

*Program Management for DDOT projects within
Anacostia Waterfront Initiative (AWI)*

**Scope of Work DCKA-2011-Q-0241
Program Management Contract for DDOT projects within
Anacostia Waterfront Initiative (AWI)**

BACKGROUND

In 1998, Mayor Williams signed the Memorandum of Understanding for the Anacostia Waterfront Initiative (AWI) with over 20 District, Federal and State agencies. Since that time, DDOT, the DC Office of Planning, the Deputy Mayor's Office for Planning and Economic Development (DMPED), and the now-defunct Anacostia Waterfront Corporation have worked closely to plan \$9 billion worth of public and private improvements within the AWI area. DDOT has conducted a number of transportation studies, environmental studies and preliminary engineering studies. The **11th Street Bridges projects** completed the \$300M Design-Build-to-Budget procurement process and construction has begun. The five-year construction project is scheduled to complete in 2013. The Final Environmental Impact Statement (FEIS) for the **South Capitol Street Corridor** is underway and is scheduled to be complete in Spring 2011, with a Record of Decision to occur shortly thereafter. Construction has begun on the \$12M **Anacostia Riverwalk** Fiber Reinforced Polymer (FRP) Bridges over the CSX tracks on both sides of the Anacostia River, and the Kenilworth Segment of the trail is currently being designed. The DMPED-funded projects such as the **Parkside Pedestrian Bridge** and the **Maine Avenue SW improvements** are scheduled to begin shortly. The construction of new developments east of the River, including Polar Point, Barry Farms, and Saint Elizabeth's East and West Campuses, increases the need for infrastructure improvements in the AWI study area, one of which will be the **Saint Elizabeth's Transportation Improvements**. Interim improvements throughout the AWI area have been implemented and incorporated in other transportation efforts to achieve a waterfront revitalization that stretches across 1800 acres of park land and two wards of the District. Over \$400 million dollars have been committed to date to the AWI projects to bringing these plans to reality. And there are many more improvements that need to be brought to the forefront, such as the **Southeast Boulevard, Barney Circle Improvements**, and **Pennsylvania Avenue SE/Potomac Avenue SE Intersection Improvements**

DDOT would like to increase their capacity for implementing these projects by procuring a Program Management Contract. The purpose of the program management contract shall be to oversee the planning, environmental, financial management, public and community involvement, civic engagement, design, constructability reviews, right-of-way management, and construction management for the major projects under, impacting, and adjacent to the AWI study area.

REQUIREMENTS

- 1. Program Management:** The contractor shall be responsible for program management of all elements designated under this program. This includes master planning, financial planning and analysis, expert financing services, legislative support, civic engagement, environmental compliance, utility coordination, DBE compliance, strategic support, and administrative support functions. The program management task shall also include an update to the AWI Transportation Master Plan and the Financial Plan. The task shall also include a workforce learning and development program for DDOT personnel, as well as continued development and oversight of the AWI project website at <http://theanacostiawaterfront.net/>.

*Program Management for DDOT projects within
Anacostia Waterfront Initiative (AWI)*

- 2. 11th Street Bridges:** The contractor shall under this task assist in providing oversight of the construction management team of \$300M Design-Build-to-Budget project. HNTB District of Columbia, P.C. currently is the construction management team of record, and Skanska/Facchina Joint Venture is the contractor of record. Activities include oversight of the construction management team as they work with the contractor in completing the bridge project, scheduled for mid-2013. For additional information see the project website at <http://theanacostiawaterfront.net/>.
- 3. South Capitol Gateway Corridor:** The contractor shall assist in the completion of the Final Environmental Impact Statement and assist in development of the Record of Decision. Activities will also include utility and stakeholder coordination, property acquisition activities, and oversight of preliminary roadway and bridge design, procurement of the final design work, procurement and construction management of the project elements. A preliminary financial plan for the South Capitol Street corridor is available, but continued financial planning and analysis with reasonable forecasts are needed, as well as the procurement of construction contracts are also desired. For additional information, see the project website at <http://theanacostiawaterfront.net/>.
- 4. Anacostia Riverwalk:** This contractor shall assist in the management of the individual segments of the Riverwalk portfolio. The Riverwalk is a 21-mile continuous trail along the east and west banks of the Anacostia River. Approximately five miles of trail have been completed, four miles of the trail is currently under construction, and the remaining segments of the trail are in pre-design. Activities under this task include construction management of the \$12M FRP Bridges over CSX Railroad project, oversight of completion of the Kenilworth segment design project, and planning, financial planning, design oversight, constructability reviews and construction management of the remaining segments of the trail. For additional information, see the project website at <http://theanacostiawaterfront.net/>
- 5. Development Projects:** As new developments come on line in and adjacent to the AWI study area, the contractor shall assist DDOT in analyzing the full impacts of these developments and preparing and planning for future infrastructure needs. These developments include, but are not limited to, Poplar Point, Barry Farm, Sheridan Terrace, and St Elizabeth's East and West Campus. Activities may include stakeholder and agency coordination, project coordination, constructability reviews, and procurement of and management of environmental documentation, planning, design and construction management activities.
- 6. Deputy Mayor for Planning and Economic Development (DMPED) Projects:** The contractor shall assist in the design oversight, constructability reviews, utility coordination, procurement of accelerated construction activities, bid assistance, and construction management for two projects with a scheduled completion date of September 30, 2011.

 - a. Parkside Pedestrian Bridge: A pedestrian bridge for the proposed Parkside Development that will span from the development across Kenilworth Avenue SE and connect to the Minnesota Avenue Metrorail Station.
 - b. Maine Avenue SW Streetscape: New streetscape for Maine Avenue SW between the Case Bridge and the Fish Market which shall include a widened sidewalk and new streetlights.

*Program Management for DDOT projects within
Anacostia Waterfront Initiative (AWI)*

7. Ancillary Projects: The contractor shall provide program management for other projects under the AWI umbrella as funding becomes necessary. These projects include the following: a.Middle Anacostia Crossings Projects: Southeast Boulevard; Barney Circle Improvements; I-295 Ramp Improvements; Kenilworth Avenue; East Capitol Street Bridge; Massachusetts Avenue extension; Pennsylvania Avenue/Potomac Avenue SE Environmental Assessment and Improvements; Pennsylvania Avenue/Anacostia Freeway Interchange; Pennsylvania Avenue SE Improvements; and Park Drive Connector.

In addition, program management personnel will assist DDOT with coordination with various groups as necessary. The contractor may assist DDOT in developing and acquiring memoranda of understanding or agreement with local and/or federal government agencies. The contractor may be involved with the screening and selection of other contractors.

Field personnel may be co-located with DDOT personnel in a field office in the vicinity of the project site. Typical office furnishings, equipment, and supplies would be provided by the contractor under this contract.

Required Positions

Specific staff positions and responsibilities will be developed jointly between DDOT and the selected contractor. As a guide, the following positions may be filled by the selected contractor:

- 1. Program Manager** shall have proven skills in program leadership and the technical ability to lead and manage the development of a complex infrastructure program. Candidate shall be able to lead a multi-disciplinary and multi-firm team with strong leadership and collaboration skills. The program manager shall partner with DDOT to deliver the overall AWI program on time and on budget while meeting DDOT goals and objectives. The program manager shall be responsible for working with DDOT to develop strategic approaches for program implementation, assist with establishing program priorities, identifying opportunities within the AWI program to further DDOT's overall transportation vision. The program manager shall provide overall management for the entire program team.
- 2. Highway/Roadway Manager** shall have proven skills in the planning, design, and construction of highways and local roadway systems; ability to develop cost estimates and schedules; a thorough knowledge of local and federal requirements.
- 3. Traffic Manager** shall have proven skills in analysis and implementation of system-wide and corridor-wide traffic plans; System-wide and corridor-wide ITS and regional way finding. The traffic manager must also be able to review and comment, as well as design and review Maintenance of Traffic (MOT) plans for construction projects.
- 4. Bridge Manager** shall have proven skills in the planning, design, and construction of major highway bridges, ability to develop cost estimates and schedules, a thorough knowledge of AASHTO design criteria and applicable local and federal codes.
- 5. Utilities Manager** shall have proven skills in design development, right-of-way acquisition, and construction of highways and bridges, ability to develop cost estimates and schedules, and a thorough understanding of DDOT procedures and standards for road construction. Strong

*Program Management for DDOT projects within
Anacostia Waterfront Initiative (AWI)*

coordination background in working with local utility companies on resolving issues. The person selected for this position shall provide proactive coordination with developers and utilities to incorporate upgrades and system preservation.

6. **Construction Manager** shall have demonstrated experience in complex urban highway, bridge, transit, and river crossing projects. The construction manager shall partner with DDOT to deliver construction activities on time and on budget and confirm that documentation conforms to DDOT protocols and procedures. The construction manager shall develop value engineering recommendations, support claims analysis discussions, and lead constructability reviews across the program.
7. **Environmental Manager** shall have demonstrated experience in federal and local NEPA requirements, permitting, and mitigation compliance. The environmental manager shall partner with DODT and provide environmental oversight and guidance to DDOT across the AWI program. Responsibilities include the development and execution of work to establish, meet, and maintain environmental commitments that are made in support of the AWI program.
8. **Stormwater Manager** shall have expertise in incorporating low impact development techniques to reduce stormwater outflow in accordance with the MS 4 permit. The stormwater manager shall be very familiar with DDOE, EPA, and DC regulations regarding stormwater management.
9. **Project Controls Manager** shall have proven skills in developing, implementing, and tracking project schedules from conception through construction. The project controls manager shall have a thorough understanding of Primavera project management software and regulations and procedures of DDOT's Chief Procurement Officer. Controls services shall include scheduling, estimating and cost management, constructability reviews, and change order process management.
10. **Contract Administrator** shall have proven skills in administering public works construction contracts, a thorough knowledge of DDOT bidding and construction regulations, ability to support multiple projects and strong experience in supervising others. The contract administrator shall provide contracting and procurement support for projects within the AWI program. Duties include coordination with consultants and subconsultants and invoice processing and payment support. The contract administrator shall also support DDOT procurement of other AWI design/construction firms working on the AWI program.
11. **Public Relations Coordinator** shall manage project information, traffic advisories; provide support to DDOT in briefings for elected officials, and managing a public information plan. Public relations personnel must work in conjunction with DDOT's Office of Communication.
12. **Civic Engagement Specialist** shall engage and inform residents, businesses, ANCs, and civic associations on implementation of the Anacostia Waterfront Initiative Program. The specialist shall coordinate, oversee and manage civic engagement and public information services for the AWI program.
13. **Financial Specialist** shall be skilled in developing financial plans for large infrastructure projects. Candidate shall be able to assess current program funding gaps and identify potential revenue sources and financing options to fund the AWI infrastructure program. Services may include reviewing relevant studies and reports on funding projects in the AWI, providing advice and assistance with regard to leveraging federal transportation funding, and assisting in preparing finance plans as required by FHWA.

*Program Management for DDOT projects within
Anacostia Waterfront Initiative (AWI)*

- 14. Legislative Support Specialist** shall have expertise in assisting DDOT program manager and legislative staff in presenting program requirements and needs to political stakeholders and soliciting buy-in to program needs. The legislative specialist shall work with DDOT to develop and implement an overall strategic engagement plan with goals and timelines for attempting to secure federal funding. Services may include the creation of written and graphic material for communicating with federal, district, and local elected officials.
- 15. Geotechnical Specialist** shall have proven skills and working knowledge of local geotechnical conditions, including analysis and recommendations for foundation engineering in the DC area.
- 16. Right-of-Way Manager** shall be qualified, competent personnel to perform all services necessary to perform protective buying and early acquisition activities. Services include preparation of pre-acquisition right-of-way and relocation reports, right-of-way title reports, real estate appraisals and appraisal reviews. In addition, the ROW manager shall assist DDOT in negotiating all necessary property acquisitions, performing all relocation assistance and advisory services, conducting close voluntary conveyances and property management services, and management of the overall acquisition process as required.
- 17. Administrative Support** shall have proven skills in word processing, spreadsheets, familiarity of design and construction projects of the type noted herein, and experience in supporting multiple project staff.