herein.

**Not Advantageous:** Most but not all of the personnel identified by the proposer are proven to possess an adequate level of landscape design and construction administration experience. Resumes are not included not any of the proposed staff.

**FACTOR 3 - Past Performance – 30%**

*The Offeror's proposal will be evaluated to determine the extent to which their performance demonstrates the likelihood of successful performance in providing requirements **similar in size, scope and complexity** of this solicitation. The Town may choose to evaluate publicly available reports, and/or data. The Town may use present and/or past performance data obtained from a variety of sources not just those contracts identified by the Offeror. The information gathered for past performance may be used in the responsibility determination.*

**Scoring:**

**Highly Advantageous:** The proposal demonstrates the proposer's efficient and effective design and management of ten or more park projects of similar size and scope in settings similar to Concord.

**Advantageous:** The proposal demonstrates the proposer's efficient and effective design and management of six to ten park projects of similar size and scope in settings similar to Concord.

**Not Advantageous:** The proposal demonstrates the proposer's efficient and effective design and management of less than six park projects of similar size and scope in settings similar to Concord

**NOTES:**

- ✚ Offeror shall provide a **minimum of three (3)** past references that demonstrate recent and relevant past performance of similar scope, size and complexity of services identified. Recent is defined as within the last three years.
- ✚ Relevant is defined as any work of similar complexity, magnitude, and style as described within the SOW.
- ✚ The Town may consider the past performance of other companies when they are team members, affiliates, or significant subcontractors who will perform major critical aspects of the requirement when such information is relevant to the acquisition. ; however, the Offeror must clearly explain how these other companies will be significantly involved in the proposed contract. The Offeror shall provide a detailed summary of the work performed for each past performance submitted. Where possible the Town intends to interview each reference provided to verify project scope caught dollar value and obtain additional past performance information. The Offeror shall provide telephone, fax, email for the point of contact the technical and contractual personnel for each referenced project as well as a description of the referenced contract/purchase order.



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## **8.0 QUALITY REQUIREMENTS**

- ✚ Quality requirements, or basic business requirements, are the minimum set of standards that an entity must meet and certify to be considered responsible and responsive.
- ✚ Concord will disqualify any response that does not meet the minimum quality requirements.
- ✚ A "No Response" to items 1-7 outlined below, or a failure to respond to any of the following minimum standards within this RFP, will result in the disqualification of your bid.
  
- ✚ The following questions shall be considered by the review committee when reading through each response for proposal:
  1. Is the Proposer capable of providing the Landscape Architectural Services, as described in the project summary?
  2. Has the Proposer five (5) or more years of experience in providing similar services to other communities?
  3. Is the Proposer able to provide the Site Analysis and Schematic Designs as requested in the specifications?
  4. Is the Proposer able to provide the Design Development and Construction Documents as requested in the specifications?
  5. Is the Proposer able to provide the construction administration as requested in the specifications?
  6. Has the Proposer supplied photographs and/or renderings of other landscape design services provided to other similar communities or projects?
  7. Has the Proposer provided at least three (3) references, including names, addresses and phone numbers, to which the proposer has provided the Landscape Architectural Services to other communities?

In order to provide verification of affirmative responses to items 1-7 above, listed under quality requirement, proposers must submit written information that details the general background, experience, and qualifications of the organization. Subcontractors, where (if) applicable, must be also included.



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<sup>1</sup> Plant materials covered for analysis and reporting should be limited to those necessary for park planning efforts and should not be considered necessary if the issues in question have been covered within the Warner's Pond Watershed Management Sport conducted by ESS, Inc. in 2012, available on the Town of Concord's Division of Natural Resources' webpage under reports.