



**QUALITY ★ EFFICIENCY ★ INTEGRITY**



OFFICE OF CONTRACTING  
& PROCUREMENT

# “GOOD TO GREAT” SERIES

Construction Management RFQ  
Market Response Analysis

November 29, 2018

# Agenda

- Personnel Introductions
- Construction Management Requests For Qualifications (RFQs) Background
- Evaluation Process
- Sample Evaluation Criteria
- Market Response Analysis
- Comment Example Responses
  - From Deficient to Superior
- Questions & Answers

# Status: CM Requests For Qualifications

## Awarded:

- Construction of Fiber Optic Networks along Freeways (WRA)
- Reconstruction of Hill East Water Front Phase 1 (Alpha Corp)
- Rehabilitation of Anacostia Freeway Bridges (Nos. 1016 & 1017) over South Capitol Street Construction Project RR (CES Consulting)
- CM Consulting Services for the I-295 / Malcolm X Ave. SE Interchange Improvements Project (Jacobs)

# Status: CM Requests For Qualifications

## Pending:

- Construction Management and Inspection Services for Rehab. of East Capitol Street Bridge over Anacostia River (*prepped for award*)
- CM Services for Installation of CCTV along Major Arterials in the District (*prepped for award*)
- Street Light Upgrade of the Metropolitan Branch Trail between Florida Avenue and Franklin Street NE (*prepped for award*)
- Replacement of 31st Street NW Bridge No. 3 over C&O Canal (*prepped for award*)
- DC PLUG Feeder 308 CM (*prepped for award*)
- Rehabilitation of New Jersey Ave NE from H Street to M Street (*in evaluation*)
- Rehabilitation of Maryland Avenue from 2nd St NE to 14th St NE (*in evaluation*)
- Parkside Pedestrian Bridge (*in evaluation*)
- Rehab Rock Creek Park Trail Project (*closing 12/7/18; A/E Schedule*)
- Reconstruction of Oregon Avenue NW from Military Road to Western Avenue and Western Avenue from Oregon Avenue to 31st Project (*closing 12/14; A/E Schedule*)

# Status: CM Requests For Qualifications

## Forecasted:

- Construction Management for Local Paving Restoration (*Expected release Q1 2019*)
- 16th Street Bridge over Piney Branch Blvd Rehabilitation (*Expected release Q1 2019*)
- Blair, Cedar and 4th Intersection Safety Improvements (*Expected release Q1 2019*)
- See the DTAP site for additional forecasted CM RFQs: <http://projects.ddotsites.com/>

Projects	↕ Maps	↕ Admin	↕ Fund Source	↕ Project Size	↕ Solicitation Type	↕ Calendar Year †
I-395 Overhead Traffic Signs	<a href="#">View Map</a>	IPMD	Federal	Scope 2	Construction Management	2019/2nd
Kenilworth Avenue NE Southbound Reconstruction	<a href="#">View Map</a>	IPMD	Federal	Scope 3	Construction Management	2019/2nd
Kenilworth Avenue Pedestrian Bridge Replacement	<a href="#">View Map</a>	IPMD	Federal	Scope 3	Construction Management	2019/2nd
Massachusetts Avenue NW Rehabilitation from 20th Street to Waterside Drive	<a href="#">View Map</a>	IPMD	Federal	Scope 3	Construction Management	2019/2nd
Revitalization of Martin Luther King Jr. Ave SE	<a href="#">View Map</a>	IPMD	Local	Scope 3	Construction Management	2019/2nd
Southern Avenue Phase 2	<a href="#">View Map</a>	IPMD	Federal	Scope 5	Construction Management	2019/2nd
Cleaveland Park Streetscape and Drainage Improvements	<a href="#">View Map</a>	IPMD	Federal	Scope 3	Construction Management	2019/3rd
Reconstruction of Florida Avenue NW from T Street to Barry Place	<a href="#">View Map</a>	IPMD	Federal	Scope 2	Construction Management	2019/3rd
Southern Avenue Phase 1	<a href="#">View Map</a>	IPMD	Federal	Scope 3	Construction Management	2019/3rd
Eastern Ave from New Hampshire Ave, NE to Whittier St NW	<a href="#">View Map</a>	IPMD	Federal	Scope 3	Construction Management	2019/4th

# Status: CM Requests For Qualifications

## Upcoming:

- DTAP for A/E Schedule Task Orders
- OCP Solicitations website for non-Schedule CM solicitations (e.g., DC PLUG)



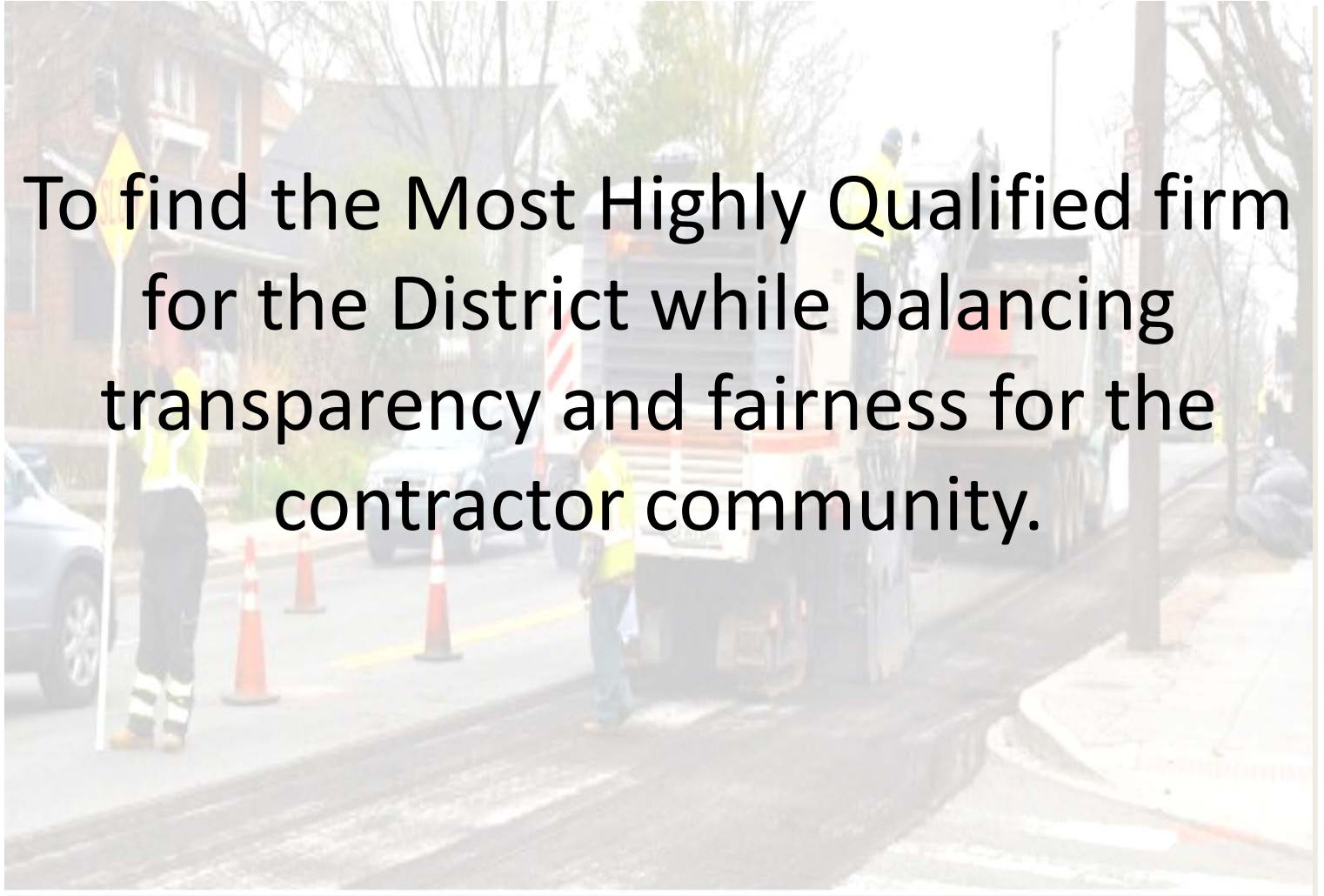
# The Procurement Lifecycle





# RFQ Evaluation Objective

To find the Most Highly Qualified firm for the District while balancing transparency and fairness for the contractor community.



# Evaluation Board Functions Include...

- Providing a record of what the evaluator(s) found in the response to the Solicitation
- Providing clear guidance as to why the evaluator selected or rejected the consultant in the solicitation process
- Developing issues for negotiation

# Throughout the Evaluation Process:

- ☑ Safeguard all responses
- ☑ Follow the evaluation criteria in the solicitation
- ☑ Maintain procurement integrity

- ☑ Document the file



# Architect-Engineer Evaluation Board

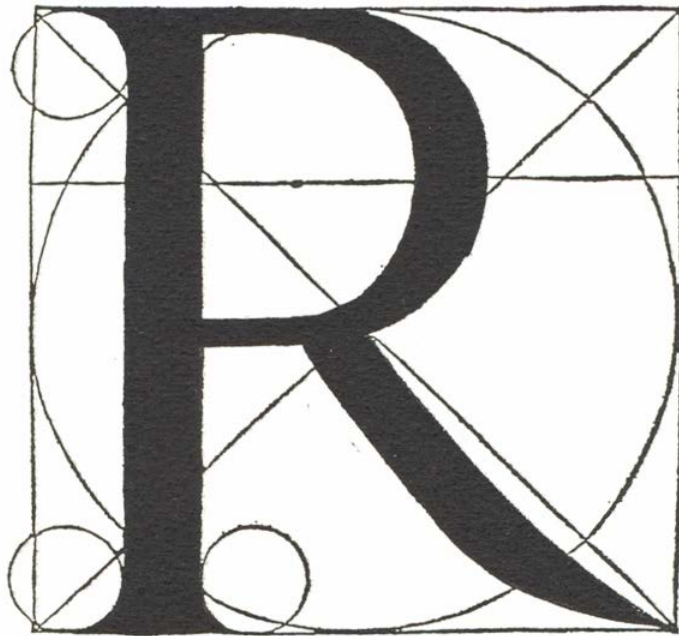
- Members vetted and appointed by the Contracting Officer (CO)
- Includes highly qualified professional employees of the District
- May include private practitioners of architecture, engineering, or related professions
- Evaluates the firms in accordance with the prescribed criteria
- Provides recommendations to the CO



# Process

- CO approves Evaluation Board, provides orientation and training
- CO receives, reviews and distributes offers
- Evaluators independently evaluate
  - All the technical aspects of each offer
  - Document, including narrative explanations
- Oral Presentations (when necessary)
- Consensus Meeting
- Chairperson submits selection report to CO

# Responsiveness



# Evaluation Criteria



Evaluation Criteria

SW Definitions



Rating Definition



# Evaluation Criteria: Federal Aid CM RFQs

The general evaluation factors and their relative importance are listed in each solicitation:

1. Professional qualifications necessary for satisfactory performance of required services.
2. The firm's specialized experience and technical expertise in construction management-agent and inspection, and in the scope of work specified in the solicitation.
3. Capacity to accomplish the work in the required time.
4. Past performance on contracts with Government agencies and private industry in terms of cost control, quality of work, and compliance with performance schedules.

# Evaluation Criteria: Federal Aid CM RFQs

The evaluation factors may sometimes also include:

5. Location in the general geographical area of the project and knowledge of the locality of the project; provided, that application of this criterion leaves an appropriate number of qualified firms, given the nature and size of the project.
6. 6. Acceptability under other appropriate evaluation criteria [project specific].

# Evaluation Criteria:

## 100% District Funded CM RFQs

The evaluation factors and their relative importance are listed in each solicitation.

1. Professional qualifications necessary for satisfactory performance of required services.
2. The firm's specialized experience and technical expertise in construction management-agent and inspection, and in the scope of work specified in the solicitation.
3. Capacity to accomplish the work in the required time.
4. Past performance on contracts with the District, other governmental entities, and private industry in terms of cost control, quality of work, and compliance with performance schedules.
5. Acceptability under other appropriate evaluation criteria [project specific criteria].

# Evaluation Criteria:

## 100% District Funded Example

### Project-Specific Criteria:

- a) The extent to which Offeror describes an understanding of the project's design complexities, and its experience and qualifications in overcoming the type of complexities identified (12 Points).
- b) The extent to which Offeror demonstrates an understanding of significant potential risks to successful performance, and describes its experience and qualifications in overcoming the type of issues and risks identified (11 Points).
- c) The extent to which Offeror demonstrates qualifications and experience regarding the implementation of best practices and strategies for this type of work including: communication between stakeholders, public outreach, experience utilizing QA/QC processes and their ability to ensure contract compliance, and identification, management, and mitigation of project risks (7 Points).

# Professional Qualifications Factor

- **What to Expect**: “Professional qualifications necessary for satisfactory performance of required services including professional qualifications of Key Personnel.”
  - Key personnel qualifications can be derived from education, certifications, professional registrations, trainings, licenses, and experience. (SF 330 Part I E)
- **Common Mistakes**: Resumes that are outdated and/or *not tailored specifically to the requirement*.

# Professional Qualifications Factor

- **Considerations to Increase Your Score:** Describe how the relevant qualifications tie into this specific project you are responding to and what the positive outcome could be.
- Propose personnel with qualifications greater than those required for the position. The additional qualifications must be relevant to the requirement, and the extent of value given may depend on how personnel presented exceed the requirement.

# Specialized Experience Factor

- **What to Expect**: “Specialized experience and technical competence in the types of work required.”
  - Evaluation of the work itself by comparing the experience presented in comparison to the scope of work.
  - Offerors should strive to match their experience to the solicitation requirement as closely as possible.
  - This may be in terms of dollar magnitude, complexity, risks, challenges, level of coordination, or type of work. (SF 330 Part I F)
- **Common Mistakes**: Offerors should tailor their experience examples to the requirement as closely as possible.
  - Provide as many specific examples needed (subject to solicitation page count or other solicitation limitations) to cover your firm’s assessment of the requirement.



# Specialized Experience Factor

- Considerations to Increase Your Score: A firm may achieve a higher rating by providing experience examples that are greater than the requirement in terms of complexity or magnitude.
  - When many of those individuals that performed the relevant experience are proposed and available to perform the current requirement.
  - Provide the dollar amount or other numerical indicator of the size of the project.

# Capacity Factor

- **What to Expect**: “Capacity to accomplish the work in the required time”.
  - Demonstrate the offeror’s understanding of the requirement such that sufficient personnel in terms of quantity and labor categories are proposed to successfully complete the project. (SF 330 Part I G and Part II)
- **Common Mistakes**: Often, offerors fail to adequately demonstrate the capacity of the firm and key personnel due to the key personnel’s current involvement on other projects, or the firm’s ongoing project portfolio.
  - In other words, explain how your firm is not overextended.

# Capacity Factor

- **Considerations to Increase Your Score:** Other times, it may be due to the scope of the project demanding a resource pool larger than the proposed team.
  - Be certain to demonstrate that (despite all of the work a firm may present in terms of experience) the firm has sufficient capacity to also successfully staff (with high quality resources) and perform the proposed work.
  - Explain how one can head up a team full time and still run the firm's day-to-day operations.

# Past Performance Factor

- **What to Expect**: “Past Performance on contracts with Government agencies and private industry in terms of cost control, quality of work, and compliance with performance schedules.”
  - This criterion evaluates the administration of the work.
  - Offerors should demonstrate how, when performing the relevant work experience, they were able to maintain acceptable quality, adhere to the schedule, and monitor and control costs (SF 330 Part I F) [i.e., provide project experience specifics].
- **Common Mistakes**: Many offerors miss addressing the specifics.
  - They assume their experience descriptions will cover this factor, but often, they do not sufficiently detail information to score higher than Acceptable.
  - This oftentimes results in a less than “acceptable” rating because evaluators are unable to assess these specific factors in the submission according the criteria.

# Past Performance Factor

- **Considerations to Increase Your Score**: A firm may achieve a higher rating by describing challenges encountered during performance with a relevant risk to quality, schedule, and/or cost, and how they managed the risk and achieved a positive outcome of the project.
  - Call out with specificity the topic headings of cost control, quality control and schedule compliance.
  - Do not assume the reviewer can find these topics in a general format.

# Rating Methodology

## Adjectives and Descriptions

- This data is built into FedSelect.
- The rating scale is as follows:

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.

# Example Comments:

## Factor Professional Qualifications

### Example: Unacceptable – Professional Qualifications

- The proposed Resident Engineer does not show required qualifications. Scope of Work document (Pg. 16/Section 4/paragraph a) states that the resident engineer shall have at a "minimum four years of construction experience as a Resident Engineer."
- TO Solicitation Section 4.d expressly requires a part time scheduler as Key Personnel. According to Part 1 section C (Proposed Team) the scheduling will be done by [subcontractor], no resume was submitted to support that and Standard Form 330 Page 1 Part II (General Qualifications) for [subcontractor] does not list anyone under the Scheduler code function for their firm or their branch. In short, the Offeror has failed to identify a Key Personnel position in its proposal. This is a major deficiency.



# Example Comments:

## Factor Specialized Experience and Technical Expertise

### Example: Poor – Specialized Experience and Technical Expertise

Although the Offeror presents acceptable experience and technical expertise, in the Statement of Qualifications (SOQ) there are major deficiencies which may be correctable. The deficiencies are missing information within the SOQ and missing resumes for Key Personnel.

Reference the following supporting comments:

- Poor: [The firm] has four employees listed on the organizational chart, however only two resumes were submitted. The firm is approximately 1 year old. None of the experience listed on the two resumes were performed through the firm. Due to this missing information in the Offeror's SOQ, the District has low confidence in their ability to perform the tasks listed in the organizational chart (Scheduling, Inspecting, Surveying, Drafting). Therefore the Offeror marginally meets the minimum requirements; major deficiencies which may be correctable.
- Unacceptable: All the example key projects that are listed on standard form 330 page four (Section G Key Personnel) for five of the eight proposed candidates are not supported by their resumes.
- There are inconsistencies with what is on the resumes and what is shown on Section G Key Personnel for the remaining three individuals. The Government is unable to assess the extent of specialized experience for the firm in the absence of information. Therefore the Offeror fails to meet minimum requirements.

# Example Comments: Factor Past Performance

## Example: Minimally Acceptable – Past Performance

- The Offeror marginally meets minimum requirements and demonstrates a deficiency which may be correctable. The deficiency is that Key Projects in Section G do not match the Key Project in Section F. They are entirely different projects, and in addition, the resumes do not match what is listed in Section G. It is not possible to verify which staff worked on which project. There are 3 different sets of project data that do not relate to each other. Given the examples provided, this gives the Government low confidence in the Offeror's ability to control cost, deliver quality work, and comply with the contractual schedule.
- The Offeror's responsibilities as a sub-consultant in the past are not of the same magnitude required of a prime consultant for this task. The sample projects 1-8 and 10, which are 90% of the sample projects provided and speak to the Offeror's role as a sub, whereas they should be speaking to the role of a prime. The Offeror has not demonstrated its capability to function as a prime on projects of similar size and scope.

# Example Comments: Factor Capacity

## Example: Acceptable – Capacity

- The Offeror stated that it has reviewed their workload and the workload of their subcontractors to create a robust team with built in redundancies to ensure they are available to perform this work in a timely manner. They stated that delivering the project on time and within the project budget is a function of effective coordination with third party utilities and ensuring the contractor progress according to plan.

In their SOQ, the Offeror has accounted for current and projected workload through inclusion of redundant staff resumes showing that firm has requisite depth and strength to manage multiple sites and varying workloads. This meets requirements.

# Example Comments: Factor Capacity

## Example: Acceptable – Capacity

- The Offeror describes the resources they have to accomplish the project and the available bench strength should project requirements change.

The Offeror describes the many capabilities and certifications of the construction inspectors to handle changing project needs.

The Offeror describes their outstanding record in providing timely delivery of services to clients and completing work at or below budget and within or ahead of schedule.

**For these reasons, the Offeror meets requirements; no deficiencies are noted.**

# Example Comments: Factor Past Performance

## Example: Good – Past Performance

- There are several signed past performance evaluation forms by [entity name] for individuals on the team as well as the Offeror. All the evaluations rate them as either good or excellent in the performance elements of cost control, quality of work, and compliance with performance schedules (see Section H, page 10).

The example past performance evaluations all relate to construction management tasks.

The Offeror meets requirements and exceeds some requirements; no deficiencies.

# Example Comments:

## Professional Qualifications

### Example: Excellent – Professional Qualifications

- Sample comment: The Office Engineer shall hold at a minimum a Bachelor of Science Degree in Civil Engineering or in Construction Management with minimum 4 years of construction experience.

Proposed Office Engineer/Senior Inspector – C. M. Sample has BS and MS degrees and 20+ years experience. He has the following licenses/certifications 2007/Professional Engineer (MD), License #12345, Construction Health and Safety Technician, DOT HazMat General and Security Awareness, Guidelines on Utility Cut Repair Techniques, MDE Responsible Personnel Certification, SHA Erosion and Sediment Certification.

**Exceeds most, if not all requirements; no deficiencies**

# Scoring Above Acceptable

In order to achieve a score above an Acceptable, offerors must:

- Demonstrate how their qualifications exceed at least some if not all of the requirements.
- For any given project, offerors should strive to exceed the minimum set of actual qualifications stated necessary to complete the project. Throughout, there must be a clear benefit to the District. This may include:
  - Reducing risk to performance, quality, schedule, or cost overrun; and
  - Incorporating details that are likely to increase the District's confidence in an offeror's ability to perform successfully.

# Scoring Above Acceptable

In addition, the following questions may be considered in improving your rating and score:

- Did you adequately and clearly address all requirements and evaluation criteria?
- Consider using a compliance matrix of requirements on the left column and personnel on the top row to demonstrate that all criteria have been met.



# General Observations from Recent Submissions

Review the submission from beginning to end to make certain that it fully tells your firm's overall qualifications. Sometimes it appears as if a different individual drafted each section and no one synchronized the individual pieces into a cohesive narrative.

# Questions to Consider for Scoring Above Acceptable

In addition, the following questions may be considered in improving your rating and score:

- Did you adequately and clearly address all requirements and evaluation criteria?
- Consider using a compliance matrix of requirements on the left column and personnel on the top row to demonstrate that all criteria have been met.
- Did you analyze the project, looking for risks/mitigations, benefits applicable to the District? If so, are those clearly stated in your submission?
- Did you tailor all resumes specifically to the requirements?
- Did you tailor your firm's experience to match (as close as possible) the parameters of the requirement being solicited?
- Did you select a team that precisely matches the needs of the requirement?

# Qualifications and Proposal Best Practices

- Point out that key members of your team worked together before, especially the subcontractors or why the proposed team projects to be a good fit. Remember, there is no requirement that they have done so.
- Using new subcontractors is perfectly acceptable, just tell us how /why the combination will work.
- If you propose a team, then tell how this will work (re responsibilities) and the governance structure. If it appears each half of the proposed team is responsible for 50% of the work, specify who is in charge/responsible for successful completion of the project.

# Qualifications and Proposal Best Practices

- Proofread your submission with a proofreader that did not write the proposal. While spelling and grammar are not evaluated, poor examples of each may leave a negative impression of the presentation.
- If there is a page limit, this does not mean that all of the limit must be used. Brevity is appreciated.
- Use a font that is easily read, and use white space to separate sections and major paragraphs. Evaluators must read hundreds of pages of proposals in a short time. Making a proposal easier to read is helpful.



## Certified Business Enterprise (CBE) Program

Michael Bing, Small Business Development Manager



# Agency Mission

“

*DSLBD is the catalyst that works with any stage entrepreneur across all industries to ensure that a business-related path to economic parity is available to all DC residents.*”



The **Department of Small and Local Business Development (DSLBD)** supports the development, economic growth, and retention of District-based businesses, and promotes economic development throughout the District's commercial corridors.



**A small business inclusion program that positions  
your business compete for DC government  
contracts.**



# Questions & Answers





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