

**District of Columbia
Department of Transportation**

Request for Qualifications

Program Management/General Engineering/Construction Management Consultant for DC Streetcar Project



September 6, 2016

Contract Identification No.:	DCKA-2016-Q-0020
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Request for Qualifications
Streetcar Program and Construction Management,
and General Engineering Consulting



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1 Introduction

The District of Columbia Department of Transportation (DDOT), pursuant to the Procurement Practices Reform Act of 2010 (PPRA), is issuing this Request for Qualifications (RFQ) to solicit Statements of Qualifications (SOQs) from firms (Offerors) interested in providing Program Management, Construction Management and General Engineering Consultant Services (PM/CM/GEC) for the DC Streetcar Program (Streetcar Program) within areas in Washington, DC including, but not limited to, Anacostia, H Street NE, the H Street NE Bridge, K Street NW, and Georgetown.

The selection of a Consultant will be made using a qualifications-based process.

2 Project Background

After an absence of over 50 years, DDOT has reestablished streetcar service in the District. The line operating along H Street NE and Benning Road NE (H/Benning) opened for passenger service on February 27, 2016. DDOT has also initiated a program to continue the growth of a streetcar system. The proposed streetcar system is the result of over 15 years of planning and will that may impact many Wards in the District. Within the planned streetcar system, DDOT is currently focused on establishing service over an approximately seven-mile east-west corridor connecting the Benning Road Metro station to Georgetown through the heart of the city. DDOT is currently advancing planning and environmental review activities for two extension lines that will connect to the H/Benning line, extending it east and west to complete the seven-mile corridor.

The purpose of DC Streetcar is to provide high-capacity and high-quality transit service to District residents, workers and visitors; improve mobility and invest in infrastructure that will support economic development. DDOT is seeking to procure the services of a Program Management Consultant (PMC) to support this endeavor. The Program Management Consultant will perform the services required by DDOT (see Section 3), which may include managing contracts between DDOT and other professionals such as planners, architects, engineers, contractors, operators, and construction managers who are also contracted directly to the DDOT. The Program Management Consultant will be closely integrated with DDOT staff, providing support across the full range of program activities including:

- Program Management
- Configuration and Document Control
- Communications, Public Information, & Outreach
- Finance & Governance
- Planning and Environmental
- Engineering Support
- Procurement
- Construction Management
- Rail Transit System Safety & Security Management

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- Operations, Maintenance, & Asset Management

Additional information on the DC Streetcar program can be found here: www.dcstreetcar.com.

DDOT seeks a Consultant to provide the PM/CM/GEC services described herein.

3 Project Scope

3.1 Services

Responsibilities of PMC

- (1) PMC shall perform its services consistent with the skill and care ordinarily provided by program managers and construction managers practicing in the Washington, D.C. metropolitan area on projects of a similar type, cost, and size. The PMC shall perform its services as expeditiously as is consistent with such skill and care and the orderly progress of the Project.
- (2) PMC shall identify a representative authorized to act on behalf of the Consultant with respect to the Program.
- (3) PMC shall not engage in any activity, or accept any employment, interest or compensation that would reasonably appear to compromise the PMC's judgment with respect to this Program, except with DDOT's prior knowledge and prior written consent.
- (4) In the conduct of all activities required for or otherwise related to the performance of the Contract, PMC shall conform to and uphold all established ethical principles and professional standards of practice governing PMC and its activities, for this Program, in the District of Columbia, and in any jurisdiction where PMC may be licensed or registered.
- (5) PMC shall not have responsibility for the construction means, methods, techniques, sequences or procedures for the work of construction contractors for all or any portion of the Project.
- (6) PMC shall provide all necessary expertise and services and to have and maintain appropriate licenses that meet District of Columbia requirements to professionally and diligently prosecute the work authorized.
- (7) PMC shall contract for or employ at PMC's expense, subcontractors to the extent deemed necessary for the work, with the prior written consent of DDOT.
- (8) PMC shall consult with normal and customary employees, agencies, and/or representatives of the District of Columbia regarding the work of each Task Order.

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- (9) PMC shall work effectively with other District of Columbia and federal agencies.
- (10) PMC shall abide by all regulations imposed by funding sources, such as auditing requirements and payroll affidavits.
- (11) PMC shall perform its services in accordance with all applicable District and federal, laws, codes, regulations, standards, guidelines, and orders.

Program Management Services

The PMC will support DDOT in its planning, engineering/design, implementation and overall management of the Streetcar Program while also providing coordination between the program and other areas of DDOT. These efforts will include advising and supplementing DDOT staff as well as providing management oversight of separately contracted services and the provision of other support services as required by DDOT. The support services for the separate contracts will include system engineering oversight for design services, system engineering inspections for construction management services, and safety and security certification support during design and construction services. System engineering includes vehicle operations and performance, traction power, overhead catenary system power distribution, rails, maintenance of way and way side equipment, system integration, and other systems that are part of, or support, the Streetcar System. The PMC will also provide support services for planning, design, and procurement of new vehicles, and onsite inspection of new vehicle fabrications. In addition to the specific areas of support described in subsequent sections below, the program management services to be provided by the PMC can be summarized as follows:

- | | |
|---|---|
| <ul style="list-style-type: none"> • General Program Administration • Program/Cost Controls • Accounting • Program and Task Scheduling • Engineering Support • Quality Management | <ul style="list-style-type: none"> • Risk Management • Document Control • SBE/CBE Compliance • Progress Reporting • Program Management Plan updates • Operations Management Oversight |
|---|---|

The PMC will update/revise or replace in its entirety the previous Program Management Plan (PMP), which will define the vision, implementation strategy, schedule and budget criteria, and the policies, procedures, and standards for the Program. The PMC will create and staff a PMC office that will at DDOT’s discretion either be co-located with DDOT or located within a ten-minute walk of DDOT offices.

The PMC will create and maintain at least the following management documents:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Budget & Cost Monitoring Monthly Report • Cash Flow Reports and Spend Curves • Schedule Management Plan | <ul style="list-style-type: none"> • Master Schedule • Milestone Schedule • Schedule Updates • Schedule Revisions & Revised Schedules |
|---|---|

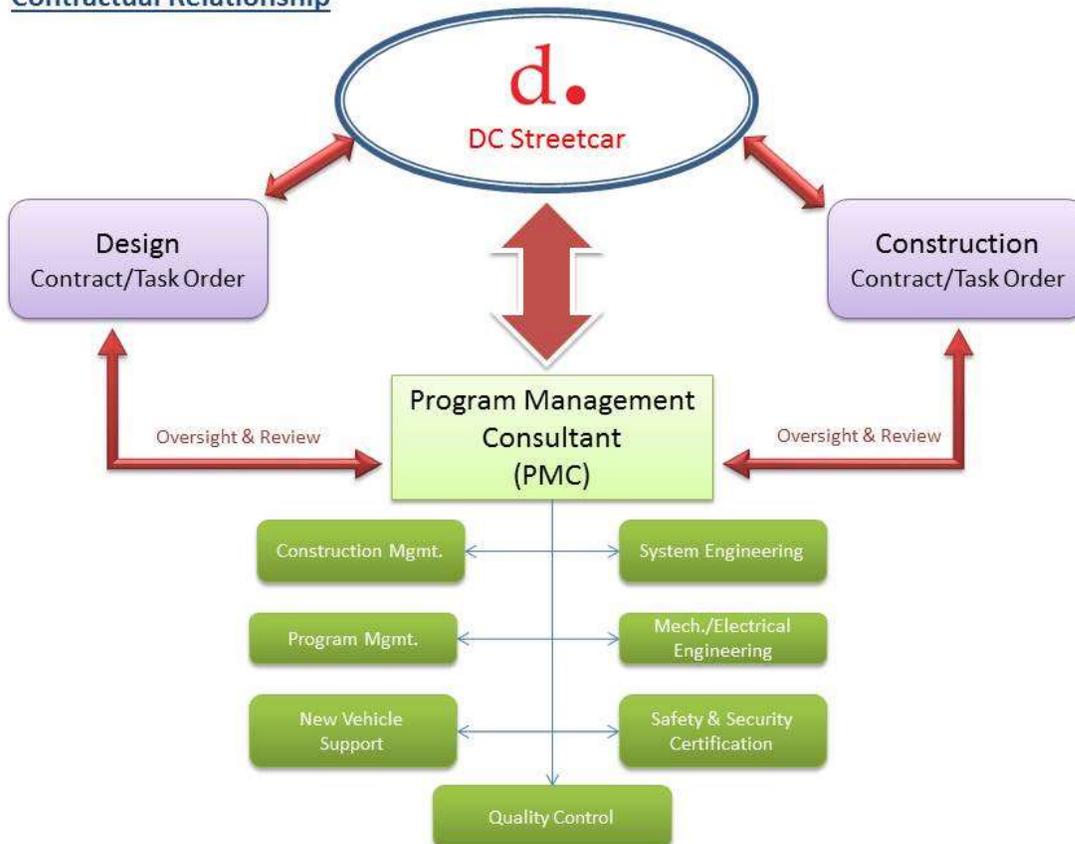
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- Schedule Maintenance Reports
- Risk Management Plan
- Risk Register and Maintenance Reports
- Design Documentation
- Communications Documents

The PMC will be responsible for the oversight and management of its own subconsultants and of other contractors to DDOT as appropriate and delegated by DDOT. This will include the review of submittals, verification of compliance with applicable project requirements and codes, and quality assurance.

The following org chart shows the contractual and oversight relationships among the PMC, DDOT, and other contracts:

Contractual Relationship



The PMC needs to communicate constantly on issues related to planning, design, costs, schedules, and other program concerns. The PMC is responsible for establishing an environment that facilitates and encourages program stakeholders to communicate regularly and effectively.

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DDOT has implemented a SharePoint Software site to facilitate documentation and the sharing of information. The PMC will be required to support and foster use of that site. Primavera Contract Manager and Primavera P6 have been implemented to support the DC Streetcar program, although other tools to accomplish the same functionality may be offered with DDOT approval.

Program Communications, Public Information and Outreach

The PMC will support DDOT Communications efforts by coordinating and overseeing the production of deliverables, resources, outreach, written materials, and other communications and outreach activities as directed by the designated DDOT task manager. This includes Public Information & Outreach, Safety Outreach and Program Communications. The tools used in this work may include:

- DCStreetcar.com
- Social Media
- E-mail
- Printed Collateral
- PowerPoint Presentations
- Branding and Graphics
- Photos
- Videos
- Public Events
- Tours and Field Trips
- Talking Point Assistance
- DDOT Reports
- Outreach Campaigns
- Interagency Coordination
- Advertising
- Media Assistance

The PMC Communications Team will produce a Communications Plan that, upon DDOT approval, will define their work going forward for the contract term.

Program Finance and Governance

The PMC will provide Program Finance and Governance support services as directed. Finance Plan Development and Refinement Support includes the evaluation of potential funding sources and refinement of that evaluation via interaction with DDOT budget staff, Mayor's Budget Office and Office of the Chief Financial Officer as appropriate. This work could include supporting DDOT in coordinating with local and regional agencies, federal agencies, and key stakeholders. The PMC will assist DDOT in preparing annual capital and operating budget requests as part of the District's annual budgeting process. The PMC will also support DDOT in producing its portion of the six-year Capital Improvement Plan and assist in producing long term program funding plans, cash flow and financing models. The PMC will also support implementation efforts by assisting in the financial evaluation of various procurement and delivery methods.

The PMC will assist DDOT in investigating governance alternatives for overseeing the streetcar and transit program. Analysis will focus on understanding the key elements of administering the program and seek to define the appropriate role for all relevant District departments and any external agencies along with the legislative and executive branch of the District government.

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Program Planning and Environmental

The PMC will assist with a variety of planning, environmental coordination, and support requirements including system and corridor-level studies and other program level analyses. The detailed planning and environmental studies will be procured separately from the PMC contract and the PMC may be precluded from contracting for those studies. The efforts include general on-call and support efforts related to the evaluation of system staging and phasing alternatives, route refinements, station location determinations, the analysis of operating and equipment requirements, identification of environmental constraints and potential impacts, adherence to Federal Transit Administration (FTA) funding requirements and procedures and updating the system plan.

The PMC may be required to provide ridership analysis using various models including FTA's STOPS, operations, vehicle alternatives and requirements, operating and maintenance costs, environmental effects, secondary development opportunities, implementation strategies and organizational alternatives.

Bus operations analyses may be required to fully anticipate the implications of alternatives. Route optimization in conjunction with corridor planning and traffic analysis will be required, as well as the consideration of pedestrian circulation, bicycle circulation, and access for persons with disabilities. A readiness assessment to support FTA involvement and to meet federal requirements will also be required.

The PMC may identify and evaluate system phasing and staging alternatives in coordination with DDOT, as well as estimating the annual cost implications of alternative staging and phasing plans. The PMC may also be required to perform a risk assessment of schedule alternatives and an analysis of the program staging, including assessing the financial, ridership, operational and capital requirements as part of prioritizing corridors. At the direction of DDOT, the PMC may evaluate implementation alternatives and the schedule, cost and organizational implications of those alternatives.

The overall System Plan may be updated, which would include identifying implementation measures, refining activities and coordinating the update with other tasks. The goal of this task is to ensure that the System Plan is used comprehensively to inform program activities and policies. This task will also focus on keeping the System Plan document updated and consistent with overall program direction and policy. The task will reinforce or establish protocols for maintenance and updating (amending) the document.

The PMC will provide support to DDOT throughout the planning and environmental review process for each of the system's identified lines and/or extensions. For each line, the PMC will list major steps in the process and update actions as they are completed. The PMC will provide supportive research, analyses and communications activities for projects conducted by others firms working for DDOT as directed.

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In addition to the transportation planning activities described above, related areas in which the PMC may lead or support efforts including land use planning, zoning, economic development analysis, urban design, historic preservation studies, streetscape planning, facilities planning and other related areas as assigned. Efforts in these areas will require substantial coordination with other District, regional and federal agencies including but not limited to DCOP, DMPED, MWCOG, WMATA, FTA, FHWA, NCPC, and NPS.

Program Procurement

The PMC will support DDOT procurement activities as directed. These activities may include development of:

- Program Procurement Scope & Strategy
- Program Procurement Plan Management
- Program Professional Service Procurement Support
- Program Construction Contract Procurement Support
- Construction and New Vehicle Fabrication Bid Documents
- Program Alternative Delivery Procurement Support (including analysis of delivery options)
- Request for Information/Interest
- Request for Qualifications
- Request for Proposals
- Manuals and Technical Guidance for Review of Statements of Qualifications and Proposals

Design Review and Support Services

1. The PMC shall coordinate all design reviews, conduct DDOT's design reviews, and codes and Standards reviews, and prepare design review reports. For each design submission from the Contractors, the PMC shall coordinate with the reviewing parties as necessary to reconcile any conflicting comments and consolidate all reconciled design review comments into a single design review report.
2. The PMC shall assist in ensuring that all comments are resolved to DDOT's satisfaction. For each design submission after the first-reviewed submission, the PMC shall check the submission to ensure that all comments on the prior submission have been incorporated or otherwise addressed, and shall include a summary of any unresolved comments in the design review report.
3. Prior to the first scheduled design review, the PMC shall prepare and submit to DDOT for approval a procedure for conducting all design reviews required under this Contract. The procedure must include a list of participants, the responsibilities of participants, the physical location of design reviews, and a detailed schedule of review activities.
4. PMC may be required to provide design support services related to system engineering such as OCS, substations, etc., for the design tasks managed under separate contracts.
5. PMC may be required to provide propulsion analysis and design support for new vehicles, and on-site inspections during new vehicle fabrications.

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Construction Management Oversight Services

The majority of Engineering and Construction Management services for the Streetcar extensions will be procured under separate contracts. The PMC will oversee and support these separate contracts on behalf of the Streetcar program so as to expedite and enhance the efficiency of the construction process through planning, organizing, providing structure, communicating openly and facilitating the process while focusing on fulfilling DDOT’s scope, cost, quality and time requirements for the entire program.

To achieve consistency and timely successful system integration from the separate construction management contracts, the following oversight and support services will be carried out by the PMC:

- Project Schedule Management Oversight
- Project Budget Management Oversight
- Project Construction Oversight
- Project Inspections for System Engineering
- Construction Testing Oversight
- Project Controls and Change Management Oversight
- Project RFI Responses Related to System Engineering
- Utility Coordination Support
- Project Quality Assurance
- Configuration Management
- Public Engagement

In addition, the PMC will support DDOT after the construction phase is complete for each project by providing project punch list support, review and acceptance of project record drawings, technical manual revisions and project close-out closeout.

The PMC’s responsibilities for administrative close-out relate to completing activities with other stakeholders, arranging the disposition of program records, closing of funding and financing agreements, and performing an evaluation of the program construction’s success and lessons learned. The PMC will follow the procedures and actions specified in each contract’s terms and conditions to settle and close the project’s design and construction contract agreements. The PMC will work with DDOT’s procurement staff to close out the funding to the program or projects and review the PMP so that all elements of the program are complete.

To meet the demands of the program, the PMC will provide agency Construction Management services to support the program construction phase. The anticipated detailed scope of the Construction Management services is provided below, but may depend directly on the project, complexity, delivery-method, and duration. The PMC shall reasonably keep core Construction Management support staff available to provide on-call support for system engineering-related inspections.

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The PMC post-construction phase responsibilities will include:

- Record/Document Management
- Organize and Index Operations and Maintenance Materials
- Organize and Index System Certification Materials
- Occupancy Permit
- Occupancy Plan
- Change Orders
- Close-Out Reports
- As-Built Drawings
- Claims/Disputes

PMC shall provide system engineering inspection support for the Construction Management tasks procured through other contracts and shall oversee these tasks for adherence to all usual and customary construction management of all construction of the Project, including, without limitation:

a. Scheduling.

1. Review and comment on the Contractor's Project schedule and all subsequent updates including payment schedules.
2. Monitor the activities of the Contractor to ensure that the construction work is performed in accordance with a DDOT-approved construction schedule ("Schedule") and to ensure that DDOT tasks and activities comply with the Schedule.
3. If, at any time, it appears that the Schedule will not be met, then PMC shall recommend corrective action to DDOT and the Contractor.
4. Make recommendations to DDOT with respect to assessment of delays caused by the Contractor.

b. Quality Management, Testing, and Inspection.

1. Review and comment on Contractor's Quality Management Plan, including quality assurance and quality control ("QA/QC"), and Contractor's proposed testing laboratories.
2. Monitor the quality of materials and work in place in order to confirm compliance with the construction documents and industry quality standards. This shall include processing of shop drawings and other submittals as described below in this Section 3.1, monitoring of all testing both on-site and off-site, observation of the work being installed, and gathering of certifications, warranties, and guarantees.
3. Verify that scheduled tests are conducted as scheduled.
4. Witness all major tests.
5. Review test results for contract compliance. Notify DDOT of any testing failures and recommend corrective action to DDOT. Oversee approved corrective action and retesting.

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6. Provide independent quality management including independent audit and verification of all elements of the construction work.
 7. Maintain daily quality management audit reports throughout the duration of the Project.
 8. Schedule weekly quality management meetings during construction with the Contractor.
- c. Requests for Information.
1. Receive and respond to Requests for Information (“RFI” in the singular, “RFIs” in the plural) from the Contractor, including clarifications of the contract documents and resolution of field conditions that may represent a change to the conditions stated in the agreement with the Contractor (“Agreement”), all in a timely manner and within the maximum period of time permitted by the Agreement so as not to cause delay to the construction.
 2. Provide review, evaluation, recommendation, and reports to DDOT for RFIs prepared by the Contractor that may substantially impact the operational character of the Project, Project schedule, or Project budget or that are not in conformance with DDOT design and construction standards.
 3. Maintain a log of all RFIs.
 4. Return questionable, spurious, excessive, dilatory, or abusive RFIs to the Contractor.
 5. Provide recommendations to DDOT as to whether the response to an RFI requires and adjustment in the Agreement price or time for performance.
 6. Advise DDOT as to whether a response to an RFI requires additional design or technical documentation.
- d. Project Administration.
1. Provide onsite staff, sufficient in number and qualifications, to carry out daily inspections, resolve field construction problems, and provide input for design changes, on the Project.
 2. Maintain a job log using the DDOT standard Daily Inspection Report form.
 3. Endeavor to ensure that the Contractor’s work is completed by the Contractor in strict accordance with the Agreement, including, without limitation, plans and specifications, required quality standards, the contract performance period, and the contract price. Observe construction and make recommendations to DDOT concerning construction progress, quality of construction, and conformance with the contract documents. PMC, however, shall not be required to make exhaustive or continuous on-site inspections to check the quality or quantity of the Work.

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4. Notify DDOT of any defects or deficiencies observed in the construction work.
 5. If it appears that the Contractor is failing to meet any of the requirements of its contract, then PMC shall recommend actions to be taken by DDOT in response to such failure.
 6. Assist DDOT, as required, in obtaining Contractor's evidence of insurance, consent of sureties, releases and waivers of liens, and other documentation required of Contractor.
 7. Schedule and conduct pre-construction conferences prior to the commencement of construction for each element of the construction work. Such conferences shall detail proposed construction means, methods and sequencing, effects on traffic, and potential Schedule impacts.
 8. Certify that Contractor's field measurements, base lines, and benchmarks, as set forth in the Project construction contract documents for the Project, to the best of PMC's knowledge, information, and belief, are in accordance with such requirements.
 9. When the construction work or a designated portion thereof achieves substantial completion as may be defined in the Agreement, PMC shall certify to DDOT such substantial completion.
 10. Evaluate the final completion, as defined in the Agreement, of the construction work and shall advise DDOT when the construction work is ready for final inspection. PMC shall convene and conduct a final acceptance conference, and shall develop punch list items, jointly with Contractor, that require action prior to final acceptance.
 11. Assist DDOT in coordinating the construction work with DOEE, the District of Columbia Water and Sewer Authority, Washington Gas, PEPCO, WMATA, the National Park Service, Advisory Neighborhood Commissions, and other agencies and organizations, as applicable, and to the extent not the responsibility of the Contractor.
 12. Assist in the assessment of utility conflicts, provide recommendations if conflicts are encountered, and facilitate coordination between multiple disciplines, stakeholders, and agencies, to the extent not the responsibility of the Contractor.
- e. Submittals.
1. PMC shall support processing of Contractor submittals.
 2. PMC shall maintain a log of Contractor submittals, and shall manage the process of submittal review and approval.
 3. PMC shall endeavor to ensure that all required Contractor submittals are timely, however, Contractor shall ultimately remain responsible for its timeliness.
 4. PMC shall check each submittal for completeness and conformance with construction documents. PMC shall return incomplete or nonconforming submittals to the Contractor. PMC shall forward complete and conforming submittals to DDOT.
 5. PMC shall coordinate the resolution of rejected submittals.

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f. Changes to the Construction Work.

1. PMC shall document and prepare all requests for changes, either from a Contractor or DDOT, including any changes that may revise contract price or contract time for performance.
2. PMC shall provide review, evaluation, recommendation, and reports, to DDOT for Change Order Requests prepared by the Contractor.
3. PMC shall assist DDOT in negotiating Contractor change proposals.
4. PMC shall prepare independent construction cost estimates as back-up for the government estimate to be used in negotiations of change orders. Such independent estimates shall be compliant with the requirements of the Agreement, including cost categories and mark-ups as defined in the Agreement.

g. Project Safety.

1. Monitor the Contractor for conformance with contractual safety requirements, and with applicable regulatory requirements, and shall bring all observed violations to the attention of the Contractor. The PMC team is not responsible for the safety of the Contractor's work force and methods of construction, but shall require correction of observed situations that are potentially dangerous to workers, the public and the project, and shall order the termination of work that poses a serious and imminent danger to public safety or substantial property damage.
2. Report immediately all accidents requiring medical attention or property damage to the DDOT CSSO and Streetcar Engineer.
3. Report any site inspection or request for a site inspection by any federal or District safety, health or environmental authority to the DDOT Project Manager and the Streetcar Engineer.
4. Cooperate with officials of other agencies (federal and District) who are vested with authority to enforce requirements of applicable regulatory safety and health requirements.
5. Take action consistent with Contractor's approved Safety Plan and Project Management Plan.

h. Project Records.

1. Review and comment on final as-built drawings submitted by Contractor. Monitor adequacy of Contractor's as-built drawings regularly throughout the Project.

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2. Prepare, maintain and secure, and keep current, using the document control system provided by DDOT, all construction contract records including, without limitation, correspondence, submittals (including annotations), pending and approved change orders including supporting documentation, “value engineering” recommendations, RFIs and responses thereto, claims including supporting documentation, partial payments, meeting minutes, daily inspection reports, construction estimates, as-built drawings, specifications, submittals, safety reports, shop inspections, accident reports, monthly status reports, safety plans and incident reports, non-compliance and rejection notices, and other relevant information as required by DDOT or the Standards.
 3. All project records shall be uploaded to the Project Sharepoint site. Final records will be uploaded to the Project SharePoint site. PMC shall enter into such data-sharing and data protection agreements as may be necessary, and as required by DDOT, for PMC to perform its duties in this subsection h.
 4. Using the document control system provided by DDOT, all project records shall be made available to DDOT and, upon completion of the Project, shall be available to DDOT at its principal offices. Assist DDOT in managing its contract with a third-party vendor for the document control system.
 5. Track and monitor the preparation of documentation for close-out. Close-out includes the set-up of preventive maintenance programs, management of warranties and asset preservation for each project executed. The PMC shall be responsible for all necessary program close-out financial reports.
- i. Payments to Contractor.
1. Observe the progress of construction to determine whether construction has progressed to the points or percentages of completion claimed in Contractor’s requests for payment to DDOT.
 2. Maintain detailed accounting records for construction work subject to unit cost billing, work billed in whole or in part on the basis of Contractor’s actual costs of labor and materials, and other construction work reasonably requiring accounting records for the purposes of DDOT’s review and payment.
 3. Review Contractor’s requests for payment and make recommendations to DDOT as to non-payment, or payment in whole or in part.
 4. A recommendation to DDOT for payment of a request for payment from Contractor shall mean that, to the best of PMC’s knowledge, information, and belief, for construction work, that the construction work has progressed to the point indicated in the recommendation, and that the quality of the construction work is in accordance with the Project contract documents. The foregoing representations are subject (1) to an evaluation of the Work for conformance with the Contract Documents upon

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Substantial Completion and Final Completion, (2) to results of subsequent tests and inspections, (3) to correction of minor deviations from the Contract Documents applicable to the Agreement prior to completion, and (4) to specific qualifications expressed by PMC.

j. Public Engagement.

With respect to all construction activities, assist in, and provide support for, public engagement, including program or project website hosting, program or project website updates, and program or project website management; assist DDOT with coordination with various groups as necessary; monitor, document, and present program activities to ensure that the program status and direction are clearly and accurately understood by stakeholders, courts, governing agencies, interested third parties, and the public at large; graphics product support; and development of media materials necessary to present project activities to stakeholders, other agencies and/or the public. These duties in addition to the duties set forth in the Program Management section above entitled “**Program Communications, Public Information and Outreach.**”

Program Safety and Security Management

Operations Phase Safety and Security Management Support

The PMC will provide overall operations phase management support to DDOT and its streetcar CSSO in executing the System Safety Program Plan (SSPP) and Security and Emergency Preparedness Plan (SEPP). In this role, the PMC will assist DDOT in overseeing the day-to-day activities of the Operations and Maintenance Contractor (OMC) to ensure compliance with all relevant plans and procedures as they pertain to safety and security. The PMC will support DDOT CSSO by assisting with periodic safety and security audits to ensure OMC conformance with the SSPP, SSP, and EPP, as well as other SOP’s, plans, and procedures. The PMC will also provide on-call advisory services relating to State Safety Oversight (SSO) and FTA directives. The PMC will support as applicable, the following Safety and Security committees, on an as-needed basis:

1. Fire-Life Safety and Security Working Group (FLSSWG)
2. Executive Safety and Security Committee (ESSC)

The PMC will review OMC-prepared and maintained plans and procedures on behalf of DDOT to ensure quality, accuracy, and completeness, including but not limited to the following:

- System Safety Program Plan (SSPP)
- Security and Emergency Preparedness Plan (SEPP)
- Standard Operating Procedures (SOP)
- Operating Rule Book (ORB)

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- Training Plans and Training Syllabuses
- Emergency Drills & Procedures (EDP)

DDOT has prepared Preliminary Hazard Analysis (PHA), Hazard Analyses (HA), Supplemental Hazard Analyses (SHA) and Threat and Vulnerability Assessment (TVA) documents in support of its Anacostia Initial Line Segment Test Track, H-Benning mainline, Car Barn and Training (CBTC1, and CBTC2) projects. The PMC will support DDOT by conducting additional HA's and TVA's on an as-needed basis as directed by the SSRC, ESSC, and DDOT management. The PMC will support DDOT by providing review and QA/QC support for all hazard and threat management activities.

The PMC will support DDOT by reviewing documents, plans, and procedures prepared by the OMC related to State Oversight compliance, including annual revisions and updates to the SSPP, SSP, and EPP. In addition, the PMC will provide SOA compliance support to DDOT on an as-needed basis. Activities under this subtask may include but are not limited to attending and/or facilitating coordination meetings with DDOT and SOA staff; performing document reviews and developing guidance memorandums regarding updates to the SOA Program Standard and other SOA-related documents; and providing guidance to DDOT on an as-needed basis regarding SOA matters.

Project Development Phase Safety and Security Management Support

The PMC will provide overall design, construction, and commissioning phase safety and security management support to DDOT. The PMC will support DDOT and its streetcar CSSO in executing its Safety and Security Management Plan (SSMP) and Safety and Security Certification Plan (SSCP). The PMC will also provide on-call advisory services relating to State Safety and FTA directives.

The PMC will support and/or manage, as applicable, the following project development phase Safety and Security committees, on an as-needed basis:

- Safety and Security Review Committee (SSRC)
- Fire-Life Safety and Security Working Group (FLSSWG)
- Rail Activation Committee (RAC)

The PMC will support DDOT by conducting PHA's, HA's, and TVA's throughout each phase the capital project as dictated by the project SSMP and SSCP.

The PMC will ensure that design certification forms and Certifiable Items Lists (CILs) have been developed and updated as required. The PMC will manage and audit design and construction certification activities performed by design and construction contractors.

The PMC will verify that the design, construction, testing, procurement, training and operational readiness preparedness aspects of the project have appropriately incorporated all identified safety and security requirements. All elements will be safety and security certified in accordance with the SSCP.

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The PMC will provide revenue vehicle certification support services, including the development of safety certification checklists, for new vehicle procurements, as needed. The PMC will provide oversight and administrative support through the close-out of the vehicle certifications, including preparing Verification Reports, preparing exception reports and associated hazard analyses, facilitating signoffs, and performing other miscellaneous tasks associated with the process. It is expected that a vehicle procurement consultant will provide the necessary documentation to facilitate this process.

Program Operations, Maintenance, and Asset Management

The PMC will provide support to DDOT for the day-to-day management of operations and maintenance (O&M) of the DC Streetcar. The PMC will provide resources to support DDOT in managing the O&M contract and other operational support activities including service planning and asset management. These activities include, but are not limited to the following tasks.

Operations and Maintenance Contract Management Support

The PMC will provide support to DDOT relating to the management and oversight of the O&M Contractor. Activities performed under this task may include, but are not limited to facilitating and leading O&M contract coordination meetings; assisting DDOT in developing work scopes and contract modifications; assisting DDOT in ensuring that O&M contract requirements are met and supporting periodic audits; advising DDOT on various O&M issues; and reviewing O&M contractor invoices, subcontract, and cost reimbursable proposals.

A variety of plans and procedures, including revisions to the Streetcar Operating Rulebook, Standard Operating Procedures, Emergency Operating Procedures, Maintenance and Inspection Procedures, and documents supporting the SSPP and SEPP are to be developed by the O&M Contractor. The PMC will review these plans and procedures on behalf of DDOT to ensure quality, accuracy, and completeness.

National Transit Database Data Collection and Reporting Support

Since Fiscal Year 2014, DDOT's PTSA has been a National Transit Database (NTD) reporting agency for the bus (DC Circulator) and streetcar (DC Streetcar) modes. While the operations and maintenance contractor (OMC) has primary responsibility for streetcar operations data collection, the PMC will support DDOT's streetcar NTD data collection and reporting responsibilities by auditing OMC-provided streetcar operational data for accuracy and completeness.

On-call O&M and Service Planning Support

On an as-needed basis, the PMC will provide operations and service planning support to DDOT, including developing new operating plans and fleet management plans, as needed, in support of future DC Streetcar line segments. The PMC will also provide support in developing rules and regulations governing streetcar operations.

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Fare Collection Implementation Support

Regional transit providers are considering modified or new methods of fare collection. DDOT will need to develop a streetcar fare policy and implementation strategy that ensures seamless coordination of fare collection with those regional transit providers, including WMATA. The PMC will provide streetcar fare policy and implementation support to DDOT, including but not limited to procurement support, the development of work scopes and technical specifications for equipment and systems procurements, fare policy analyses, and interagency coordination support with WMATA and other regional partners.

Asset Management Support

The PMC will support DDOT in implementing its Transit Asset Management Plan (TAMP). The TAMP outlines the implementing activities, roles, responsibilities, resources, and timelines needed to address DDOT's asset management policy and strategy. The PMC will coordinate with the OMC and DDOT's internal asset managers in carrying out this work.

Under the direction of DDOT, the PMC will oversee the execution of rail operations and maintenance implementation and management. The PMC will provide resources to support DDOT in managing the Operations and Maintenance (O&M) and asset management activities. These activities include, but are not limited to the following tasks.

1. O&M Contract Management and Auditing - The PMC will support DDOT in the management and oversight of the O&M Contractor throughout the duration of this scope. This may include facilitating and leading weekly contractor meeting; assisting in developing scopes of services and contract modifications; ensuring that O&M contract requirements are met and supporting periodic audits; advising DDOT on various O&M issues; developing an O&M contract compliance monitoring system; and reviewing O&M contractor invoices, subcontract, and cost reimbursable proposals.
2. O&M Contract Deliverables Review – The PMC will support revisions to the Streetcar Operating Rulebook, Standard Operating Procedures, Emergency Operating Procedures, Maintenance and Inspection Procedures, and documents supporting the SSPP, SSP, and EPP to be developed by the O&M Contractor. The PMC will review these plans and procedures on behalf of DDOT to ensure quality, accuracy, and completeness.
3. National Transit Database (NTD) Data Collection and Reporting Support - DDOT's PTSA is an NTD reporting agency for the bus (DC Circulator) and streetcar (DC Streetcar) modes. While the OMC has primary responsibility for operating data collection, DDOT is responsible for all applicable monthly and annual reporting modules as defined in the FTA's NTD Urban Reporting Manual, Monthly Reporting Manual, and Safety and Security Manual. The PMC will support DDOT's streetcar NTD data collection and reporting responsibilities through the term of this AWP by auditing OMC-provided operational data for accuracy and completeness.
4. O&M and Service Planning Support
5. Transportation and Maintenance Operations Plan

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6. Operations and Maintenance Cost Modeling – As needed, the PMC will update the O&M cost model in support of planning and engineering efforts for future streetcar segments and in coordination with Master Plan follow-up operations planning activities.
7. Rail Fleet Management Plan - The PMC will develop an FTA compliant Rail Fleet Management Plan (RFMP) for the current and future vehicle fleet in coordination with Master Plan follow-up operations and planning activities.
8. Streetcar Rules and Regulations - The PMC will support DDOT in developing rules and regulations governing streetcar operations as needed.
9. Transit Asset Management Plan – The PMC will refine the TAMP for the DC Streetcar system. The TAMP will outline the implementing activities, roles, responsibilities, resources, and timelines needed to address DDOT’s asset management policy and strategy.

3.2 Key Personnel

In response to the anticipated scope for the Streetcar Program, DDOT has identified the following key personnel positions. Primary Personnel will be required to be co-located with DDOT personnel at DDOT’s headquarters located in Southeast Washington, DC, or at a project location otherwise approved by DDOT. Co-location requirements will be more fully described in the evaluation criteria section. Key personnel identified as part of the RFQ must remain on the project for its duration unless otherwise approved by DDOT.

The anticipated program needs include the following **Primary Personnel** roles:

- Program Management
- Project Controls
- Quality Assurance
- Project Engineering
- Systems Engineering
- Construction Oversight/Quality Control
- Planning and Environmental Compliance
- Communications
- Operations and Maintenance Analysis
- Safety and Security Oversight

A further description of these roles and relevant qualifications follows.

(1) Program Director

The Program Director will be responsible for the overall management and delivery of projects within the Streetcar Program, as authorized by DDOT. The Program Director shall have at least 15 years’ experience

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in a comparable function and be qualified to perform the functions of the position. The Program Director must have strong and effective management and technical skills such that the individual is capable of providing overall direction, coordination and accomplishment over all areas of the Streetcar Program including: administration/management, federal and local regulatory compliance, civil and systems engineering, construction, planning and environmental compliance, project communications and stakeholder coordination, operations and maintenance, safety and security, program financial management, and program procurement. The Program Director will be responsible for seeing that personnel and other resources are available to the program as needed.

The Program Director must have the ability to establish and maintain effective working relationships with, and evaluate the work of consultants, contractors, construction managers, and others. This individual shall have demonstrated the ability to use tact and discretion in dealing with those contacted in the course of the work along with the ability to communicate effectively, orally and in writing especially on technical subjects including expertise in preparing written reports, correspondence, and in briefing clients and management personnel. The Program Director should have a demonstrated history of fostering excellence in transit and a commitment to using state of the art techniques to support successful streetcar and/or LRT projects.

(2) Deputy Program Director

The Deputy Program Director will have similar managerial responsibilities as the Program Director and should be able to fill in for the Program Director on a case by case basis. This designation may be held by one of the primary personnel listed below (3 to 6) in addition to their other role.

(3) Project Controls/Quality Assurance Manager

The Project Controls/Quality Assurance Manager will be responsible for creating project procedures, organizing and updating project schedules, inter-local third party agreements, budgets, monthly reports, project documentation and document control system, and other similar tasks.

This Project Controls/Quality Assurance Manager will be responsible for overseeing project controls management and QA/QC for the Streetcar Program. The Project Controls Manager shall have proven skills in developing, implementing and tracking project schedules, documentation, and change order/claim management. This person shall have a thorough understanding of industry standard technology solutions such as Primavera program management software, and Microsoft SharePoint. The Project Controls Manager shall review baseline schedules and update schedules and help the Program Director Engineer to prepare recommendations in a report to DDOT for rejection or approval of the schedules. This individual will develop a QA/QC program that will set minimum standards for the program's design and construction activities, help perform QA/QC reviews, identify where improvements are needed, provide recommendations for adjustments, and confirm compliance.

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(4) Project Engineering/Design Quality Manager

The Engineering/Design Quality Manager will be responsible for overseeing engineering/design for the Streetcar Program (as assigned by task order) to see that that all design activities are delivered with quality work, on time, and budget within DDOT and contractual required standards. The Project Engineering/Design Quality Manager will provide oversight to confirm that design consultants adhere to accepted design criteria and that design and construction consultants effectively communicate and coordinate. This individual shall have proven skills in planning, engineering/design, scheduling, cost estimating and a thorough knowledge of all local and federal requirements of roadway design, utility coordination, design and relocation of utilities, ROW coordination, bridge design, and design for urban mass transit including light rail and modern streetcar. The Engineering/Design Quality Manager must be a licensed Professional Engineer, and have at least 15 years' experience of relevant experience, and performed a comparable function within the last 10 years.

(5) Construction Quality Manager

This individual will be responsible for overseeing construction management contracts for the Streetcar Program (as assigned by task order) to deliver construction activities with quality work, on time, and on budget within the protocols and procedures of contractual requirements. This person must have demonstrated experience in complex construction of urban roadway, highway, bridge, mass transit including light rail and modern streetcar, and river crossing projects, and have at least 20 years' experience in the construction industry, and performed a comparable function within the last 10 years.

(6) Planning/Environmental Manager

The Planning/Environmental Manager will be responsible for providing oversight and guidance to DDOT for the Streetcar Program in relation to all planning and environmental review/permitting activities. This individual shall have demonstrated experience leading transportation planning studies in a multi-modal urban context. The Planning/Environmental Manager shall have demonstrated experience in federal NEPA requirements, environmental permitting, environmental mitigation, and environmental compliance. The Planning/Environmental Manager shall be responsible for coordinating all required environmental permitting and work for the Streetcar Program, and have at least 10 years' relevant experience in senior positions.

(7) Communications Manager

The Communications Manager shall manage all project information, service change and traffic advisories, provide DDOT assistance in briefings for elected officials, manage a public information plan, and engage and inform the public on the implementation of the Streetcar Program. This person shall work in conjunction with DDOT's Public Information Office. The Communications Manager shall help the Program Director in responding professionally, timely, and courteously, to concerns about the Project that originate from the public and are reported to the District Government including, e.g., DDOT Public

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Information Office, the Advisory Neighborhood Commissions (ANC), the city administration, the City Council, and the Office of the Mayor. The Communications Manager working together with the Program Director will coordinate all media inquiries with the DDOT Public Information Office. This individual will lead the coordination effort in customer service and work with DDOT and OMC on this matter. This individual should have demonstrated experience managing multi-media communications efforts for transportation projects in major urban areas. The Communications Manager should demonstrate knowledge and experience with web-based outreach and communications strategies along with experience coordinating media relations and direct public outreach efforts. The Communications Manager should have 10 years of relevant senior experience.

(8) Operations and Maintenance Quality Manager

The Operations and Maintenance Quality Manager is responsible for oversight of the operations and maintenance (O&M) of DC Streetcar lines. This individual will oversee all aspects of streetcar operations including scheduling, cost, and performance management. They will lead efforts to assist DDOT in maintaining and updating program O&M requirements as needed and help monitor the systems performance for compliance with O&M requirements. This individual will have demonstrated experience managing transit O&M and/or experience providing oversight and contract management for a transit O&M contractor in an urban setting. This individual should also demonstrate a professional knowledge of transit operations planning as well as transit safety and security.

(9) Safety and Security Quality Manager

The Safety and Security Quality Manager will provide safety and security management support to DDOT. This individual will provide on-call advisory services relating to FTA and State Safety Oversight Office (SSOO) directives and other regulations. This manager will help confirm compliance with all relevant plans and procedures as they pertain to safety and security, as well as assist with periodic safety and security audits. Moreover, they will verify that the design, construction, testing, procurement, training and operational readiness preparedness aspects of the project have appropriately incorporated all identified safety and security requirements. This individual will assist DDOT's CSSO in all communications and coordination with the SSOO. The Safety and Security Quality Manager will have demonstrated experience in the areas outlined above.

The qualifications of the following **Additional Scored Personnel** will also be evaluated:

(10) Systems Engineer

The Systems Engineer will be responsible for system elements support and activation including traction power, train control, overhead catenary system, substations, signals/train control/car borne signaling,, fare collection, communication, stray current/corrosion control, traffic engineering/integrations, and grade crossings.

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(11) Small and Certified Business Enterprise (SBE/CBE) Subconsulting Manager

This manager will manage locally established subconsulting requirements for the Program including meeting local requirements and conformance to reporting requirements. The incumbent will also manage outreach and development efforts to small and local businesses to improve subconsulting opportunities for the Program.

(12) Program Financial Planning Task Lead

The Program Financial Planning Task Lead will assist DDOT in the developing and maintaining a program funding plan by evaluating current and potential funding sources to meet the financial requirements of the program. This individual will work closely with DDOT budget staff, the Mayor's Budget Office, the OCFO and others as appropriate. A variety of funding sources and financing vehicles will be investigated. Under this task, the Program Financial Planning Task Lead will provide support to DDOT for the preparation of grant funding opportunities as directed. Grant opportunities would focus on New/Small Starts opportunities but also include US DOT Transportation Investment Generating Economic Recovery, Transit Investments for Greenhouse Gas and Energy Reduction (TIGER/TIGGER) discretionary programs or other discretionary program such as they arise. This individual should have experience in developing financial plans for large transit projects and be able to assess funding gaps and identify potential funding sources. This individual should have demonstrated experience working with an array of stakeholder groups to craft creative financing plans for transit projects.

(13) Program Governance Task Lead

The Program Governance Task Lead will assist DDOT in studying potential recommendations for governance alternatives for overseeing the streetcar and transit program. Analysis will focus on understanding the key elements of administering the program and seek to clarify and illuminate the roles for all relevant District departments and any external agencies along with other elements of the District government. This individual shall have demonstrated experience in intra-governmental and stakeholder relations and have experience in urban transit projects.

(14) Program Procurement Lead

The Program Procurement Lead will assist DDOT in advancing all procurement activities related to the streetcar program including professional, construction and operations/maintenance services. The individual will be responsible for coordinating including procurement schedules with other program staff as needed for future program elements. The Program Procurement Lead will develop organizational structures for procurement efforts and will work closely with District staff from DDOT, OCP and other agencies as directed. The individual should have a demonstrated knowledge of implementing transit projects in an urban environment and show experience with related procurement efforts.

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(15) Program Scheduler

The Program Scheduler will work closely with the Project Controls, QA/QC Manager. The Program scheduler will focus primarily on the developing and maintaining the program schedule, but will also assist in program-wide controls and QA/QC efforts as needed. This individual will have demonstrated experience in a similar role for large transportation infrastructure projects, primarily in an urban, built environment.

Outside of the **Primary Personnel** and **Additional Scored Personnel** defined above, specific staff positions and responsibilities will be developed jointly between DDOT and the successful Offeror so as to meet the required scope of services for each assigned project within the Streetcar Program.

4 Contract

At the conclusion of this procurement, the successful Offeror will have the opportunity to be awarded one (1) Indefinite Delivery/Indefinite Quantity ("IDIQ") contract (the "Contract") for the Project Management and General Engineering Consulting of the D.C. Streetcar Project. The Contract will have a base term of three (3) years, with two (2) two (2) year options, for the project management and general engineering consulting of the Project.

All Offerors shall note that the Contract will contain the following provisions:

- a. The maximum allowable mark-up for subconsultants by the Consultant shall be limited to no more than five percent (5%). This amount will be converted to a fixed dollar amount for each subcontract.
- b. Direct Salary Expense ("DSE") is defined as the actual salaries, expressed on an hourly wage basis, prior to deductions for employment taxes (such as FICA, Medicare, income tax withholding) and employee-paid benefits, of all personnel, including Consultant's employees directly engaged on the Project (and performing consultations or research or preparing documents for the Project). DSE shall exclude mandatory and customary fringe benefits and employee benefits (such as employer-paid insurance, sick leave, holidays, vacation, pensions and similar contributions, or additions such as bonuses or other surplus payments), overhead expense (which includes salaries of bookkeepers, secretaries, clerks, and the like), and profit relating to the Project. Any multiplier applied to such DSE shall be for the purpose of covering such fringe benefits, expense, and profit. All personnel shall mean anyone employed by the Consultant and its subconsultants including, but not limited to, Key Personnel as defined in this RFQ, engineers, architects, officers, principals, associates, CADD technicians, designers, job captains, draftspersons, and writers, who are performing consultation, research or design, or who are producing documents pertaining to the Project, or who are

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performing program management services during planning, design, or construction of the Project or any component thereof that are directly attributable to, and necessary for, program management related to such planning, design, or construction.

- c.** Prior to award, the successful Offeror will be required to submit certified payroll for all anticipated staff working on the project, including, without limitation, certified payroll for all subconsultants. Certified payroll will be required to be submitted annually throughout the life of the Contract.
- d.** Task orders may be agreed to on the basis of any permissible means of compensation, such as lump sum, cost plus fixed fee, cost per unit of work, or specific rates of compensation, as appropriate to the task order.
- e.** The resultant Contract will also contain, without limitation, the following provisions:

 - (1) The Standard Contract Provisions for use with District of Columbia Government Supplies and Services Contracts (2010).
 - (2) Fair Criminal Record Screening: The Consultant will be required to comply with the provisions of the Fair Criminal Record Screening Amendment Act of 2014, effective December 17, 2014 (D.C. Law 20-152).
 - (3) Other provisions as applicable or as determined by the District of Columbia. Offerors are advised to consult “Required Solicitation Documents” found at <http://ocp.dc.gov/node/599822>.
- f.** “Contract Documents” shall mean

 - (1) A Contract executed by the District and the Consultant, including all exhibits and attachments thereto
 - (2) A fully executed Task Order pursuant to the Contract
 - (3) A modification of the Contract which means (i) a written amendment to the Contract signed by both parties, (ii) a Change Order, or (iii) a Force Account Change Order, or (iv) a Directive Letter
 - (4) Offeror’s response to this solicitation and to any subsequent Request for Proposals
- g.** If there are conflicting provisions between or among Contract Documents, then the governing order of precedence shall be as follows:

 - (1) The Contract, as modified, including the OCP Standard Contract Provisions;

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- (2) Contract attachments other than the OCP Standard Contract Provisions, unless in conflict with applicable law or regulation
- (3) In the following order: Task Order statement of work, Task Order attachments associated with the particular Task Order, and Consultant's Task Order quote or proposal
- (4) Consultant's response to this solicitation and any resultant proposals to the extent that they meet or exceed the requirements of the Contract; if the response or proposal include statements that can reasonably be interpreted as offers to provide higher quality or greater quantity than otherwise required by the Contract Documents, or to perform services in addition to those otherwise required or otherwise contain terms which are more advantageous to the District than the requirements of the other Contract Documents, then the Consultant's obligations hereunder shall include compliance with all such statements, offers, and terms.

Notwithstanding the foregoing, in the event of conflicting requirements involving any requirement within the Contract Documents, the District shall have the right to determine, in its sole option and discretion, which requirement(s) apply. The Consultant shall request the District's determination respecting the order of precedence among conflicting provisions promptly upon becoming aware of any such conflict. The District reserves the right to determine that the requirement that requires the better quality, greater quantity, or greater benefit to the District shall apply.

- h.** Living wage: Offerors should consult the District of Columbia Living Wage Notice at <http://ocp.dc.gov/publication/2016-living-wage-notice>.
- i.** The successful Offeror will be required to submit the applicable documentation found at <http://ocp.dc.gov/node/599822> including, but not limited to, the Bidder-Offeror Certification Form and, for District businesses, the Tax Certification Form.

5 Selection Process

Form 330

Offerors must complete U.S. Government Standard Form 330 in response to this RFQ. The form will be used in the selection of an experienced Architect/Engineering (A/E) firm as the Consultant. Specific scope elements and key personnel are further defined in this RFQ. Offeror's responses in the Form 330 Part II will be used to evaluate Offeror with respect to the evaluation criteria set forth in Section 8 of this RFQ.

Qualifications-Based Selection

Consultant selection will be in accordance with the provisions of Title 27, Sections 2620 through 2628 of the District of Columbia Municipal Regulations (DCMR), Title 40, Sections 1101 through 1004, of the United States Code (USC); and Title 48, Chapter 1, Subpart 36-6 of the Code of Federal Regulations (CFR). This procurement will use a multi-step qualifications-based selection process.

- (1) In step one, an Evaluation Board appointed by the Contracting Officer, will:
 - (a) Evaluate each submitted response.
 - (b) Evaluate the firms in accordance with the criteria set forth in section 8 of this RFQ.
 - (c) Prepare a selection report for the Contracting Officer recommending, in order of preference, at least three (3) but not more than four (4) firms that are evaluated to be the most highly qualified to perform the required services.
- (2) In step two, the Contracting Officer will review the recommendations of the Evaluation Board and will, with the advice of appropriate technical and staff representatives, make the final selection of at least three (3) firms that are evaluated to be the most highly qualified. The final selection shall be a listing of the firms considered most highly qualified to perform the work. If the firms listed as the most highly qualified are not the same as those recommended as the most highly qualified by the Evaluation Board, then the Contracting Officer will include in the contract file a written explanation of the reason for the selection. The Contracting Officer will notify all Responding Teams of the shortlist.
- (3) In step three, the most highly qualified teams will receive a request to provide oral presentations/interviews. Teams unable or unwilling to participate in the interview process will be eliminated from consideration. Scheduled oral presentations will be conducted by the Evaluation Board and the Contracting Officer.

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- (4) In step four, the Evaluation Board will provide a revised selection report for the Contracting Officer recommending the most qualified firm based upon input received during the oral presentations. In the revised selection report, teams' revised scores will be based upon receiving a maximum of 100 points following review of the SOQs through step two plus a maximum of 50 points for oral presentations. The remaining short-listed firms will also be listed in order of preference.
- (5) In step five, the Contracting Officer will review the recommendations of the Evaluation Board and will, with the advice of appropriate technical and staff representatives, make the final selection of the most qualified firm.

Award

At the conclusion of the Qualifications-Based Selection, DDOT intends to award one (1) Contract for a base period of three (3) years with two (2) two (2) year options for a potential total of seven (7) years.

Schedule

The following milestone dates and time durations are anticipated, and are subject to change.

Advertise Project/Release RFQ	September 6, 2016
Last Day to Submit Questions	September 27, 2016
Submittal of Statements of Qualifications	October 3, 2016
Notification of Shortlist	October 24, 2016
Oral Presentations by Shortlisted Teams	Oct. 27 – Nov. 4, 2016
Issue Shortlist and RFP	November 10, 2016
Proposals Due	December 16, 2016
Negotiations, if necessary	Jan. 4 – Jan. 11, 2017
Award and NTP	February 28, 2016

6 Submittal Process and Requirements

Form 330

Offerors must submit U.S. Government Standard Form 330 in response to this RFQ. Any other format will be considered non-responsive and will not be evaluated by DDOT. Qualifications shall not include any information regarding respondent's fees, pricing, or other compensation. Such information may be solicited from firms qualified by DDOT to participate in the negotiation phase of the selection process. Offeror's Form 330 responses will be used to rank Offeror with respect to the evaluation criteria contained in Section 8 of this RFQ.

Minimum Requirements

In addition to the Form 330, each Offeror must submit the following:

- (1) A Letter of Submittal on the Offeror's letterhead that must include the following:
 - a. The Offeror's expression of interest in being selected for the Project.
 - b. The individual who will serve as the Offeror's Point-of-Contact (POC), including the POC's title, address, phone and fax numbers, and email address.
 - c. The individual who will serve as the Offeror's secondary POC, including title, address, phone and fax numbers, and email address.
 - d. The signature of an authorized representative of the Offeror's organization. All signatures will be original and signed in ink. If creation of a joint venture is in process but not yet formed, each authorized representative of each member firm will sign the letter of submittal.

- (2) Certified Business Enterprise (CBE) statement within the Letter of Submittal confirming Offeror is committed to achieving the required CBE goal overall and for each task order.

Failure to submit the items required in this Section 6.(2) may result in the submittal being deemed non-responsive.

Website

The RFQ documents and any amendments or updates to the RFQ will be available on the D.C. Office of Contracting and Procurement's website: <http://ocp.dc.gov>.

Amendments

Offerors shall acknowledge receipt of any amendment to this solicitation.

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Subconsultants

Offeror must Identify any subconsultants that are included as part of Offeror's proposed team, including their role-related experience for the Streetcar Program. Offeror must list projects for which the subconsultant(s) has worked with the Offeror.

Submittal Requirements.

All Offerors shall note the following requirements. For the purpose of this solicitation, each printed side shall be considered one (1) page.

- (1) All responses shall be bound, with no font size smaller than 10 point.
- (2) All pages shall be oriented in such a way that no page is greater than 8.5 x 11.
- (3) Any additional information supplied by the Offeror under Section H of the Form 330 shall be limited to 50pages, exclusive of resumes.
- (4) To be considered responsive, one (1) USB flash drive and five (5) hard copies of the Standard Form 330 must be received from the Offeror by 2:00 p.m. on October 3, 2016, 2016, at the following location:

Mr. Steve Wishod
Contracting Officer
Office of Contracting and Procurement
District Department of Transportation
55 M Street, SE
4th Floor – Bid Room
Washington, D. C. 20003

- (5) Offerors may submit questions in writing to DDOT up to 21 calendar days prior to the submission deadline.
- (6) DDOT will not acknowledge or receive submissions in response to this RFQ that are delivered by telephone, facsimile (fax), or electronic mail (e-mail).

District of Columbia's Reservation of Rights

DDOT may evaluate the response to this RFQ based on the anticipated completion of all or any portion of the Streetcar Program. DDOT reserves the right to divide the Streetcar Program into multiple parts, to reject any and all Qualifications, and to re-solicit for new Qualifications, or to reject any and all submissions and temporarily or permanently abandon the Streetcar Program or any portion thereof. The District of Columbia makes no representations, written or oral, that it will enter into any form of agreement with any respondent to this RFQ for any project within the Streetcar Program and no such

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representation is intended to be, or should be, construed by the issuance of this RFQ. The District of Columbia reserves the right to waive any formalities or minor technical inconsistencies, or delete any item/requirements from this RFQ or resulting RFP or contract, when deemed to be in the District of Columbia's best interest.

Acceptance of Evaluation Methodology

By submitting its response to this RFQ, Offeror accepts the evaluation process and acknowledges and accepts that determination of the most qualified firm(s) will require subjective judgments by the District of Columbia.

No Reimbursement for Costs

Offeror acknowledges and accepts that any costs incurred from the Offeror's participation in this RFQ process shall be at the sole risk and responsibility of the Offeror. Offerors submit responses to this RFQ at their own risk and expense.

Disqualification

Submittals which are qualified with conditional clauses, or alterations, or items not called for in the RFQ documents, or irregularities of any kind are subject to disqualification by DDOT, at its sole option and discretion.

Preparation of Submittal

Each submittal should be prepared simply and economically, providing a straightforward, concise description of your firm's ability to meet the requirements of this RFQ and the potential RFPs for task orders. Emphasis should be on completeness, clarity of content, responsiveness to the requirements, and an understanding of DDOT's needs.

Representations

Representations made within the Offeror's qualifications submittal and any subsequent proposal will be binding on responding firms. The District of Columbia will not be bound to act by any previous communication or submittal submitted by the Offeror firms other than in response to this RFQ.

Compliance

Failure to comply with the requirements contained in this RFQ may result in a finding that the Offeror is not qualified and is ineligible to submit a proposal in response to any subsequent RFP.

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Eligible Offerors

Only individual firms (including, for example, individuals, sole proprietorships, corporations, limited liability companies, limited liability partnerships, and general partnerships) or formal joint ventures may apply. Two firms may not apply jointly unless they have formed a joint venture. Any associates will be disqualified. (This does not preclude an Offeror from having subconsultants.)

Ownership of Submissions and Freedom of Information Act

The District of Columbia Freedom of Information Act (FOIA), District of Columbia Code (DC Code) Sections 2-531 through 2-539, provides that any person has the right to request access to records. All public bodies of the District government are required to disclose public records, except for those records, or portions of records, that are protected from disclosure by the exemptions found at DC Code § 2-534. Subject to the exceptions specified herein, and in the FOIA, all written and electronic correspondence, exhibits, photographs, reports, printed material, tapes, disks, designs, and other graphic and visual aids submitted to DDOT during the procurement process, whether included in response to this RFQ, or otherwise submitted, become the property of the District of Columbia upon delivery to DDOT, and will not be returned to the submitting parties. Proposers should familiarize themselves with the provisions of the FOIA requiring disclosure of public information and exceptions thereto. In no event shall the District of Columbia, DDOT, or any of their agents, representatives, consultants, directors, officers, or employees be liable to an Offeror or Offeror team member for the disclosure of any materials or information submitted in response to this RFQ.

Protests

Any Proposer who is aggrieved in connection with the solicitation or award of a contract, must file with the D.C. Contract Appeals Board (Board) a protest no later than 10 business days after the basis of protest is known or should have been known, whichever is earlier. A protest based on alleged improprieties in a solicitation which are apparent at the time set for receipt of initial proposals shall be filed with the Board prior to the time set for receipt of initial proposals. In procurements in which proposals are requested, alleged improprieties which do not exist in the initial solicitation, but which are subsequently incorporated into the solicitation, must be protested no later than the next closing time for receipt of proposals following the incorporation. The protest shall be filed in writing, with the Contract Appeals Board, 441 4th Street, N.W., Suite 350 N, Washington, D.C. 20001. The aggrieved person shall also mail a copy of the protest to the Contracting Officer listed in this document.

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7 SBE/CBE Goal

Mandatory Subcontracting Requirements

- a. Unless the Director of the Department of Small and Local Business Development (DSLBD) has approved a waiver in writing, for all contracts in excess of \$250,000, at least 35% of the dollar volume of the contract shall be subcontracted to qualified small business enterprises (SBEs).
- b. If there are insufficient SBEs to completely fulfill the requirement of paragraph 7.a, then the subcontracting may be satisfied by subcontracting 35% of the dollar volume to any qualified certified business enterprises (CBEs); provided, however, that all reasonable efforts shall be made to ensure that SBEs are significant participants in the overall subcontracting work.
- c. A prime contractor that is certified by DSLBD as a small, local or disadvantaged business enterprise shall not be required to comply with the provisions of sections 7.a and 7.b.
- d. Except as provided in 7.e and 7.g, a prime contractor that is a CBE and has been granted a proposal preference pursuant to D.C. Official Code § 2-218.43, or is selected through a set-aside program, shall perform at least 35% of the contracting effort with its own organization and resources and, if it subcontracts, 35% of the subcontracting effort shall be with CBEs. A CBE prime contractor that performs less than 35% of the contracting effort shall be subject to enforcement actions under D.C. Official Code § 2-218.63.
- e. A prime contractor that is a certified joint venture and has been granted a proposal preference pursuant to D.C. Official Code § 2-218.43, or is selected through a set-aside program, shall perform at least 50% of the contracting effort with its own organization and resources and, if it subcontracts, 35% of the subcontracting effort shall be with CBEs. A certified joint venture prime contractor that performs less than 50% of the contracting effort shall be subject to enforcement actions under D.C. Official Code § 2-218.63.
- f. Each CBE utilized to meet these subcontracting requirements shall perform at least 35% of its contracting effort with its own organization and resources.
- g. A prime contractor that is a CBE and has been granted a proposal preference pursuant to D.C. Official Code § 2-218.43, or is selected through a set-aside program, shall perform at least 50% of the on-site work with its own organization and resources if the contract is \$1 million or less.
- h. If the prime contractor is required by law to subcontract under this contract, it must subcontract at least 35% of the dollar volume of this contract in accordance with the provisions of sections 7.a through 7.g of this RFQ. A draft plan must be submitted with each Offeror's response to this RFQ. A final plan shall be submitted by the successful Offeror as part of its final negotiated proposal and may only be amended after award with the prior written approval of the CO and

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Director of DSLBD. Any reduction in the dollar volume of the subcontracted portion resulting from an amendment of the plan after award shall inure to the benefit of the District.

Each subcontracting plan shall include the following:

- (1) The name and address of each subcontractor;
- (2) A current certification number of the small or certified business enterprise;
- (3) The scope of work to be performed by each subcontractor; and
- (4) The price that the prime contractor will pay each subcontractor.

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8 Evaluation Process and Criteria

The selection process is described more fully in Chapter 5. As noted there, DDOT will be using a two stage selection process. This stage, the qualifications stage, will be used to identify the most qualified Responding Teams. Upon the determination of the most qualified Responding Teams, the process will move into the proposal stage where the short-list of most qualified proposers will receive a request for proposals (RFP). DDOT will ultimately select a program management consultant (PMC) for DC Streetcar based upon an evaluation of proposals from short-listed Responding Teams. The process and criteria for that evaluation will be provided in the RFP.

The purpose of this chapter is to explain the evaluation criteria and process for the qualifications stage.

Upon receipt of the SOQs, DDOT will first make a determination as to whether each SOQ is responsive and responsible as described below in 8.1 Responsiveness. DDOT may exclude from consideration any SOQ that is deemed as non-responsive and or non-responsible to this RFQ. DDOT will appoint an evaluation panel to evaluate and score the statements of qualification (SOQs). DDOT will then assess how well the evaluation criteria were met and score each Responding Team's SOQ accordingly. At any time during this process, DDOT may make a determination that a SOQ is non-responsive or non-responsible.

DDOT may, at any time, request additional information, or clarification from any Responding Team or may request that any Responding Team verify or certify certain aspects of its SOQ. The scope, length, and topics to be addressed in any such request shall be prescribed by, and be subject to the discretion of, DDOT. All proposers in the competitive range, as determined by the Contracting Officer, will have the opportunity to be interviewed. At the conclusion of this process, Responding Teams may be required to submit written confirmation of any new information and clarifications provided during an interview. Based on the responses to such clarifications, DDOT may in its sole discretion proceed with the procurement.

DDOT may contact firm and personnel references supplied by the Responding Team as well as other potential references not listed.

Evaluations and rankings of SOQs are subject to the sole discretion of DDOT and its staff, with assistance from such professional and other advisors as DDOT may designate. DDOT will make the final determination of the Short-listed Responding Teams as it deems, in its sole discretion, appropriate and in the best interests of the DC Streetcar program and the District.

Following the evaluation and interview process, DDOT intends to advance at least three Responding Teams who are deemed to best meet the pre-qualification requirements of this RFQ to the RFP stage and request proposals from those teams.

All Responding Teams submitting SOQs will be notified of the results of the shortlist selection process.

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Responsiveness

Each SOQ will be reviewed for its responsiveness. For the purposes of this chapter, a responsive SOQ will (a) conform to the RFQ instructions regarding organization and format save for minor nonconformities, irregularities and apparent clerical mistakes which are unrelated to the substantive content of the SOQ, (b) contain the information, commitments and disclosures required by this RFQ, and (c) contain complete executed originals of all forms and letters required by this RFQ. Those SOQs not responsive to this RFQ may be excluded from further consideration and the Responding Team will be notified. DDOT may also exclude from consideration any Responding Team whose SOQ contains a material misrepresentation. Finally, any SOQ which receives zero points in any category will be considered non-responsive.

Qualifications Evaluation Criteria and Weighting

Each responsive SOQ will be evaluated and scored according to the criteria set forth below. Major evaluation headings will be assigned the maximum number of points shown in the table below.

Major Evaluation Headings and Available Points

Evaluation Criteria	Max Points
Team Member Firms Background and Experience	40 Points
Key Personnel Background and Experience	60 Points

DDOT will evaluate and score the Responding Team’s technical experience and capability, as submitted in their SOQs, in accordance with the criteria noted below.

Team Member Firms Background and Experience (Total – 40 Points Maximum)

The background and experience of the primary member firm and major sub-consultant firms of the Responding Team will be evaluated and scored according to the extent to which the Lead Firm or Primary Subconsultant firms demonstrate the following experience for major rail transit projects and experience in an urban environment similar to that of the DC Streetcar:

Scored Evaluation Criteria	List Responsible Firm (Lead Firm or name of Subconsultant)	Maximum Possible Score
Extent of experience in Program Management , including general program administration, program/cost controls, accounting, program and task scheduling, quality management, risk management, document control, CBE/DBE compliance, progress reporting, Program Management Plan updates, and oversight and management of subconsultants and of other		12 Points

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Scored Evaluation Criteria	List Responsible Firm (Lead Firm or name of Subconsultant)	Maximum Possible Score
contractors		
Extent of experience in Program Communications, Public Information, & Outreach , including coordinating and overseeing the production of deliverables, resources, outreach, written materials, and other communications and outreach activities		3 Points
Extent of experience in Program Finance & Governance , including evaluating potential funding sources; coordinating with local and regional agencies, federal agencies, and key stakeholders; preparing annual capital and operating budget requests; and producing long term program funding plans, cash flow, and financing models		2 Points
Extent of experience in Program Planning and Environmental , including general on-call and support efforts related to the evaluation of system staging and phasing alternatives, route refinements, station location determinations, the analysis of operating and equipment requirements, identification of environmental constraints and potential impacts, adherence to FTA funding requirements		5 Points
Extent of experience in Program Procurement , including the development of Program Procurement Scope & Strategy, Program Procurement Plan Management, Program Professional Service, Procurement Support, Program Construction Contract Procurement Support, Bid Documents, Program Alternative Delivery Procurement Support, and Request for Qualifications/Proposals		3 Points
Extent of experience in Program Construction completing Project Schedule Management, Project Budget Management, Project Construction Oversight, Project Inspections, Construction Testing, Project Controls & Change Management, Project RFI Management, Utility Coordination Support, and Project Quality Assurance		5 Points
Extent of experience in Program Safety & Security Management , including ensuring compliance with all relevant plans and procedures as they pertain to safety and security, assisting with periodic safety and security audits, executing safety plans, providing revenue vehicle certification, and incorporating safety and security into all project aspects.		5 Points
Extent of experience in Program Operations, Maintenance, & Asset Management , including facilitating and leading O&M contract coordination meetings, developing work scopes and contract modifications; ensuring that O&M contract requirements are met and supporting periodic audits; advising on various O&M issues, and reviewing O&M contractor invoices, subcontract, and cost reimbursable proposals		5 points

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Key Personnel Background and Experience (Total – 60 Points Maximum)

The background and experience of Key Personnel will be evaluated and scored according to the extent to which the Key Personnel for each member of the Responding Team demonstrate the following:

Key Personnel	Scored Evaluation Criteria	Maximum Possible Score
<p>Program Director</p>	<ul style="list-style-type: none"> • Length and depth of experience (including number of projects and years of experience) in managing (i) major transportation or Transit Projects and (ii) projects of similar scope and complexity to the Project. • Extent of experience in DC region or similar major metropolitan areas. • Extent to which cited project experience demonstrates the ability to deliver a project of similar scope and complexity on-time and on-budget. • Demonstrated ability to manage subconsultants 	<p>3 Points</p> <p>1 Points</p> <p>2 Points</p> <p>2 Points</p>
<p>Deputy Program Director</p>	<ul style="list-style-type: none"> • Length and depth of experience (including number of projects and years of experience) in managing (i) major transportation or Transit Projects and (ii) projects of similar scope and complexity to the Project. • Extent of experience in DC region or similar major metropolitan areas. • Extent to which cited project experience demonstrates the ability to deliver a project of similar scope and complexity on-time and on-budget. 	<p>2 Points</p> <p>1 Point</p> <p>1 Point</p>
<p>Project Controls / Quality Assurance Manager</p>	<ul style="list-style-type: none"> • Length and depth of experience (including number of projects and years of experience) in the role of quality manager on Transit Projects, light rail and/or streetcar projects of similar size and complexity, responsible for the quality assurance reviews and oversight 	<p>1 Point</p>

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Key Personnel	Scored Evaluation Criteria	Maximum Possible Score
	activities. <ul style="list-style-type: none"> • Length and depth of experience developing, implementing, and maintaining quality management systems. • Evidence of relevant education, training and certification exceeding minimum requirements. 	1 Point 1 Point
Project Engineering / Design Quality Manager	<ul style="list-style-type: none"> • Length and depth of experience (including number of projects and years of experience) in design management of projects of similar size and complexity. • Length and depth of experience (including number of projects and years of experience) in managing design of light rail/streetcar projects. • Evidence of design or design management experience in DC or similar major metropolitan area. • Length and depth of experience (including number of projects and years of experience) as a professional engineer including experience as either the Engineer of Record or lead design engineer on Transit Projects, light rail and/or streetcar projects of similar size and complexity to the Project. • Evidence of project engineering experience in the DC region or similar major metropolitan area. • Evidence of project engineering experience in situations where life cycle performance and ease of maintenance were important characteristics. • Demonstrated ability to manage subconsultants 	2 Points 1 Point 1 Point 1 Point 1 Point 1 Point

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Key Personnel	Scored Evaluation Criteria	Maximum Possible Score
Construction Quality Manager	<ul style="list-style-type: none"> • Length and depth of experience (including number of projects and years of experience) in managing the construction of one or more Transit Projects of similar scope and complexity. • Length and depth of experience (including number of projects and year of experience) in managing the construction of light rail projects. • Extent of experience in DC region or similar major metropolitan areas. • Extent to which cited project experience demonstrates the ability to deliver a project of similar scope and complexity on-time and on-budget. • Demonstrated ability to manage subconsultants 	<p>2 Points</p> <p>1 Point</p> <p>1 Point</p> <p>1 Point</p> <p>1 Point</p>
Planning / Environmental Manager	<ul style="list-style-type: none"> • Length and depth of experience (including number of projects and years of experience) in planning and environmental management for projects of similar size and complexity. • Extent of experience in DC region or similar major metropolitan areas. • Extent to which cited project experience demonstrates the ability to meet performance requirements 	<p>2 Points</p> <p>1 Point</p> <p>1 Point</p>
Communications Manager	<ul style="list-style-type: none"> • Length and depth of experience (including number of projects and years of experience) in communications for transit, light rail and/or streetcar projects of similar scope and complexity. • Extent of experience in DC region or similar major metropolitan areas. • Extent to which cited project experience demonstrates the ability to meet performance requirements 	<p>1 Point</p> <p>1 Point</p> <p>1 Point</p>

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Key Personnel	Scored Evaluation Criteria	Maximum Possible Score
Program Procurement Lead	<ul style="list-style-type: none"> • Length and depth of experience (including number of projects and years of experience) in program procurement transit, light rail and/or streetcar projects of similar scope and complexity. • Extent of experience in DC region or similar major metropolitan areas. • Extent to which cited project experience demonstrates the ability to meet performance requirements 	1 Point 1 Point 1 Point
Program Scheduler	<ul style="list-style-type: none"> • Length and depth of experience (including number of projects and years of experience) in program scheduling for transit, light rail and/or streetcar projects of similar scope and complexity. • Extent of experience in DC region or similar major metropolitan areas. • Extent to which cited project experience demonstrates the ability to meet performance requirements 	1 Point 1 Point 1 Point

Changes in Responding Team Organization and Key Personnel

In the event that a Short-listed Responding Team seeks to change the composition of its team or Key Personnel for the Project (including additions to its team) at any time during the procurement process, such Short-listed Responding Team shall promptly seek DDOT’s approval of the proposed change and provide DDOT with sufficient details so as to facilitate DDOT’s consideration thereof. If a Short-listed Responding Team seeks to add one or more new Major Team Members or Key Personnel to its team, the proposed new member or key personnel shall provide all of the information that is required in this RFQ regarding Major Team Members or Key Personnel of a Responding Team. DDOT may in its sole discretion accept, reject or seek additional information regarding a Short-listed Responding Team’s request to make any such changes.

References

Each submittal shall contain three (3) references for the prime firm and the individual proposed as the Program Director. DDOT reserves the right to adjust firm and individual SOQ evaluation scores based upon information received through the reference process or if references are not able to be contacted.

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Oral Presentations/Interviews

Presentation teams

1. Limited to 5 presenters; all team members in attendance must participate in the presentation.
2. Presenters must include Program Director, Deputy Program Director, Project Engineering/Design Quality Manager, Construction Quality Manager and Planning/Environmental Manager.
3. Presentation – 70 minutes; Follow-up questions – 20 minutes

Questions

- a. Please provide an overview of your team’s organizational approach. Your presentation should include:
 - (1) Your team’s organization chart;
 - (2) Communications protocols;
 - (3) Plans for locating team members, including any co-location or field office strategies;
 - (4) Contingency plans for covering for staff absences of both short and longer term durations.
- b. Please provide an overview of your team’s approach for project controls as well as for quality assurance and quality control.
- c. Please provide your team’s approach to addressing the following project scenarios. Each of these scenarios is hypothetical and not intended to refer to a specific project or issue. Presentations should indicate knowledge of the DC Streetcar Program and of the local operating environment and be tailored to the general conditions of the streetcar program. However, presentations should not attempt to apply the questions to an actual specific existing DC Streetcar project or issue.
 - (1) DDOT has just completed an environmental assessment (EA) for a new streetcar line and has received a Finding of No Significant Impact (FONSI) from the project’s lead agency. Describe the process your team would use to advance the project to revenue service. Your team’s presentation should be comprehensive, describing the process through all steps. Your team should describe tasks you would conduct to assist DDOT in making informed decisions throughout the process. The presentation should provide examples of similar efforts completed by team members along with lessons learned through those efforts. Through the presentation, the team should highlight their knowledge of the

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transportation environment in the District of Columbia as well as showcasing experience on similar projects.

- (2) DDOT has determined that additional vehicles may be needed to achieve and/or maintain desired service levels on an existing streetcar line. Describe how your team would evaluate the need for new vehicles and the process your team would use to support DDOT in conducting a vehicle procurement.
- (3) DDOT is preparing its 5-year Capital Improvements Plan (CIP). Describe how your team would evaluate potential streetcar projects for inclusion in the CIP. The presentation should include your team's approach to evaluating and prioritizing projects. The presentation should also indicate your team's understanding of the streetcar program and the transit environment within the District of Columbia.
- (4) The District's streetcar operations and maintenance (O&M) contractor has not been meeting the operational performance targets set in their contract. Describe the general approach you would use to evaluate and resolve the issue. Your presentation should provide examples and knowledge from team members' experience on similar projects. Presentations should be general and not attempt to address the specific terms and conditions of any actual contract.
- (5) DDOT is about to establish streetcar service in a corridor that currently has high volume bus service. Describe how your team would work to optimize service in the areas, providing transit users with the highest level of service.
- (6) DDOT is about to begin construction on a new streetcar line. Describe your team member's experience in advancing rail transit projects through the construction phase. Your presentation should provide examples of problems faced in the field and the process used to resolve them. Presentations should indicate experience working in dense, mature urban environments with a mixture of infrastructure, technical and community challenges.

Evaluation of the Oral Presentation/Interview will be as follows:

1. In-depth team understanding of the Project – maximum score of 5 points
2. Offeror understanding of key stakeholders, permitting requirements, and strategy for public engagement – maximum score of 5 points
3. Offeror understanding of key issues and potential mitigation measures – maximum score of 5 points
4. Demonstrated capability of Offeror that Offeror's team used has used best practice, new technologies, and innovation on past projects, and will show how it will be implemented on the Project – maximum score of 5 points

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5. Offeror discussion of how quality will be incorporated throughout design and construction activities – maximum score of 5 points
6. Offeror's demonstrated in-depth knowledge of project scope, potential required services, proposed project approach, and responses to “questions” a through c(6) above, and in response to questions from Evaluation Board – maximum score of 25 points.

Possible Maximum Subtotal for interview: 50 pts.

Scoring Methodology

The Evaluation Board will review the submittals with reference to the evaluation factors specified in this Section in accordance with the rating scale provided in this Section and will assign a quantitative rating for each of the evaluation factors.

Rating Scale

Numeric Rating	Adjective	Description
0	Unacceptable	Fails to meet minimum requirements; e.g., no demonstrated capacity, major deficiencies which are not correctable; Proposer did not address the factor.
1	Poor	Marginally meets the minimum requirements; major deficiencies which may be correctable.
2	Minimally Acceptable	Marginally meets minimum requirements; minor deficiencies which may be correctable.
3	Acceptable	Meets requirements; no deficiencies.
4	Good	Meets requirements and exceeds some requirements; no deficiencies.
5	Excellent	Exceeds most, if not all requirements; no deficiencies.

Application of Rating Scale

The rating scale is a weighting mechanism that will be applied to the point value for each evaluation factor to determine the Offeror’s score for each factor. The Offeror’s total score will be determined by adding the Offeror’s score in each evaluation factor. For example, if an evaluation factor has a point value range of zero (0) to fifty (50) points, using the Rating Scale above, if the District evaluates the Proposer’s response as “Good,” then the score for that evaluation factor is 4/5 of 50, or 40 points.

If sub-factors are applied, the Offeror’s total score will be determined by adding the Offeror’s score for each sub-factor. For example, if an evaluation factor has a point value

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range of zero (0) to forty (40) points, with two sub-factors of twenty (20) points each, using the Rating Scale above, if the District evaluates the Offeror's response as "Good" for the first sub-factor and "Poor" for the second sub-factor, then the total score for that evaluation factor is 4/5 of 20 or 16 for the first sub-factor plus 1/5 of 20 or 4 for the second sub-factor, for a total of 20 for the entire factor.