



DIVISION OF
CAPITAL ASSET
MANAGEMENT &
MAINTENANCE

Shattuck Campus at Morton Street RFP Question and Answer Document August 5, 2022

Only written responses included in this document, in addition to materials provided in the RFP, can be relied upon by bidders for the purpose of composing responses to this RFP. Any responses, verbal or written, received during the Site Visit and the Bidder's Conference are not official and may not be relied upon by proposers. Due to the nature of this disposition to a third party, the Commonwealth does not yet know what may be proposed at this site, nor how that proposal will evolve through permitting and entitlements, and therefore cannot guarantee representations made about the end state of the site beyond referencing what has been laid out in the Vision Plan, RFP, and related planning documents. This RFP is to solicit a redevelopment partner's proposed development plan and does not itself propose certain solutions.

Questions have not been edited by the Commonwealth and are included here as they were received.

Responses to the RFP are due **no later than August 18th at 3pm**. Proposers may submit responses prior to that deadline. Please carefully follow the directions in the RFP for submitting your response.

Please note- Exhibit B has been updated to match the numbering system found on Page 40 in the body of the RFP and can be found here: <https://www.mass.gov/service-details/shattuck-campus-redevelopment-at-morton-street-proposal>. Responses using the format in the original Exhibit B will also be accepted.

Question:	Answer:
1. Are all the floor plates in the hospital building similar?	Generally, yes, the floorplates in the main hospital floors are similar.
2. How much sf in the building?	The Hospital Building is approximately 425,000sf. The Power Plant Building is approximately 33,000sf. Please see section 1-2 of the RFP (p.7)
3. How do staff get in/what is the filter and access points?	There is one main vehicular entrance to the campus off Circuit Drive monitored by a security hut. Staff cars have security stickers. Those arriving by bus may enter through a pedestrian entrance on Morton Street.
4. Are the cottages currently fully occupied?	Generally, yes, the cottages are fully occupied.
5. Is there any breakdown of data on the modes of transportation that patients and staff use to get to the site?	Generally, hospital staff are more likely to drive, and patients rely on public transportation to get to the site. However, the vision plan and RFP call for a future site which emphasizes pedestrian and bicycle access, multi-modal transit options, improved access via public transportation, incentives for carpool, shuttles, reduced parking, and other traffic reduction measures and adheres to local and regional transportation plans to reduce congestion. Please refer to the RFP and Vision Plan for more information on transportation.
6. What is the size of the OTP vendor program currently?	The OTP program occupies approximately 1,600sf.
7. Will there be any minimum requirement for open space?	While there is no minimum requirement for open space, the dedication of a significant portion of the campus to publicly available open space supporting both passive and active uses is a core element of this project. Proposers are encouraged to carefully review the RFP and Vision Plan for the emphasis placed on open space.
8. Is there any maximum square footage for building footprint?	While there is no explicit maximum square footage for building footprints, this RFP contemplates a site with balanced scale and character of buildings to complement the natural topography and promote a sense of welcoming and healing. Proposers are encouraged to carefully review the RFP and Vision Plan for the emphasis placed on balancing building scale.

<p>9. Will there be any consideration of ecologically friendly solutions to all aspects of construction, including permeable surfacing, alternative energy sources, renewable resources, etc?</p>	<p>Yes, the design goals on page 43 of the RFP and further described in the Vision Plan call for high quality, sustainable materials, incorporation of renewable energy sources, net zero design, reduced parking, increased landscaping and native plants, and other sustainability measures. It is expected that the successful proposer will need to comply with all relevant city and state energy and environmental requirements.</p>
<p>10. Recovery services are urgently needed; however, why is the State creating a “recovery campus” (up to the entire site) when <i>the powers that be</i> have been talking about the need to “de-centralize” services at Mass & Cass?</p>	<p>This site is restricted for public health uses by law. A person-centered healthcare campus at Shattuck will improve, decentralize, and enhance services offered in the region. While the site currently offers many of these services, the facilities they operate out of are outdated. Proposers are encouraged to review the Health Needs Assessment which lays out a critical regional need for these types of services.</p>
<p>11. What is the security going to look like on this campus?</p>	<p>The successful proposer will outline a plan for property management that may include shared services such as security.</p>
<p>12. Could you please share how the current occupancy / lease agreements with service providers on the Shattuck Campus are structured? Eg, do current providers pay rent to Shattuck (market rate or other)?</p>	<p>Program occupancy is generally governed by license agreements and service contracts for provision of healthcare services on state land. The Commonwealth may share such agreements with the successful bidder to the extent they are necessary for conceptualizing the future uses of the campus.</p>
<p>13. How long do you expect the cottage community will remain in its current location?</p>	<p>The Cottages are designed to be temporary structures. The Commonwealth expects that the cottages will remain on site at least through the contract term of June 30, 2023. The Cottages are, like the other vendor programs on site, not expected to move with the Hospital Building. As such, the services they provide should be accounted for in the proposer’s interim operating plan.</p>
<p>14. Will this be a space where people can actively use?</p>	<p>While safe consumption sites are not authorized in Massachusetts, many substance use disorder programs across the state have policies of harm reduction, meaning patients are not denied services or discharged based on active drug use. Harm reduction is considered a best practice in public health, and the selected</p>

	proposer will be expected to use practices appropriate to each program.
15. Would you please clarify your expectations regarding the cottages?	See Answer to Question 13.
16. The outline in the body of the RFP and the Proposal Checklist in an appendix use different numbering systems. Which should responses utilize?	Exhibit B has been updated to match the numbering system found on Page 40 in the body of the RFP and can be found here: https://www.mass.gov/service-details/shattuck-campus-redevelopment-at-morton-street-proposal . Responses using the format in the original Exhibit B will also be accepted.
17. Can you share any more information about space the Commonwealth may want to lease on the site? What is the expectation in terms of planning for this potential occupancy?	There is no requirement for the successful bidder to set aside space for such purposes. Rather, the Commonwealth is looking for an ongoing partnership and may seek to lease a portion of the space on the redeveloped campus through terms negotiated with the selected partner.
18. How was the deadline of the RFP decided?	The Shattuck Campus RFP response time is more than 9 weeks, which is in keeping with recent Requests for Proposals issued by DCAMM. This RFP has been informed by four years of public planning, including the vision plan process, several public meetings, a public Request for Information, and input from the Community Advisory Board (CAB).
19. How is ongoing communication and engagement with the community reflected in the RFP? How will DCAMM and the selected developer(s) insure that the community is informed and involved throughout the redevelopment process?	The successful proposal will outline a stakeholder engagement plan that is designed to engage the voices of consumers of services and the broader community to inform the approach to care. This RFP has been informed by four years of public planning, including the vision plan process, several public meetings, a public Request for Information, and input from the Community Advisory Board (CAB). It is anticipated that the development will continue to be shaped by public comments and engagement through the City of Boston's Article 80 review process.
20. What information does DCAMM have on the subsurface conditions of the site, including geotechnical and environmental conditions? Will DCAMM make that information available to the successful bidder?	DCAMM will engage with the successful proposer to facilitate site analysis and due diligence as needed.

<p>21. How has the City of Boston been engaged in the visioning, planning and solicitation of proposals process to date, and what is their expected role moving forward?</p>	<p>The City of Boston was a partner throughout the Vision Planning process and has several seats on the Community Advisory Board. It is expected that the successful proposal will go through a typical City entitlement process, including Article 80 review for large projects.</p>
<p>22. Has there been any engagement by DCAMM or its consultants specific to the Franklin Park Action Plan, City of Boston Parks Department, or Boston Transportation Department?</p>	<p>The City of Boston was a partner throughout the Vision Planning process and has several seats on the Community Advisory Board. The successful proposer will detail a stakeholder engagement plan, and will be responsible for all applicable permitting processes, including comprehensive permitting review and approval by all relevant city and state agencies.</p>
<p>23. Are there other examples, within Massachusetts or elsewhere, that DCAMM/DPH sees as optimally structured public-private partnerships for healthcare facilities?</p>	<p>Proposers are encouraged to carefully review the Vision Plan (including the Appendix) for case studies and models.</p>
<p>24. Is there an outstanding model for the proposed type of development that the Commonwealth is seeking on the Shattuck site that the Commonwealth has been able to identify? If so, could the identity of that institution/facility be shared?</p>	<p>Please see Answer to Question 23.</p>
<p>25. What alternate sites within the Commonwealth has DCAMM considered for accommodating the services listed in the Shattuck RFP?</p>	<p>This RFP contemplates the future of the Shattuck Campus site, which is restricted by law for public health uses. Proposers are encouraged to review the Health Needs Assessment for information on the statewide and regional needs for these services.</p>
<p>26. There is the stated desire for the proposed development to be fully integrated into the fabric of Franklin Park - what percentage of the site will be made publicly-accessible open space?</p>	<p>Please see Answer to Question 7.</p>
<p>27. With respect to Article 97, entrances and exits to the proposed campus will be off of Morton Street, as opposed to Circuit Drive. Is this correct?</p>	<p>The successful proposer will be responsible for outlining a transportation plan. Proposers are encouraged to review the RFP and Vision Plan for the emphasis placed on transportation considerations.</p>

28. Why does the Commonwealth propose building a concentration in services at a single location or “campus” instead of following best practices of “decentration”?	Please see Answer to Question 10.
29. Were alternative sites considered for this development? Please provide the list of others that were considered and how this site compared to those.	Please see Answer to Question 25.
30. How will the project treat the historic walls and materials on Morton Street? Is there a new entrance proposed on Morton Street?	Please see Answer to Question 27. Please see also Appendix H of the RFP for information on historic resources.
31. Is there a plan to abandon the current access/entrance from circuit drive?	Please see Answer to Question 27.
32. Is the current development of the Shattuck Hospital and its related circulation and amenities in compliance with Article 97 requirements?	The Shattuck Hospital site was acquired for public health purposes pursuant to special legislation prior to the 1972 ratification of Article 97.
33. Does the development envision in this proposal in compliance with the provisions of article 97?	See Answer to Question 32.
34. Does the proposed development and related amenities in response to the RFP require or may require action or approvals by the legislature or executive bodies in order to meet article 97 requirements?	There is no development proposal at this time (see introductory paragraph). See Answer to Question 32 regarding Article 97.
35. Does the state anticipate article 80 review for the project or portions of the project?	Yes; the successful proposer will be responsible for all permitting and entitlements at the site.
36. Which city or other regulatory reviews for planning, design, construction and occupancy are anticipated for a development and related amenities of this kind at this time?	The successful proposer will be responsible for all permitting and entitlements at the site.
37. How much of the development can be housing for the formally homeless and still be in compliance with the public health requirements of the deed?	The Commonwealth has determined that supportive housing as envisioned in the Vision Plan meets the statutory deed restriction on the site.
38. DCAMM has stated at previous meetings that only housing for the formally homeless and related services and health services are in compliance with the public health nature of the deed. Has that changed? In DCAMM’s interpretation,	The site is statutorily deed restricted for public health purposes. Proposers are encouraged to review the Vision Plan and Needs Assessment for uses contemplated at this site.

are other uses permitted? Does the RFP allow for retail, commercial or other housing purposes?	
39. How much funding in Fiscal Year 2023 or in the future, has the state forecasted, projected, budgeted or committed to the support of the current or future development?	Operations of the Hospital for FY23 can be found at https://malegislature.gov/Laws/SessionLaws/Acts/2022/Chapter126 No specific funding estimates for redevelopment are available at this time.
40. How will the for the demolition of the current Shattuck hospital be funded?	Proposers are encouraged to specify funding sources for all aspects of the project, including demolition.
41. Who will be responsible for the demolition of the current Shattuck hospital?	The successful proposer will be responsible for coordinating all elements of the proposed project.
42. How much security would be required to permit or allow public use of any of the facilities or any envisioned open space?	Please see Answer to Question 11.
43. How much has DCAMM or other Commonwealth agencies or consultants estimated it will cost for the demolition of the Shattuck hospital?	Approximately \$17M (2021 dollars) in construction costs for a Commonwealth bid project.