



District Department of Transportation

22-Mile Priority Streetcar System

Request for Information

RFI # DCKA-2012-I-0083





22-Mile Priority Streetcar System

Request for Information

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1. Introduction

1.1 Purpose of this Request for Information

The District of Columbia (“District”) Department of Transportation (“DDOT”) hereby invites interested parties to respond to this Request for Information (“RFI”) regarding a proposed future solicitation to:

- a) Deliver an urban streetcar system (“DC Streetcar”) under a design, build, finance, operate and maintain (“DBFOM”) framework, and
- b) Deliver a non-regional bus system within the District including the provision of buses and storage and maintenance facilities as required, and operate and maintain the system (a) and (b) collectively are (“the Project”).

The District is seeking the industry’s perspective and feedback on the Project. This RFI is an inquiry only. No contract or agreement will be entered into as a result of this process, nor does this RFI initiate a formal procurement. However, the information contained in the responses to this RFI will help the District progress planning and development efforts for the Project, which may result in the launch of a formal procurement.

1.2 Submission Requirements

The District welcomes responses to this RFI from organizations meeting the following eligibility criteria (“Qualifying Organizations”):

- a) Lead transportation infrastructure contractors [and major systems integrators] on transit systems of similar size, complexity and scale;
- b) Rolling stock suppliers with manufacturing experience and capabilities relevant to the Project;
- c) Transit operators of systems of similar size, complexity and scale;
- d) Equity investors with a substantial development and investment track record in new-build transportation projects exceeding US\$250 million individually, particularly urban rail infrastructure.

Organizations that do not meet the eligibility criteria for responding to this RFI (e.g. providers of engineering and specialty construction or maintenance services; and/or lenders, legal or financial advisors, or other providers of professional services) are encouraged to participate in an RFI submission as part of a team that includes a Qualifying Organization. Please see section 8.8 herein entitled “Organizational Conflicts of Interest” for additional limitations on entities and individuals who will not be eligible to participate in an RFI submission.

Organizations that do not respond to this RFI shall not be precluded from participating in any future procurement for the Project. Such participation would be subject to demonstrating satisfaction of the criteria stipulated in subsequent solicitation documents.

Qualifying Organizations are required to comply with the page limits stipulated in Appendix A (Questionnaire) and to restrict their submissions to a short cover letter together with the information specifically requested on the questionnaire.

[Qualifying Organizations responding to this RFI may be invited to participate in an Industry Input Workshops with DDOT's project team.]

Additional information regarding the Project will be posted at www.dcstreetcar.com. Qualifying Organizations are therefore encouraged to monitor this site for any changes that may impact submissions, as well as for any future solicitation information related to the Project.

1.3 Submissions, Questions and Comments

Respondents shall submit one (1) hard copy and six (6) electronic copies of the requested information on CD-Rom or DVD-Rom in a format that does not prevent the District from cutting and pasting content. Submissions shall be delivered, in sufficient time so that the District receives it no later than 2:00 p.m. on August 28, 2012 to:

Waiching Wong
District Department of Transportation c/o HDR
100 M Street, SE
Washington, DC 20003

"Your Firm Name" and the RFI #DCKA-2012-I-0083 must be clearly indicated on the outside package and on the submission cover. Late submissions will not be considered.

Any questions concerning this RFI should be directed to Attention: Waiching Wong at dcstreetcar@hdrinc.com. Neither Waiching Wong nor any District employee or consultant is authorized to interpret the RFI or give additional information as to its requirements. Such interpretation or additional information will only be given by written addendum to this RFI by the undersigned.

1.4 DC Streetcar Planned System Summary

As noted above, the Project includes streetcar and bus elements. The District's vision for a 37-mile streetcar system is articulated in the April 2010 Final Report of DC's Transit Future System Plan [DC Transit Future System Plan - Final Report - April 2010](#). The streetcar system will consist of modern low-floor vehicles operating on surface tracks embedded in the street pavement. The vehicles will mostly operate in travel lanes that are shared with automobile traffic, although in some instances the streetcar may take advantage of available right of way and operate in exclusive transit-only lanes. The streetcar vehicles for the H Street/Benning Road segment, now under construction, will be electrically powered via overhead wires. Vehicles used in subsequent segments will have the ability to travel for limited distances without overhead wires to protect historical view-sheds and comply with existing District regulations.

The streetcar stops will be generally located every $\frac{1}{4}$ to $\frac{1}{2}$ mile along the routes. The stops will include a small shelter and information regarding fares, route, and schedule. They may also have an off-vehicle fare collection system.

According to the April 2010 Final Report the new streetcar services for the entire 37-mile system are forecast to improve travel times by up to 38%, and reduce crowding on existing Metrobus lines by 27% in the corridors served by the new system. The streetcar component of the system also has the potential to stimulate more intense mixed-use development consistent with the city's Comprehensive Plan and zoning designations for the streetcar corridors. The system will serve as a catalyst for encouraging a pattern of high-quality, transit-oriented development and strengthening neighborhoods across the city. Section 3, below, provides additional details as to which elements of the Transit System Future Plan will combine with non-regional bus services to define the project.

2. DDOT Agency Overview and Overview of Regional Transit Context

DDOT is an agency within the executive branch of the government of the District and works to improve the District's economic competitiveness and quality of life by planning, coordinating, and operating the transportation system, and managing and maintaining the transportation infrastructure, to ensure the safe, efficient movement of people, goods and information along public rights-of-way (D.C. Law 14-134; D.C. Official Code § 50-921.01). DDOT maintains and owns transportation infrastructure worth over \$44B including: 200 vehicle bridges, 17 tunnels, and 1,073 miles of total road. The functions of DDOT include: designing and building roads, bridges, rails and other transportation projects, providing public transportation service through DC Streetcar, Metro, the Circulator bus system and the Capital Bikeshare system, traffic operations management, regional, corridor and right-of-way planning, and street tree management.

As of 2011, Washington DC had an estimated population over 600,000¹ and the Washington Metropolitan Area (defined by the U.S. Office of Management and Budget) has a population of nearly 5.6 million people. Washington D.C. has the second highest percentage of public transit commuters in the United States, and the region is served by a regional rail system (Metro), an intercity rail system (Amtrak), a commuter rail system (MARC), three airports and more than 10 bus systems.

¹ U.S. Census Bureau

3. Project Overview

3.1 Scope

The scope of the Project includes a combination of the following activities to support transit service within the District:

- a) Design, construction, financing, and on-going operations and maintenance of a 22-mile minimum priority streetcar network;
- b) Operations and maintenance of the DC Circulator bus system;
- c) Operations and maintenance of “non-regional” bus service within the District currently operated by the Washington Metropolitan Area Transit Authority (“WMATA”); and
- d) Purchase of vehicles as necessary to operate the above services.

The scope of the Project is further defined as follows:

3.1.1 Streetcar Program

Through an extensive planning effort, DDOT has developed a plan for a 37-mile streetcar network extending to all eight wards of the city. The first two segments of this network are currently being constructed. The two initial segments include a 2.2-mile corridor along H Street and Benning Road east of Union Station and a 0.75-mile initial line segment in Anacostia. The H/Benning alignment is planned to open for revenue service in late 2013

DDOT has identified a 22-mile priority network from the larger envisioned 37-mile network that will build upon the two segments currently being readied for service and create a robust system that establishes the highest-priority linkages. This 22-mile system shown in **Figure 1** represents the network for which a unified project delivery approach is being considered through this RFI. It should be noted that while many of the components of the 22-miles system closely match the 37-mile vision, some alterations may be included. The 22-mile system includes the following segments, as illustrated in the figure below.

- The “One City Line”, which includes the initial H/Benning Line and extensions east along Benning Rd. to the Minnesota Ave. Metro Station and west to Georgetown along H St. and K St.;
- The Anacostia Initial Line Segment with added connections to MLK Jr. Ave and the southeast waterfront, from Bolling Air Force Base, through historic Anacostia, across the 11th St. bridge, and onto M St.; and
- A north-south line extending from the southeast waterfront on M St. north along 7th St., 14th St., and Georgia Ave. to the Takoma Metro Station.

Revenue service is expected to be provided generally during the following hours:

- Monday through Thursday, 6:00 AM to 12:00 AM;
- Friday, 6:00 AM to 2:00 AM;
- Saturday, 8:00 AM to 2:00 AM; and
- Sundays and holidays, 8:00 AM to 10:00 PM.

Figure 1 | Proposed 22-Mile Priority System



Service will generally be provided every 10 minutes during peak periods as appropriate based upon ridership demand and potentially with reduced frequencies (15-20 minutes) during off-peak periods as appropriate based upon ridership demand.

This scope envisions a turnkey approach to project delivery for the 22-mile priority streetcar network, including design, construction, financing, and on-going operations and maintenance during a contract term offer of 30 or more years.

3.1.2 DC Circulator Bus System

The DC Circulator bus system began service in 2005, and has grown from an initial two routes to a more extensive network of five routes as shown in **Figure 2**. The Circulator is known for its strong brand, including:

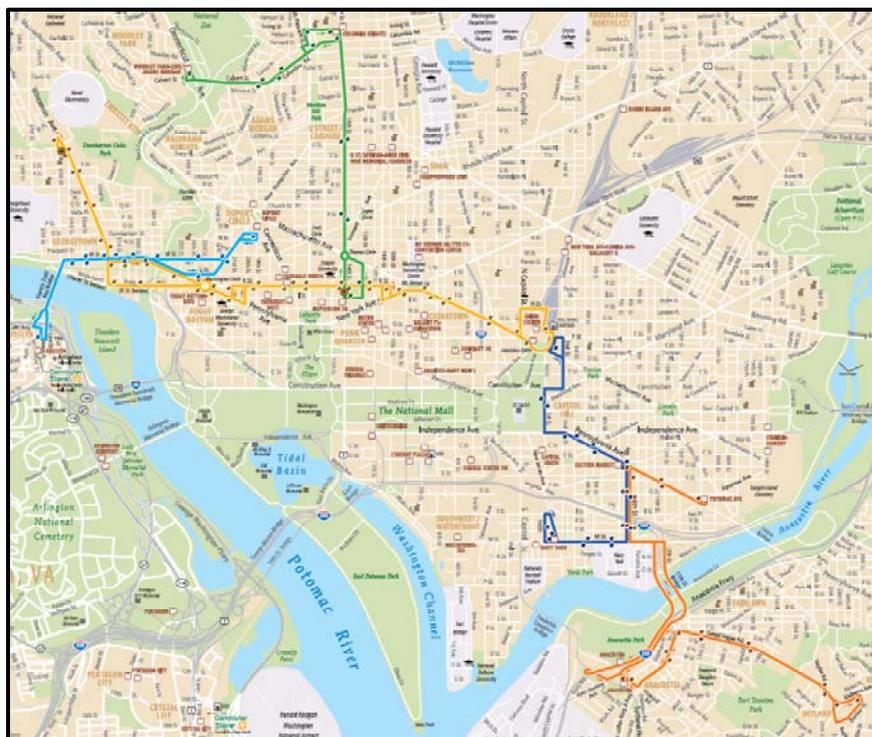
- Distinctive, comfortable buses;
- High-frequency service (10-minute headways during all hours of operation);

- Easy to understand routes; and a
- Simple, affordable fare structure.

In 2011, the DC Circulator provided more than 5.77 million trips and over 180,000 annual revenue hours of service with a fleet of 49 buses. It is the fourth largest bus system in the region in terms of ridership. This success has led to increased demand for additional Circulator service, and DDOT completed a *DC Circulator Transit Development Plan* in April 2011 outlining service needs for the next 10 years. DDOT recognizes that there may be some overlap in service between Circulator and Streetcar along various planned corridors when Streetcar is implemented. DDOT anticipates that a more in-depth study will be needed before implementing any potential service changes to Circulator operations due to Streetcar. The *DC Circulator Transit Development Plan* anticipates an additional 102 peak vehicles and 557,163 annual revenue hours of service in its FY 2012 – FY 2020 service expansion plan. The current route network is shown in the figure below; further information is available at www.dccirculator.com.

The scope of the Project includes performing on-going operations and maintenance functions associated with the DC Circulator system inclusive of current service levels. Additionally, the scope will need to include some provisions for accommodating future planned growth as identified in the Circulator 10 year plan. These provisions should include measures for fleet augmentation, vehicle replacement and other capital purchases as required.

Figure 2 | DC Circulator Bus System



3.1.3 WMATA “non-regional” Bus Network

WMATA’s bus services are categorized as “regional routes” (i.e. generally those on major arterials that cross jurisdictional boundaries) and “non-regional routes” (i.e. those contained within the District and not subsidized by other jurisdictions). The non-regional routes serve more of a local circulation function, as compared to intra-regional trips. In 2012, approximately 20 WMATA routes are classified as non-regional routes, providing approximately 400,000 hours of service².

NON-REGIONAL ROUTES

DISTRICT OF COLUMBIA ROUTES	LINE NAME	ANNUAL PLATFORM HOURS				
		TOTAL SERVICE FY2010	FY2010 SERVICE CHANGES*	TOTAL SERVICE FY2011	FY2011 SERVICE CHANGES*	PROJECTED SERVICE FY2012
79	GEORGIA AVE RAPID	12,505		12,505		0
98	WOODLEY PARK- U ST LOOP	0		0		0
B8,9	FORT LINCOLN SHUTTLE	6,350		6,350		6,250
D2	GLOVER PARK-DUPONT CIRCLE	18,473		18,489		18,424
D4	IVY CITY-FRANKLIN SQUARE	16,452		18,420		18,408
D8	HOSPITAL CENTER	43,923		42,706		41,642
E6	CHEVY CHASE	5,920		5,916		5,827
H6	BROOKLAND-FORT LINCOLN LOOP	18,970		19,009		19,430
H8,9	PARK RD-BROOKLAND	33,113		33,013		32,817
K1	TAKOMA-WALTER REED	3,825		3,825		3,765
K2	TAKOMA-FORT TOTTEN	4,352		4,361	(218)	4,143
M2	FAIRFAX VILLAGE-NAYLOR ROAD	1,879		1,887		1,849
M4	NEBRASKA AVE	10,799		10,659		10,492
M6	FAIRFAX VILLAGE	14,483		14,505		14,465
M8,9	CONGRESS HEIGHTS SHUTTLE	7,863		7,854		7,739
N8	VAN NESS-WESLEY HEIGHTS LOOP	10,502		10,506	(5,778)	4,728
P1,2,6	ANACOSTIA-ECKINGTON	43,851		43,933		43,941
U4	SHERIFF RD-RIVER TERRACE	12,594		12,523		12,463
U5,6	MAYFAIR-MARSHALL HEIGHTS	29,661		29,717		29,652
U8	CAPITOL HEIGHTS-BENNING HEIGHTS	36,519		36,547		35,708
W2,3	UNITED MEDICAL CENTER-ANACOSTIA	37,890		37,921		37,889
W6,8	GARFIELD-ANACOSTIA LOOP	29,670		29,586		29,559

² http://www.wmata.com/about_metro/docs/2012_Budget_Book_20110921.pdf

X8	MARYLAND AVE	8,701	8,685	8,699
SCHOOL	VARIOUS	8,862	6,098	8,785
TOTAL DC NON-REGIONAL		417,155	415,015	(5,996)
				396,675

*Adjustments to projected service hours of that fiscal year.

The scope of the Project includes performing on-going operations and maintenance functions associated with the services currently operated as the WMATA non-regional bus network. Additional information is available at www.wmata.com.

4. Objectives and public benefits

Collectively, the three services described above help to provide a comprehensive transit network in the District. It is the goal of DDOT to enable a seamless and cohesive transit experience; as such, a coordinated approach for project delivery and operations for these three elements is advantageous.

4.1 Planning and route alignment; right-of-way

For the proposed 22-mile priority streetcar network, conceptual planning has been completed for all segments. However, with the exception of the two that are currently in the final design/construction process, more detailed planning is needed for the project segments. A detailed feasibility/environmental study is beginning for the Benning Road segment extending to the Minnesota Avenue Metro station, and a detailed Alternatives Analysis is beginning for the portion of the “One City Line” between Union Station and Georgetown. Additional planning analysis for future segments may result in modifications to the conceptual alignments. At this time, all streetcars segments are anticipated to operate within existing street rights-of-way.

4.2 Environmental status

Environmental Assessments (EA) are currently being completed for the initial H St./Benning Rd. and Anacostia streetcar segments, as well as for the extension of the Anacostia line through the historic downtown area of Anacostia. Future segments will require the appropriate environmental clearance as required by applicable regulations.

5. Technical Considerations

5.1 Design and construction approach; phasing

The overall streetcar program is being managed by DDOT. To assist in program implementation, DDOT has retained a Program Management Consultant (PMC) to serve as an extension of staff to support all phases of program development, including planning, design, construction and operations. As a component of the overall streetcar program, the 22-mile priority network described in the scope of this RFI is being considered for implementation using

alternative delivery techniques. Respondents are encouraged to outline potential alternative delivery techniques that may be appropriate for implementation as described in the above scope.

5.2 Streetcar vehicles and technology

The DC Streetcar program previously acquired three (3) Inekon vehicles for use on the H Street/Benning Road Project. The vehicles were manufactured by Skoda-Inekon in the Czech Republic. They are 66 feet long, and can accommodate 29 seated passengers, 2 passengers in wheelchairs, and 86 standing passengers for a total capacity of 117.

The cars are based on a design that has been previously used in Europe. However, the European design has been modified to meet U.S. standards and expectations. The modifications to the specifications include: 1) cabs at both ends to allow reverse operations; 2) doors on both sides of the vehicles; 3) air conditioning; and 4) ADA requirements, including bridge plates and reserved space for passengers in wheel chairs, and numerous other features.

DDOT is currently in the process of procuring two additional vehicles to supplement the initial order, resulting in a total initial fleet size of five. These vehicles are being procured through a contract directly between DDOT and the vehicle manufacturer.

Vehicles to be procured for use on future segments should contain similar design features, and should be capable of off-wire operation with a minimum distance capability of one-mile. Respondents are invited to discuss vehicle procurement strategies as part of a comprehensive project delivery approach.

5.3 Bus operations

The DC Circulator fleet currently consists of 49 Van Hool A330 buses (29 vehicles are 2004 models; 14 vehicles are 2009 models; and 6 are 2010 models). The WMATA non-regional service is operated with a variety of rolling stock types.

5.4 Operations and maintenance

The comprehensive project delivery approach includes all operations and maintenance activities associated with the three transit services described above. DDOT will retain ownership of all capital assets.

5.5 Safety and security

Safety and security are of prime importance. All elements of the Project must be designed, constructed, operated, and maintained in a manner that is consistent with this safety objective. The Qualifying Organization must adhere to all applicable federal and district regulations regarding safety and security.

5.6 Sustainable Practices

The District and DDOT are committed to “green” objectives and sustainable practices. It is expected that respondents will place similar emphasis on such practices and that this emphasis will be reflected in the chosen approach to all aspects of the Project.

6. Financial Overview

6.1 Public funding sources

Subject to adjustment, the District anticipates having approximately \$100 million in funds from the Federal Highway Administration (“FHWA”) for federal aid-eligible improvements along portions of the system. In order to maximize the value of these federal funds and diminish the financing requirements of the Concessionaire, the District anticipates using these grants to make payments to the Concessionaire upon the completion of specified construction milestones related to eligible streetscape and corridor improvements.

Subject to future adjustment, the District also anticipates having approximately \$200 million in funds available from its capital budget for the Project. The District anticipates using a portion of these funds to make additional construction milestone payments and/or a lump sum payment upon final acceptance of the streetcar system. Additional sources of annual public funds are being considered for funding of this project.

Should the District apply for and receive grants for the Project from the Federal Transit Administration (“FTA”), the District may also use these funds to make additional construction milestone payments and/or a lump sum payment upon final acceptance of the streetcar system.

6.2 Private property based funding sources

In addition to primary funding sources, the District is exploring the use of other sources of revenue, potentially including incremental property taxes collected by the District and special assessments paid by property owners.

6.3 Ridership and fare revenue

The District will retain control of fare policy for both the streetcar and non-regional bus system. The Concessionaire will collect the fare revenue from both the streetcar and bus systems. The Concessionaire must accommodate the SmarTrip contact-less stored-value smart card payment system currently in use by WMATA and other operators in the region. Fare revenue ultimately received by the Concessionaire may be adjusted for reimbursements for reduced transfer fees and SmarTrip-related revenue sharing among participating regional transit systems.

Existing non-regional Metrobus service is provided by the Washington Metropolitan Area Transit Authority (“WMATA”). While DDOT has not determined the specific fare and fare policy

parameters for the Project, for reference purposes, information on WMATA's existing and planned fares and ridership can be found in WMATA's Proposed Fiscal Year 2013 Annual Budget.³

Additional bus service within the District is currently provided by the DC Circulator--the product of a public-private transportation initiative between DDOT, WMATA, and DC Surface Transit, Inc. For reference purposes, current fares per passenger are \$1.00 (regular) and \$0.50 (senior/disabled). For further reference, additional information on Circulator ridership and fares (including discounts) can be found at the DC Circulator website.⁴ The District intends for operation of the DC Circulator to be included within the scope of the Project.

6.4 Ancillary revenue

The District may allow the Concessionaire to generate and retain other non-passenger sources of revenue, such as vending machines, ATMs, and advertising, subject to the constraints of existing contracts with vendors who maintain and retain the rights to advertise in existing bus shelters. No other constraints to the Concessionaire's ability to generate and retain ancillary revenue have been identified at this time.

6.5 Public debt issuance ability

The District does not plan to issue additional debt to finance the Project. The Concessionaire will finance any capital funding requirement remaining after application of streetcar construction milestone payments and advance any lump-sum payment that is due upon final completion of the streetcar system. The District recognizes that access by the Concessionaire to federal credit assistance or loan programs such as Private Activity Bonds or the Transportation Infrastructure Finance and Innovation Act (TIFIA) may be helpful in lowering the cost of financing the Project. The District will reasonably assist proposers in undertaking finance plans requiring the issuance of Private Activity Bonds, securing a TIFIA loan or obtaining other forms of federal assistance which may emerge from future reauthorization legislation.

6.6 Preliminary cost estimates

The District anticipates that the initial 22-miles of the priority streetcar system can be delivered over the next 5-7 years. The District is considering leaving the project implementation schedule to the proposers as a point of differentiation/basis of competition.

The estimated cost for building the 22-mile priority streetcar system is approximately \$1.2 billion (in year of expenditure dollars), including procurement of approximately 50 vehicles.

³ www.wmata.com/about_metro/docs/ProposedFY2013Budget.pdf

⁴ <http://dccirculator.com/Home/RiderInformation/FaresandPaymentOptions.aspx> and <http://circulatordashbo.ard.dc.gov/cirdashboard/#Ridership/StartDate=11/30/2011EndDate=4/30/2012PubDate=4/30/2012>

The estimated cost for operating and maintaining the 22-mile streetcar system is \$65 million per year, on average over 30 years (in year of expenditure dollars).

The estimated cost for operating and maintaining the bus system (at current service levels) within this project is \$70 million per year, on average over 30 years (in year of expenditure dollars). The District anticipates that the Concessionaire would bring efficiencies to the provision of transit services in the District through, for example, optimized scheduling, cost-efficient operations and maintenance, and the adjustment of bus routes as the streetcar comes on-line.

6.7 Anticipated Project procurement process

Should the District decide to proceed with procurement for the Project, such procurement will be subject to all District contracting regulations and policies. The District intends to pre-qualify potential proposers through a Request for Qualification (“RFQ”). The RFQ would be followed by a Request for Proposals (“RFP”). Only those entities pre-qualified by the District through the RFQ process would receive an RFP. However, depending upon the outcome of this RFI process, and subject to the District’s procurement guidelines, DDOT may consider a “one step” process, moving immediately to RFP stage, as an alternative.

The objective of the RFQ phase is to pre-qualify proposers that can demonstrate they have the financial ability and the qualifications and experience necessary to complete the Project.

The RFP will be issued to all pre-qualified proposers and will include a complete project agreement. In addition, as part of the final RFP process, the District will issue any changes to RFP documents by formal addendum to all proposers.

The proposers will be required to make management, technical and financial submissions that are compliant with and demonstrate full acceptance of project agreement terms. The District may structure the RFP to permit the financial proposals to be backed by a fully committed financing plan. A proposal bond or letter of credit may be required.

7. Public-Private Transportation Initiative

7.1 Legal authority

According to Section 601(b) of the Procurement Practices Reform Act of 2010⁵, effective April 8, 2011, D.C. Law 18-371, D.C. Official Code §§ 2-351.01, et seq., the following project delivery methods are authorized for procurements within the scope of this title:

- 1) Architectural and engineering services;
- 2) Construction management;

⁵ <http://ocp.dc.gov/DC/OCP/e-Library/Procurement+Practices+Reform+Act+of+2010>

- 3) Construction management at risk;
- 4) Design-bid-build;
- 5) Design-build;
- 6) Design-build-finance-operate-maintain;
- 7) Design-build-operate-maintain; and
- 8) Operations and maintenance.

The Nationals Ball Park, Walter E. Washington Convention Center and the Convention Center Hotel are examples of projects procured as public-private initiatives.

7.2 Benefits

The development of a streetcar system will create significant benefits for the District by:

- Enhancing mobility for District residents;
- Connecting neighborhoods with activity centers;
- Improving access to jobs;
- Accommodating continued growth in population and employment; and
- Supporting future economic growth in the District.

The District wishes to accelerate the delivery of the streetcar project to the maximum extent possible in order to realize these benefits and believes that using a Public-private partnership (PPP) delivery model most effectively achieves this.

In addition, using a PPP delivery model will enable the District to address a number of other key considerations for the Project:

- Allowing appropriate risk sharing – the District is aware that delivery of a new streetcar system will involve managing risks that may be more efficiently managed by a private partner;
- Maximizing competition and leveraging available public funds;
- Providing greater cost and schedule certainty for the District over the long-term; and
- Allowing for a more favorable payment profile for the District.

7.3 Governance considerations

In keeping with the concept of a public-private transportation initiative for this transportation project, DDOT anticipates that Project oversight responsibilities will be shared by both public and private partners with a stake in the Project. The District is considering options, including the creation of a new special purpose entity and the use of existing entities, to best achieve this goal of shared responsibilities.

7.4 Project delivery

The District anticipates a contractual structure with a minimum term of 30 years (including construction and operations) under which a single entity, the Concessionaire, would be responsible for designing, building, and financing a streetcar system and providing vehicles and necessary maintenance facilities. The Concessionaire would also operate and perform routine and major maintenance on the streetcar system. The concession agreements also would include operations and maintenance of the non-regional bus service within the District, including the DC Circulator, and the provisioning of appropriate rolling stock and storage and maintenance facilities. At the end of the 30-year period, ownership of the streetcar and bus systems would revert back to the District. All work would be done to the District's performance specifications and adhere to all applicable public safety requirements.

The District is evaluating the allocation of responsibilities and risk, but currently expects that the Concessionaire will be responsible for:

- Design, financing and constructing the streetcar system, including full responsibility for system integration;
- Obtaining applicable environmental approvals and certain permits as appropriate;
- Procuring streetcar vehicles and buses;
- Providing the necessary storage and maintenance facilities;
- Providing service based on performance specifications for service delivery (e.g., the percentage of DC residents that have access to non-regional bus or streetcar services
- Operating and maintaining the streetcar and bus systems and handing them back to the District in an agreed condition at the end of the concession; and
- Collecting fare and ancillary revenue from the streetcar and bus systems.

The District will be responsible for:

- Securing any District funds pledged to implementing the concession (as dictated by a concessionaire agreement);
- Providing the construction specification for the streetcar and specifying the service requirements for the streetcar and bus systems;
- Setting utility and public space policy for third party utility and managing the public space
- Providing the necessary land and supporting applicable environmental approvals and certain permits as may be appropriate; and
- Setting fare policy on both the streetcar and bus systems.

7.5 Payment mechanism

The District anticipates a payment structure based upon the transfer of fare and ancillary revenue from the streetcar and bus systems to the Concessionaire, supplemented by service payments from the District. Consistent with the District's debt limitations and accounting policies, the District would make service payments to the Concessionaire subject to the following restrictions:

- The District is not obligated to pay unless Congress appropriates the funds annually for the District's general budget requirements pursuant to the process described below.
- The District is not obligated to pay if the funds are not included in the District annual budget as approved by Congress.
- The District would not be obligated to levy or pledge any form of taxation in order to make the payments.

The District's annual budgeting process requires the Mayor to develop and submit the proposed budget and financial plan for the next fiscal year to the District Council by March 18. The Council holds public hearings and accepts the Mayor's budget or adopts its own version. The Mayor may sign or veto the Council's budget. If the Mayor vetoes the budget, the Council may override the veto. Once agreement is reached between the Mayor and the Council, the budget is adopted and transmitted to the President of the United States for submission to Congress for approval. Congress must approve the District's budget as one of the 13 annual federal appropriations bills.

It is anticipated that the service payment stream to the Concessionaire would be directly linked to the Concessionaire's performance throughout the operating period of the concession term. The District expects that the concessionaire will manage the system in such a manner that operational savings can be realized. In the event that the Concessionaire fails to meet or defaults on its design, construction, operation, or maintenance obligations, service payments would be reduced.

8. Conditions for the Submission of Information

8.1 Inquiry Only – No Contract

This RFI is an inquiry only and no contract or agreement will be entered into as a result of this process.

Neither the District nor any other agency guarantees that the Project will advance to the public procurement stage, or that the subsequent procurement, if any, will follow the approach described herein.

8.2 Changes to this RFI

At any time, in its sole discretion, the District may by written addenda to this RFI, modify, amend, cancel and/or reissue this RFI. If an addendum is issued prior to the date information is due, it will be made available on the following website www.dcstreetcar.com. If an addendum is issued after information has been received, it may, at the District's discretion, be provided only to those proposers whose submissions may be impacted by such change/addendum.

8.3 Information Preparation Costs

The District shall not be liable for any costs incurred by the respondent in the preparation, submission, presentation, or revision of its information, or in any other aspect of the respondent's pre-information submission activity. No respondent is entitled to any compensation except under an Agreement for performance of services signed by a District-authorized representative and the respondent.

8.4 Disclosure of Information Contents / Use of Ideas and Materials

Information submitted in response to this RFI is not generally considered confidential or proprietary.

8.5 Ownership of Submitted Materials

All materials submitted in response to or in connection with this RFI shall become the property of the District.

8.6 Rights of the District

The District reserves all its rights at law and equity with respect to this RFI including, but not limited to, the unqualified right, at any time and in its sole discretion, to change or modify this RFI, to reject any and all Information, to waive defects or irregularities in information received, to seek clarification of information, to request additional information, to request any or all respondents to make a presentation, to undertake discussions and modifications with one or more respondents, who, at any time, subsequent to the deadline for submissions to this RFI, may express an interest in the subject matter hereof.

No respondent shall have any rights against the District arising from the contents of this RFI, the receipt of information, or the incorporation in or rejection of information contained in any response or in any other document. The District makes no representations, warranties, or guarantees that the information contained herein, or in any addenda hereto, is accurate, complete, or timely or that such information accurately represents the conditions that would be encountered during the performance of any subsequent contract issued from a separate request for qualifications or request for proposals. The furnishing of such information by the District shall not create or be deemed to create any obligation or liability upon it for any reason whatsoever; and each respondent, by submitting its information, expressly agrees that it has

not relied upon the foregoing information, and that it shall not hold the District liable or responsible therefore in any manner whatsoever.

8.7 No Personal Liability

No District officer, agent or employee shall be charged personally with any liability by a respondent or another or held liable to a respondent or another under any term or provision of this RFI or any statements made herein or because of the submission or attempted submission of information or other response hereto or otherwise.

8.8 Organizational Conflicts of Interest

Respondents are advised that the following entities and individuals are precluded from submitting a response to this RFI and from participating on a Qualifying Organization's team, unless otherwise authorized by the District:

- a) Any consultant firm that has been contracted by DDOT to provide expert professional services in connection with the Project, including, but not limited to, HDR, Inc., Shiels Oblatz Johnsen, Inc., Robert Charles Lesser & Co., and Jeffrey A. Parker & Associates, Inc.;
- b) Any entity that is a parent, affiliate, or subsidiary of any of the foregoing entities, or that is under common ownership, control or management with any of the foregoing entities; and
- c) Any employee or former employee of any of the foregoing entities who was involved with the Project while serving as an employee of such entity.

APPENDIX A - QUESTIONNAIRE

Respondents are invited to return the following questionnaire together with a short cover letter to the District. Total page count for the questionnaire should not exceed 35 pages, exclusive of the covers and cover letter. Please follow the general format outlined below.

General Information

- 1) Please provide the following descriptive information for the responding team and members:
 - a) Name of partner companies
 - b) Key principals for partner companies
 - c) Organizational structure of team and team members interested
 - d) Financial capacity of all entities
 - e) Previous experience in transit projects, including bus/rail

Overview of Approach

- 2) Please provide a brief overview of your understanding and approach to the Project.
- 3) Provide a summary/conceptual estimate of capital and operating costs anticipated for the project.

Scope

- 4) Respondents are referred to the District's initial allocation of responsibilities contained in section 7.4 of this document. The District would like to receive feedback from Respondents on the extent to which this allocation of responsibilities is optimal, or suggestions for refinements to the allocation of responsibilities that Respondents believe would result in better value for DDOT.

Phasing

- 5) The streetcar system incorporates a number of defined segments. The District would like Respondents' feedback on the optimal phasing of segments. In particular, which segments should be prioritized and which may present greater challenges and should be phased for later construction?

Schedule

- 6) Please provide comments on the District's proposed procurement schedule.
- 7) Please provide comments on the District's proposed Project delivery schedule.

Design

- 8) What level of DDOT design development would be optimal for the various components of the overall program (bus, rail vehicles, civil works, systems)?
- 9) Given the location and nature of the Project, where do you foresee significant opportunities to employ innovative design, construction methods, operation and maintenance regimes and/or materials to acquire efficiencies in cost and schedule?
- 10) Specifically with regard to the rail vehicles, what considerations would allow competition to be maximized while assuring adherence to innovative requirements for off-wire operation?
- 11) What are the most important additional surveys and investigations the District should consider initiating prior to the start of a procurement process (e.g., geotechnical, utility, environmental)? Based on your experience, how can the District best ensure that specific needs of individual proposers are taken into account in any surveys it procures?

Project Delivery

- 12) In your view, what is the best way to integrate the existing streetcar elements (H Street, vehicles owned by the District) into the procurement?
- 13) What are the key issues you anticipate in transitioning the bus services element of the proposed Project scope from the existing arrangements to the future concession?
- 14) What are some of the key issues and constraints you anticipate in establishing a desired system that integrates what are currently three different systems?
- 15) Since the term of the concession would involve provision of buses for non-regional service, mid-life overhaul of streetcar vehicles, and bus fleet replacement, are there suggestions you can offer to maximize value to the District?
- 16) How does the status of environmental approvals affect your ability and willingness to bid on the Project?
- 17) What do you consider to be the optimal concession length?
- 18) Regarding the selection criteria, the District is considering whether to evaluate the amount of the annual service payment bid by the proposer for a defined scope, or, alternatively,

how much of the scope the proposer proposes to deliver for a defined annual service payment. Please comment.

Financing Concept

- 19) How does the proposed payment mechanism affect your willingness or ability to propose on the Project? What modifications would make the opportunity more attractive or result in greater value for the District?
- 20) What do you consider to be the main risks to timely achievement of financial close?
- 21) To what degree do the costs of federalizing the Project outweigh the benefits of TIFIA financing and/or the use of federal grants?
- 22) How much weight will proposers give to the potential farebox and ancillary revenues?
- 23) The District would like the Respondents' comments, questions and suggestions regarding the proposed payment structure.
- 24) The District is seeking feedback on the appropriate type of performance and payment security to be required. Please indicate the types you believe appropriate and the rationale.

Other

- 25) Do you have any comments on the procurement process based on your experience with other procurements for DBFOM rail projects? What are key lessons learned or case studies that the District should consider to help ensure a successful outcome?