

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF GENERAL SERVICES



SOLICITATION DCAM-20-CS-RFP-0024

CONSTRUCTION MANAGEMENT SERVICES

AMENDMENT NO. 6

Amendment Number 6 is hereby issued and posted on the Department's web site at dgs.dc.gov August 21, 2020. Except as otherwise noted, all other terms and conditions of the solicitation remain unchanged.

Amendment 6 contains revisions, additions or deletions to various sections of RFP DCAM-20-CS-RFP-0024. The changes are detailed below. For your convenience the changes are presented in the order they appear in the RFP. In addition, there are two attachments to Amendment 6. A revised Price Schedule and responses to the remaining questions received about the solicitation. Amendment 6 also extends the due date for proposals to September 3, 2020.

1. B.1

Delete: In its entirety.

Insert: **Introduction**

The District of Columbia (the “District”), acting and through its Department of General Services (“DGS” or the “Department”) is issuing this Request for Proposal (“RFP”) to engage multiple Project Management Consultant firms to provide construction/project management services to aid the Department’s Capital Construction Division executing its portfolio of construction projects. Projects may include schools, parks and recreation facilities, municipal buildings, fire and police stations, tenant improvement projects and others.

2. B.6

Delete: In its entirety.

Insert: For contracts in excess of \$250,000, at least 50% of the dollar volume of the contract shall be subcontracted in accordance with section H.9.

3. C.1

SCOPE, introductory paragraph

Delete: In its entirety.

Insert: The Department of General Services (DGS) is seeking multiple Project Management Consultant firms to provide Project/Construction

management (PM/CM or Contractor) services for the Department of General Services Capital Construction Division portfolio of projects including schools, parks and recreation facilities, municipal buildings, fire and police stations, tenant improvement projects and others. This solicitation is intended to establish multiple Indefinite Delivery/Indefinite Quantity (IDIQ) contracts to aid the Department with executing its portfolio of projects during the project life cycle from project inception through planning, bidding, design, preconstruction, construction and post construction (start up, activation and turnover) phases.

4. **C.3.8 Contractor**
Delete: In its entirety.
Insert: **Contractor** - Contractor under this solicitation refers to the Project Management Consultant firm.
5. **C.3.14 General Contractor**
Delete: In its entirety.
Insert: **General Contractor (GC)** - Hired by the Department through competitive means and responsible for coordinating and providing all of the material, labor, equipment and services necessary for the construction of the project. A general contractor often hires specialized subcontractors to perform all or portions of the construction work. When using subcontractors, the general contractor is responsible for the quality of all work performed by any and all of the hired subcontractors.
6. **C.3.17**
Delete: In its entirety.
Insert: **Project Management Software.** The contractor shall utilize the Department's ProjectTeam system in the management and execution of the assigned projects, to create project records and in communications with other project team members, such as General Contractors and AE firms. The project management software shall be utilized by all parties to submit any and all project documentation required to be provided, including, but not limited to: (i) requests for information; (ii) submittals; (iii) meeting minutes; (iv) invoices/applications for payment (full package including all forms required by the Department); (v) certified payrolls (in addition to upload via LCP Tracker); (vi) drawings and specifications; (vii) punchlist; and (viii) other documents as may be designated by the Department.
7. **C.3.18 Reimbursables**
Delete: In its entirety.
Insert: **Reimbursables** - costs and charges incurred by the Contractor for a variety of items directly attributable to a project and approved in advance by the COTR. Approved Reimbursables include, but not limited to, authorized business travel for travel beyond 50 miles from the project location (i.e.

mileage, food during travel, air travel, hotel, rental car and parking). Reimbursables may also include computer plotting/printing, photocopies, carrier services (US Mail, UPS, FedEx, etc.) if approved in advance by the COTR

8. C.3.24

Delete:

In its entirety.

Insert:

Third Party Agencies – Separate IDIQ contracts established by the Department to provide professional code and quality assurance inspections and testing, including but not limited to, plan review, 3rd party code inspections, material testing, commissioning services and industrial hygienist.

9. C.3.25

Insert:

Work - The term “Work” refers to any and all work done in performance of the services necessary to Fully Complete the Project.

10. C.5 REQUIREMENTS, first sentence

Delete:

the word “construction”.

11. C.5.1

Staff and Staff Qualifications

Delete:

In its entirety.

Insert:

C.5.1 Staff and Staff Qualifications

When directed by DGS, the Contractor shall provide staff to successfully manage, and oversee, on behalf of the Department, all on-site construction operations. The Contractor shall act as an advisor to the DGS and the DGS COTR to ensure the project is properly constructed, on time, and on budget.

The Contractor shall provide the following Key Personnel (under Section C.5.1.1) and additional staff to perform the required services. The Contractor shall ensure that all staff including subcontractors meet the minimum qualifications provided below and possess the required certifications or accreditations.

C.5.1.1 Key Personnel

The Contractor shall present and document the depth and professional credentialing of its staff, including the designated key personnel. The following positions are considered Key Personnel and essential to the successful completion of the required services described in Section C. Please see Section H.13 Diversion Reassignment and Replacement of Key Personnel. The Contractor shall maintain a depth and professional credentialing of its staff, including the following designated key personnel.

- (a) Principal/Construction Executive: A senior executive with extensive experience in real estate and construction management fields organizing and managing large or medium building construction projects of similar complexity and magnitude.
- (b) Senior Project Manager: Qualified professional with over 7 years of experience in the construction management field, including planning, budgeting, managing and overseeing the project life cycle of building construction projects over \$7.5M with proven ability to navigate project through permitting process. Candidates for this position shall possess one of the following professional credentials including RA, PE, PMP, CCM, or LEED.
- (c) Project Manager: Qualified professional with 4 to 7 years of experience in organizing, managing and overseeing the project life cycle of building construction projects over \$7.5M.

C.5.1.2 Additional Staff

The Contractor shall provide the following additional staff:

- (a) Construction Manager: Qualified professional with over 5 years of experience in overseeing and leading a range of building construction projects from beginning to end. The candidate must have knowledge of construction methodologies, schedule management and quality management. Candidate must exhibit strong communications skills.
- (b) Assistant Project Manager: Qualified professional with 1 to 3 years of experience in organizing and managing a range of building construction projects from beginning to end.
- (c) Scheduler: Qualified certified professional in this field with a minimum of 5 year of experience in construction project scheduling with Government and/or commercial contracts, utilizing P6. The candidate must have experience with Work Breakdown Structures, Critical Path Method, cost loading methods and delay claims and time impact analysis (TIA).
- (d) Cost Estimator: Qualified certified professional in this field with over 5 years of related cost estimating, claims analyses and construction change order estimating experience.
- (e) Quality Control Inspector: Qualified professional in this field with over 5 years of related experience.

- (f) Security Systems Consultant: Qualified professional in this field with over 5 years' related experience.
- (g) Specification Writer: Qualified professional with 3 to 5 years of experience in this field with related experience utilizing MasterSpec for building construction projects.
- (h) Noise/Acoustical Engineer, Sr.: Qualified professional engineer in this field with 3 to 5 years of related experience.
- (i) Information Technology (IT) Engineer: Qualified professional in this field with 3 to 5 years of related IT experience in construction projects
- (j) Permitting Expeditor: Qualified professional with over 3 years of experience in this field, with extensive related experience in coordinating, managing and expediting approvals and services with authorities having jurisdictions (AHJ's); including but not limited to DCRA, DOEE, DDOT, PEPCO, DC Water and Washington Gas..
- (k) General Site Civil Inspector: Qualified professional in this field with over 7 years of extensive related experience.
- (l) Interior Finishes Inspector: Qualified professional in this field with over 5 years of extensive related experience.
- (m) M/E/P Inspector: Qualified professional in this field with over 7 years of extensive related experience
- (n) Safety/OSHA Inspector: Qualified certified professional in this field with over 5 years of extensive related experience and OSHA certified.
- (o) Move Coordinator: Qualified professional in this field with 3-5 years of related experience in building construction projects.

12. Section C.5.2

Delete: In its entirety.

Insert: **C.5.2 Project Life Cycle Support**

The Contractor shall be knowledgeable of the project life cycle requirements and shall support the Department from project inception through project turnover as assigned by the department, including

project planning, bidding, design, preconstruction, construction and post construction (start up, activation and turnover) phases. Specific requirements are further discussed below in Sections C.5.3 – C.5.5.

13. C.5.3

Delete:

In its entirety.

Insert:

C.5.3 Pre-Construction Services – At a minimum, the Contractor shall perform the following as directed by the Department:

- (a) Develop Scopes of Work and/or performance specifications for design, construction and/or design-build projects. Consult with client agencies in completing this task.
- (b) Assist DGS in developing solicitations and provide subject matter expert (SME) opinions when requested by the Department.
- (c) Develop independent government estimates (IGE's) and update regularly as directed by the Department.
- (d) Perform design and constructability reviews for each phase of the design

14. C.5.4

Delete:

In its entirety.

Insert:

C.5.4 Construction Services - At a minimum, the Contractor shall perform the following as directed by the Department:

C.5.4.1 Change Orders

The Contractor shall develop and implement a system for the preparation, review, and processing of construction change directives and change orders including at a minimum the following:

- (a) Respond to situations or occurrences, which warrant a change order in an expeditious manner;
- (b) Evaluate the GC's proposal cost and make a formal recommendation to the COTR regarding acceptance of the proposal for a Change Order;
- (c) Estimate the cost of all change orders and identify and recommend areas to negotiate final costs with the GC; prepare supporting documentation for use by the Department for negotiations;

- (d) Verify that all changes have been authorized. If any unauthorized work has been identified on the drawings or in the field Contractor shall bring these items to the COTR attention immediately;
- (e) Provide Change Order Package to the COTR including relevant written information, all costs and potential impact(s) on project budget, project scheduling, suggested alternatives to achieve cost/time effectiveness; cost and scheduling data which are in accord with the contract requirements, and furthers the goals for development of the project. Prepare a written cost estimate, provide technical assistance during negotiations, document negotiations, and prepare appropriate documentation to be forwarded to the COTR for issuance of change orders;
- (f) Advise the COTR on all scope and cost changes to the contract as the result of client and implementing agencies, A/E, changes due to existing conditions or complications or GC's error or omission; and
- (g) In the event of major scope changes during construction, prepare an estimate for the change in scope in a format approved by the COTR. Estimates shall be completed within a mutually agreed time frame that does not impact the project schedule in a negative manner.

C.5.4.2 Claims

The Contractor shall support the COTR in the defense and resolution of any claims related to the Project including at a minimum the following:

- (a) Receive all notices of claims by Contractors against the District for additional cost or time due to any alleged cause and perform a preliminary evaluation of the contents of the claim.
- (b) Perform claims analysis and validation in accordance with the terms and conditions of the applicable contract and the Department's Standard Contract Provisions.
- (c) Obtain factual information concerning the claim, and provide a written recommendation to the COTR that includes all costs and potential impact(s) on project scheduling.
- (d) Suggest alternatives, which may be more cost effective, both with respect to costs and scheduling.
- (e) Support all recommendations with cost and scheduling data, which are in accord with the contract requirements, can be accommodated

within the project budget, and furthers the Client's goals for development of the project.

- (f) Prepare a written cost estimate, provide technical assistance during negotiations, and prepare appropriate documentation to be forwarded to the COTR for issuance of change orders.
- (g) Prepare an Impact Evaluation Report, reflecting the actual impact on the Construction Schedule and provide in the report a narrative including a recommendation for action to COTR.
- (h) Prepare claim estimates based on the alleged cause of claims submitted by the GC and prepare alternate estimates based on varying scenarios of the claim cause. Transmit and document the estimates claim rulings and negotiation of claims with the GC on behalf of DGS. Make a final recommendation to DGS concerning settlement or other appropriate action.

C.5.4.3 GC Applications for Payment

The Contractor shall develop and implement a procedure for the review and processing of the GC's applications for payment including at a minimum the following:

- (a) Review and reconcile the GC's Schedule of Values (SOV) for each of the activities included in the Construction Schedule and recommend to the COTR ways to improve. Use this approved document to initialize the progress payment schedule for the Construction Phase. The SOV shall be broken down into activities and in accordance with COTR's desired format.
- (b) Review and validate the GC's invoices; submit invoices to the COTR for payment with recommendation for payment or identification of items requiring additional documentation or explanation.
- (c) Coordinates applications for payment processing with ProjetcTeams and PASS requirements

C.5.4.4 Project Schedule

The Contractor shall review and verify the accuracy of the GC's detailed Construction Schedule and once approved, distribute among the appropriate parties as identified by the COTR. The Contractor shall ensure the GC's Construction Schedule uses the critical path method and is

broken down into activities showing the sequence of the construction activities. The Construction Schedule shall be the contractual schedule by which the construction will be sequenced and the basis for measuring the project's progress and the GC's performance. The Contractor shall at a minimum:

- (a) Review, critique and approve the baseline schedule provided by the general contractor
- (b) Maintain and update the Construction Schedule on behalf of the District and track milestone activity against the schedule of record maintained by the GC in Primavera 6.
- (c) Review the progress of construction with the GC, observe work in place and properly stored materials on a daily basis, and evaluate the percentage complete of each construction activity as indicated in the construction SOV.
- (d) Prepare and distribute Weekly Progress Reports including Construction Schedule updates. After an evaluation of the actual progress as observed, assign schedule activities percentage-complete values in conjunction with the GC; Reflect in the schedule, actual progress as compared to schedule progress noting variances (if any).

C.5.4.5 Construction Monitoring

The Contractor shall utilize spot-checking, selective sampling, and other similar methods of general observation to provide the on-going monitoring of construction activities. The Contractor shall at a minimum:

- (a) Confirm that as-built drawings are maintained by the GC as required by the GC's contract; verify the accuracy and completeness of all as-built drawings, and assure that the GC maintains and updates the drawings on a regular basis and includes all actual locations and routings of services, all changes from the original documents, field changes, final details, actual dimensions, and other similar items on the drawings. Compare this set of plans to construction GC's set as changes occur. Reconcile any differences;
- (b) Maintain a separate, complete, and updated set of as-built drawings throughout the project for verification purposes against the GC's records;
- (c) Monitor the GC's performance as to consistency cost, quality and schedule monthly;

- (d) Issue a GC Performance Report;
- (e) Maintain Daily Log;
- (f) Provide Daily Report;
- (g) Review building materials for compliance to contract requirements; the Contractor shall maintain records of all reviews in the Daily Log;
- (h) Ensure that all installation and construction work adheres to contract requirements (including testing equipment, material, utilities, etc., before and after installation to verify initial and final state);
- (i) Review and interpret drawings, specifications and shop drawings for completion and accuracy; the Contractor shall document all reviews in the Daily Log;
- (j) Advise the PM of any specialized construction required to fabricate/install systems or sub-components and identify lead times for material/equipment that may impact the construction schedule;
- (k) Ensure GC and subcontractors comply with current labor and safety regulations;
- (l) Ensure receipt of Subcontractor Plan and that the necessary qualifications and special requirements are met by all contractors on the project, most notably subcontractors;
- (m) Ensure A/E & GC meet all federal and District regulatory abatement requirements;
- (n) Maintain procedures utilizing Project Team to ensure effective document control and record keeping including at a minimum:
 - 1. Provide and maintain central location for archiving and storage of building drawings, computer files, design and construction correspondence, regulatory information, estimates/payment, QA/QC, materials, zoning, historical preservation, energy and other special documents;
 - 2. Set up and maintain filing system and Project working folders for both Contractor and PM

3. Maintain organized construction files; provide administrative assistance to support document/file maintenance during the construction period
4. Maintain construction related documents including but not limited to the Construction Schedule, As Built Drawings, Change Orders, Applications for Payment, Claims, Meeting minutes and communication, Project Logs, Daily Reports, GC Performance Reports, Weekly Progress Reports, Photo Progress Reports, Inspection and Turnover Documents, and Training Materials
5. Maintain electronic files of Construction Related Documents

(o) Provide assistance with the acquisition of all required Permits.

C.5.4.6 Inspection Services

The Contractor shall provide inspection services including at a minimum the following:

- (a) Responsible for inspecting GC's work to ensure that it is in accordance with specifications and drawings. In the case of defective workmanship or noncompliance, Contractor will coordinate with the COTR to withhold payment until corrective action is taken by the General Contractor.
- (b) Engage, coordinate and monitor the services of Third Party agencies. Coordinate the technical inspection and testing provided by other third parties; include the results of inspection and testing in the Project Daily Reports.
- (c) Coordinate with DGS PM to determine if the facility is substantially complete according to the contract requirements and provide the required documentation. When the facility is substantially complete, develop a work list before recommending Beneficial Occupancy inspection.
- (d) Recommend whether the facility is ready for Beneficial Occupancy inspection by the PM. If the contractor's request for Beneficial Occupancy inspection is denied, provide an explanation to the PM, delineating prerequisites not yet satisfied. If facility is ready for Beneficial Occupancy inspection, conduct Beneficial Occupancy inspection with contractor, using and implementing agency, and A/E and prepare a comprehensive punch and coordinate the inspections that may be performed by others that may be performed by others.

- (e) Transmit the punch list to the GC and PM. Monitor the corrective work signing off each deficiency as it is corrected. Prepare a project specific checklist of the items contractually required before the contract can be considered ready for final acceptance. Provide all documentation required for final payment and close-

15. C.5.5

Delete:

In its entirety.

Insert:

C.5.5 Post Construction Services - At a minimum, the Contractor shall perform the following as directed by the Department:

- a) Coordinate the turnover of the completed facility to facility managers, ensuring that equipment and system testing, commissioning and start-up take place.
- b) Ensure that all documents required for project close out are being developed, submitted and upload into Project Teams by the Contractor including but not limited to warranties, As-Built drawings, submittal, Operation and Maintenance Manuals, and training materials. Organize equipment start-up seminars and training with the contractor and facility personnel and supervise start-up testing and balancing of all equipment and systems.
- c) Coordinate project closeout and turnover activities with the Department's designated turnover manager

16. C.5.9 Renumbered C.5.6 and revised as follows:

C.5.6 Meetings, Reports, and Communication

The Contractor, utilizing ProjectTeam, shall at a minimum provide the following to ensure the timely dissemination of information and to foster open lines of communication between the GC, PM, and A/E to provide access to the original or copies of all such materials upon the request by the District for a period of three (3) years after completion of the Project.

C.5.6.1 Meetings

The Contractor shall at a minimum:

- (a) Attend weekly Progress meetings with the PM and GC representatives;

- (b) Attend any other meetings related to the project;
- (c) Develop, review and revise all meeting minutes within 72 hours of meeting end time. In addition, if requested by the PM, the Contractor shall prepare and distribute meeting minutes for these meetings within 72 hours of meeting end time; weekly Project status meetings and other Project meetings as necessary to ensure fulfillment of the required services

C.5.6.2 Reports

The Contractor shall provide and maintain at a minimum the following:

- (a) A detailed daily report. Submit daily reports to the PM on the status of construction, including updated copies of all Logs maintained at the site for items that include but are not limited to change orders, claims, submittals, etc. Reports shall be made available to the PM at all times and shall be turned over to the PM, hole-punched and in labeled and tabbed binders per location, and presented in hard and soft/electronic format at the completion of the project.
- (b) Prepare and disseminate Weekly Progress Report and GC Performance Report.
- (c) Complete and submit Incident Reports within twenty-four (24) hours of incident to the PM or elsewhere, which affect, or may be expected to affect, Project progress.
- (d) Logs - All logs shall be maintained in 3-ring binders and Project Teams and labeled with all necessary back up information included. Logs shall be made available to the PM at all times and shall be turned over to the PM, hole punched and in labeled and tabbed binders Project Logs
 1. Maintain a Daily Log to document the projects day to day activity including for example technical and procedural conflicts and the resolution of each, results of site visits, inspections status of
 2. Construction, including updated copies of all logs maintained at the site for change orders, claims, submittals,
 3. Maintain Project logs of all clarifications requested by the GC A/E, client and implementing agency. Provide written notifications to the Design AE's requesting

design clarification, inform them of delays that may be caused, and advise them accordingly.

4. Create and maintain logs of any and all sorts as requested by the PM.
- (e) Develop and maintain an updated Deliverables Distribution List.
- (f) Assist the PM with responses to project inquiries; ensure timely processing of, and response to, project documentation such as correspondence, Request for Information (RFI's), Request for Proposals.
- (g) (RFP's), material submittals Change Order (CO) documentation, and any other documentation requested by the PM.
- (h) Provide progress photos weekly, a minimum of one (1) per scope item or area per week whether or not any work was done during the previous week. Photographs shall be labeled with: the name of the Project, the scope item or area name, and the date taken. These photos shall be provided via email and uploaded into Project Teams as requested by the PM and compiled onto three (3) CD-ROM per site and delivered to the PM upon Project completion.
- (i) Deliver Project documentation, submittals, material, and equipment of any sort to clients, agencies, consultants, GC as needed.

17. C.5.10 Renumbered C.5.7

18. F.3 DELIVERABLES

Delete: In its entirety.

Insert: **F. 3 DELIVERABLES**

The Contractor shall perform the activities required to successfully complete the Department's requirements and submit each deliverable in hard copy and soft copy to the COTR identified in Section G.9 in accordance with deliverables described in each Task Order (Section G.10). Typical Deliverables are discussed in C.5.6.2

19. G.9.2 COTR, at the end of the section

Insert: Each Task Order awarded pursuant to Section G.10 will identify the COTR for each Task Order.

20. H.9.1

Delete:

In its entirety.

Insert:

H.9.1 Mandatory Subcontracting Requirements

H.9.1.1 For all contracts in excess of \$250,000, at least 50% of the dollar volume of the contract shall be subcontracted to qualified small business enterprises (SBEs).

H.9.1.2 If there are insufficient SBEs to completely fulfill the requirement of paragraph H.9.1.1, then the subcontracting may be satisfied by subcontracting 50% 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.

H.9.1.3 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 H.9.1.1 and H.9.1.2.

H.9.1.4 Except as provided in H.9.1.5 and H.9.1.7, 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, 50% 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.

H.9.1.5 If the prime contractor is a certified joint venture and has been granted a bid preference pursuant to D.C. Official Code § 2-218.43, or is selected through a set-aside program, the CBE member of the certified joint venture shall perform at least 50% of the contracting effort with its own organization and resources and, if it subcontracts, 50% of the subcontracting effort shall be with CBEs. If the CBE member of the certified joint venture prime contractor performs less than 50% of the contracting effort, the certified joint venture shall be subject to enforcement actions under D.C. Official Code § 2-218.63.

H.9.1.6 Each CBE utilized to meet these subcontracting requirements shall perform at least 35% of its contracting effort with its own organization and resources.

H.9.1.7 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.

21. H.9.2

Delete: In its entirety.

Insert: **H.9.2 Subcontracting Plan**

If the prime contractor is required by law to subcontract under this contract, it must subcontract at least 50% of the dollar volume of this contract in accordance with the provisions of Section H.9.1 of this clause. The plan shall be submitted as part of the proposal and may only be amended after award with the prior written approval of the CO and 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:

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

22. I.2

Delete: Attachment J.1.1.

Insert: Attachment J.1

23. J.9

Delete: In its entirety.

Insert: A revised Attachment J.9 is provided as Attachment A to Amendment 6.

24. L.2.3 Proposal Content

Delete: In its entirety.

Insert: **L.2.3 Proposal Content**

L.2.3.1 Volume 1 Technical Proposal. The Technical proposal shall be prepared in accordance with the instructions and format given in this section. Failure to provide a Technical proposal that does not follow the instruction may render an Offeror's proposal incomplete and unacceptable for award (non-responsive). Offerors are strongly cautioned to follow the format below in preparing their proposals. This will allow for ease of evaluation. Proposals will be evaluated in accordance with the

evaluation criteria listed in Section M.3, Evaluation Criteria. Technical Proposals shall not include price or pricing information.

L.2.3.1.1 Relevant Experience and Capabilities (20 Points)

The Department desires to engage a Contractor with the experience necessary to successfully complete the required work as described in Section C of this RFP. The Offeror shall submit the following to demonstrate the Offeror's relevant experience and capabilities managing construction projects in the capacity of an owner's representative, program manager or similar role;

- (a) A description of a minimum of five (5) projects completed within the last 5 years detailed to include the following that best illustrate the Offeror's relevant PM/CM experience and capabilities:
 - 1. Project name and location;
 - 2. Name, address, contact person and telephone number for owner reference;
 - 3. Offeror's role on the project – Provide description of the work performed by the Offeror; including comparisons to the work of this solicitation ;
 - 4. Award and final construction cost (provide actual figures for completed projects).
 - 5. Period of Performance
 - 6. Identification of key personnel involved in the selected projects who are proposed to work on this project;
- (b) Offeror shall ensure that a minimum of three (3) Past Performance Evaluation forms (Attachment J.8) are completed and submitted on behalf of the Contractor directly to James Marshall at james.marshall@dc.gov by the due date for proposals (L.4.2). Past performance evaluations must be completed by client entities.

L.2.3.1.2 Project Management Plan (30 Points).

Offeror's shall submit a detailed Project Management Plan (PMP) which reflects a clear understanding and knowledge of the required Construction Management services, managing construction projects in the capacity of an owner's representative, program manager or similar role, described in Section C. At a minimum Offeror's PMP shall include:

- (a) Description of the Offeror's methodology and overall approach to successfully managing capital construction and renovation projects by fulfilling the requirements described in Section C. The Offeror

shall include specific discussion on their approach to manage a project throughout its life cycle including preconstruction, construction and post construction services as described in Sections C.5

- (b) Describe the capability and experience of the firm and team on using project management tools and applications. Provide samples developed by Offeror from past projects on the following:
 - 1. CPM Schedule with critical path identified
 - 2. Review letter of a GC schedule submission
 - 3. Detailed project estimate
 - 4. Change order log
 - 5. Discuss plans to maintain project files and records.
- (c) Identify the key personnel and discuss their specific roles and contribution to achieving successful projects.
- (d) Describe your approach to demonstrate your ability to navigate the permitting and entitlement process with regulatory agencies and Utilities. .
- (e) Describe approach to managing risk including experience in performing peer design review, constructability reviews and value engineering. Include sample of a previously developed risk register.
- (f) Describe approach to managing claims and change orders including establish entitlement, required documentations, approach to negotiations and determining what is considered fair and reasonable

L.2.3.1.3 Key Personnel (20 Points).

Offeror shall assign personnel with relative experience in completing similar projects on-time and on budget and meeting the minimum qualifications listed under Section C.5.1.1. The availability and relative experience of the key personnel managing construction projects in the capacity of an owner's representative, program manager or similar role will be evaluated as part of this element. The Offeror shall at a minimum:

- (a) Provide the indicated number of resumes for the following:
 - 1. Principle/Construction Executive (1)
 - 2. Senior Project Manager (3)
 - 3. Project Manager (3)

The resumes shall discuss and highlight the experience and qualification each key personnel has delivering successful construction management services as described in Section C

- (b) Letters of reference for each Key Personnel provided by client entities. The reference letter shall identify the Key Personnel, the project the Key Personnel worked, the role of the Key Personnel and the Key Personnel's performance.

L.2.3.2 Volume 2 Price Proposal (30 Points)

L.2.3.2.1 Provide completed pricing sheets from Section-B.4.1 – B.4.6 of this RFP (Attachment J.9).

L.2.3.2.2 Price Proposal Attachments

The Offeror shall complete and provide the following Attachments:

- (a) Equal Employment Opportunity Employer Information Report and Mayor's Order 85-85, Attachment J.3.
- (b) Bidder-Offeror Certification Form. Each Offeror shall complete and submit with its Price Proposal the Bidder-Offeror Certification Form attached hereto as Attachment J.7. An Offeror who submits an incomplete or improperly or inaccurately completed Bidder-Offeror Certification Form may be deemed non-responsive.
- (c) Clean Hands Certification available at mytaxdc.gov.

25. L.4.2

Delete: August 27, 2020
Insert: September 3, 2020

26. L.18

The following firms participated in the Pre-proposal Conference but were inadvertently left off of the list provided in Amendment 5.

Longobardi & Associates	clifton@longobardi-associates.com
Telecommunications Development Group	RRichmond@telcomdc.com
Temple Group	rbarnes@thetemplegroup.com

27. M.3 EVALUATION CRITERIA

Delete: In its entirety.

Insert: **M.3 EVALUATION CRITERIA**

Proposals will be evaluated based on the following evaluation factors in the manner described below:

M.3.1 Technical Proposal - Volume 1

70 Points

The Technical Proposal must include necessary information to enable evaluators to form a concrete conclusion of the Offeror's ability to perform the work identified in Section C. The evaluation of each Technical Proposal shall measure the ability of the Offeror to effectively provide construction management services as described in Section C provided in response to the submission requirements specified in Section L.2.3. The Technical evaluation will be worth 70 (seventy) points. The total points are distributed in accordance with the following:

M.3.1.1 Relevant Experience and Capabilities (0 - 20 points) –

As an owner's representative, program manager or similar role

M.3.1.2 Project Management Plan (0 - 30 points) – for similar role as an owner's representative, program manager or similar role

M.3.1.3 Key Personnel (0 - 20 points) - for similar role as an owner's representative, program manager or similar role

M.3.2 Price (0 - 30 points)

M.3.2.1 Price Proposal – Volume 2

30 Points

The price evaluation will be objective and will be worth 30 (thirty) points. The Department will evaluate the offerors total proposed Grand Total provided in Section B.4.6. The offeror with the lowest price will receive the maximum price points. All other proposals will receive a proportionately lower total score. The following formula will be used to determine each offeror's evaluated price score:

$$\frac{\text{Lowest price proposal}}{\text{Price of proposal being evaluated}} \times \text{weight} = \text{Evaluated price score}$$

M.3.3**Preference Points****12 Points**

The maximum preference points a Contractor can receive is 12. The preference points as described in M.5 will be added to the Contractor's evaluation score.



Franklin Austin
Contracting Officer

August 21, 2020

Date

End of Amendment No. 6

Solicitation DCAM-20-CS-RFP-0024
Construction Management Services
Amendment 6

Attachment A

B.4 PRICE SCHEDULE

The Contractor shall provide a Price Per Unit for each of Contract Line Item Numbers (CLIN) listed in the tables that follow. The Price Per Unit is Labor Hour. The Contractor shall provide Price Per Units for each CLIN for the base year and each of the four option years. With the exception of a Not to Exceed Amount of \$25,000 for approved Reimbursables, the Price Per Unit represents the Contractor's sole compensation for work performed pursuant to the Scope of Work (Section C) and the Ordering Clause (Section G.10). As such the Contractor shall ensure that the Price Per Unit is a fully loaded rate inclusive of all costs to deliver the required services.

The Estimated Quantities provided in the tables are for evaluation purposes only. The Estimated Quantities will be used to determine the Contractor's Extended Price and Total Price for the Base Year, each Option Year and Grand Total Price. The Grand Total Price will be used to evaluate the Contractor's Price as described in Section M.4.2.

B.4.1 Base Year (one year from date of award)

CLIN	Item Description	Price Per Unit	Estimated Quantity*	Extended Price*
001	Principal/ Construction Executive	\$_____ per hour	96	\$_____
002	Senior Project Manager	\$_____ per hour	2080	\$_____
003	Project Manager	\$_____ per hour	2080	\$_____
004	Construction Manager	\$_____ per hour	1040	\$_____
005	Assistant Project Manager	\$_____ per hour	1040	\$_____
006	Scheduler	\$_____ per hour	192	\$_____
007	Cost Estimator	\$_____ per hour	192	\$_____
008	Quality Control Inspector	\$_____ per hour	520	\$_____
009	Security Systems Consultant	\$_____ per hour	120	\$_____
010	Specification Writer	\$_____ per hour	120	\$_____
011	Noise/Acoustical Engineer	\$_____ per hour	80	\$_____
012	Information Technology (IT) Engineer	\$_____ per hour	96	\$_____

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Attachment J.9 Price Schedule (Revised)

CLIN	Item Description	Price Per Unit	Estimated Quantity*	Extended Price*
013	Permit Expeditor	\$_____ per hour	192	\$_____
014	General Site Civil Inspector	\$_____ per hour	540	\$_____
015	Interior Finishes Inspector	\$_____ per hour	540	\$_____
016	M/E/P Inspector	\$_____ per hour	1040	\$_____
017	Safety/OSHA Inspector	\$_____ per hour	96	\$_____
018	Move Coordinator	\$_____ per hour	120	\$_____
019	Reimbursables			Not to Exceed \$25,000
Total B.4.1 Base Year				\$_____

*** Evaluation Purposes Only**

B.4.2 Option Year 1

CLIN	Item Description	Price Per Unit	Estimated Quantity*	Extended Price*
101	Principal/ Construction Executive	\$_____ per hour	96	\$_____
102	Senior Project Manager	\$_____ per hour	2080	\$_____
103	Project Manager	\$_____ per hour	2080	\$_____
104	Construction Manager	\$_____ per hour	1040	\$_____
105	Assistant Project Manager	\$_____ per hour	1040	\$_____
106	Scheduler	\$_____ per hour	192	\$_____
107	Cost Estimator	\$_____ per hour	192	\$_____
108	Quality Control Inspector	\$_____ per hour	520	\$_____
109	Security Systems Consultant	\$_____ per hour	120	\$_____
110	Specification Writer	\$_____ per hour	120	\$_____
111	Noise/Acoustical Engineer	\$_____ per hour	80	\$_____
112	Information Technology (IT) Engineer	\$_____ per hour	96	\$_____
113	Permit Expeditor	\$_____ per hour	192	\$_____
114	General Site Civil Inspector	\$_____ per hour	540	\$_____
115	Interior Finishes Inspector	\$_____ per hour	540	\$_____
116	M/E/P Inspector	\$_____ per hour	1040	\$_____
117	Safety/OSHA Inspector	\$_____ per hour	96	\$_____
118	Move Coordinator	\$_____ per hour	120	\$_____
119	Reimbursables			Not to Exceed \$25,000
Total B.4.2 Option Year 1				\$_____

*** Evaluation Purposes Only**

B.4.3 Option Year 2

CLIN	Item Description	Price Per Unit	Estimated Quantity*	Extended Price*
201	Principal/ Construction Executive	\$_____ per hour	96	\$_____
202	Senior Project Manager	\$_____ per hour	2080	\$_____
203	Project Manager	\$_____ per hour	2080	\$_____
204	Construction Manager	\$_____ per hour	1040	\$_____
205	Assistant Project Manager	\$_____ per hour	1040	\$_____
206	Scheduler	\$_____ per hour	192	\$_____
207	Cost Estimator	\$_____ per hour	192	\$_____
208	Quality Control Inspector	\$_____ per hour	520	\$_____
209	Security Systems Consultant	\$_____ per hour	120	\$_____
210	Specification Writer	\$_____ per hour	120	\$_____
211	Noise/Acoustical Engineer	\$_____ per hour	80	\$_____
212	Information Technology (IT) Engineer	\$_____ per hour	96	\$_____
213	Permit Expeditor	\$_____ per hour	192	\$_____
214	General Site Civil Inspector	\$_____ per hour	540	\$_____
215	Interior Finishes Inspector	\$_____ per hour	540	\$_____
216	M/E/P Inspector	\$_____ per hour	1040	\$_____
217	Safety/OSHA Inspector	\$_____ per hour	96	\$_____
218	Move Coordinator	\$_____ per hour	120	\$_____
219	Reimbursables			Not to Exceed \$25,000
Total B.4.3 Option Year 2				\$_____

*** Evaluation Purposes Only**

B.4.4 Option Year 3

CLIN	Item Description	Price Per Unit	Estimated Quantity*	Extended Price*
301	Principal/ Construction Executive	\$_____ per hour	96	\$_____
302	Senior Project Manager	\$_____ per hour	2080	\$_____
303	Project Manager	\$_____ per hour	2080	\$_____
304	Construction Manager	\$_____ per hour	1040	\$_____
305	Assistant Project Manager	\$_____ per hour	1040	\$_____
306	Scheduler	\$_____ per hour	192	\$_____
307	Cost Estimator	\$_____ per hour	192	\$_____
308	Quality Control Inspector	\$_____ per hour	520	\$_____
309	Security Systems Consultant	\$_____ per hour	120	\$_____
310	Specification Writer	\$_____ per hour	120	\$_____
311	Noise/Acoustical Engineer	\$_____ per hour	80	\$_____
312	Information Technology (IT) Engineer	\$_____ per hour	96	\$_____
313	Permit Expeditor	\$_____ per hour	192	\$_____
314	General Site Civil Inspector	\$_____ per hour	540	\$_____
315	Interior Finishes Inspector	\$_____ per hour	540	\$_____
316	M/E/P Inspector	\$_____ per hour	1040	\$_____
317	Safety/OSHA Inspector	\$_____ per hour	96	\$_____
318	Move Coordinator	\$_____ per hour	120	\$_____
319	Reimbursables			Not to Exceed \$25,000
Total B.4.4 Option Year 3				\$_____

*** Evaluation Purposes Only**

B.4.5 Option Year 4

CLIN	Item Description	Price Per Unit	Estimated Quantity*	Extended Price*
401	Principal/ Construction Executive	\$_____ per hour	96	\$_____
402	Senior Project Manager	\$_____ per hour	2080	\$_____
403	Project Manager	\$_____ per hour	2080	\$_____
404	Construction Manager	\$_____ per hour	1040	\$_____
405	Assistant Project Manager	\$_____ per hour	1040	\$_____
406	Scheduler	\$_____ per hour	192	\$_____
407	Cost Estimator	\$_____ per hour	192	\$_____
408	Quality Control Inspector	\$_____ per hour	520	\$_____
409	Security Systems Consultant	\$_____ per hour	120	\$_____
410	Specification Writer	\$_____ per hour	120	\$_____
411	Noise/Acoustical Engineer	\$_____ per hour	80	\$_____
412	Information Technology (IT) Engineer	\$_____ per hour	96	\$_____
413	Permit Expeditor	\$_____ per hour	192	\$_____
414	General Site Civil Inspector	\$_____ per hour	540	\$_____
415	Interior Finishes Inspector	\$_____ per hour	540	\$_____
416	M/E/P Inspector	\$_____ per hour	1040	\$_____
417	Safety/OSHA Inspector	\$_____ per hour	96	\$_____
418	Move Coordinator	\$_____ per hour	120	\$_____
419	Reimbursables			Not to Exceed \$25,000
Total B.4.5 Option Year 4				\$_____

*** Evaluation Purposes Only**

B.4.6 Grand Total

Total B.4.1 Base Year	\$ _____
Total B.4.2 Option Year 1	\$ _____
Total B.4.3 Option Year 2	\$ _____
Total B.4.4 Option Year 3	\$ _____
Total B.4.5 Option Year 4	\$ _____
Grand Total	\$ _____

Solicitation DCAM-20-CS-RFP-0024
Construction Management Services
Amendment 6

Attachment B

DCAM-20-CS-RFP-0024 Construction Management Services

Questions About the RFP

Amendment 6 Attachment B

No.	Solicitation Reference	Question	Response
1	C.5.1.1	Define the dollar amounts associated with “medium and large building construction projects” used in sections C.5.1.1 Key Personnel.	See Amendment 6, Item No. 11.
2	C.5.1.1	Construction of Local, State, and Federal buildings and facilities has undergone a major decline in the past decade. Because of this Local, State, and especially Federal Agencies have relaxed their project completion requirements to 7 - 10 years. Would DGS consider increasing the 5-year completion requirement in the RFP example projects?	No.
3	C.5.1.1	Section C.5.1.1, Key Personnel, states that Senior Project Managers and Construction Managers shall hold professional registrations. We recognize the scope states “shall”, however is this more of a preference or a requirement? We request that we propose our managers with the most relevant experience to successfully execute the IDIQ contract.	See Amendment 6, Item No. 11.
4	C.5.1.1	For the Senior Project Manager’s, is it possible to hold a Bachelor’s degree or higher in Engineering or Construction Management in lieu of PMP or CCM certification?	A higher education (Master degree or higher) in Engineering or Construction Management will be accepted in lieu of accreditation.
5	C.5.1.1	Requirements for Key Staff indicate the following:(b) Senior Project Manager: Last sentence states: “In addition, the candidates for this position shall be a registered . Would you consider changing the last sentence to read, “In addition, the candidates for this position are preferred to be a registered professional (i.e. RA, PE, PMP, CCM) but it is not required.”Question: Many, if not all of our proposed candidates for this position have a minimum of twenty (20) years’ experience, if not more and have successfully completed work on numerous DC DGS projects. professional (i.e. RA, PE, PMP, CCM).”	No.
6	C.5.1.1	For Construction Manager’s, is it possible to hold a Bachelor’s degree or higher in Engineering or Construction Management in lieu of PMP or CCM certification?	The Construction Manager is no longer a key personnel. Resumes are not required with proposal submission.

No.	Solicitation Reference	Question	Response
7	C.5.1.1	Can the Construction Manager listed under section C.5.1.1 Key Personnel also be the Senior PM or Project Executive as the role defined as <i>(d) Construction Manager: CM shall hold at a minimum, a Bachelor's of Science Degree in Engineering or Construction Management, and shall be experienced in all electrical, structural and environmental, disciplines. Proposed candidate(s) shall hold CCM or PMP certification</i> can also be a Senior PM.	See Amendment 6, Item No. 11.
8	C.5.1.1	For the Construction Manager key personnel role, can the professional certification of CAPM-Certified Associate in Project Management, be a viable substitute for the PMP certification?	See Amendment 6, Item No. 11.
9	C.5.1.1	In the case of a CBE responding to the solicitation as a prime, and where the same CBE is included as a CBE sub-contractor to another prime, can one or more of the CBE key personnel be included in both submissions?	Yes.
10	C.5.1.1 d	(d) Construction Manager: CM shall hold at a minimum, a Bachelor's of Science Degree in Engineering or Construction Management, and shall be experienced in all electrical, structural and environmental, <i>(sic)</i> disciplines. Proposed candidate(s) shall hold CCM or PMP certification. Question: Many, if not all of our proposed candidates for this position have a minimum of twenty (20) years' experience, if not more and have successfully completed work on numerous DC DGS projects. In consideration of extensive work experience would you consider 1. waiving the requirement of Bachelors of Science Degree in Engineering or Construction Management in view of length of experience, and; 2. changing the last sentence to read, "Proposed candidate(s) preferred to hold CCM or PMP certification but it is not required."	See Amendment 6, Item No. 11.
11	C.5.1.2	If the Safety/OSHA Inspector is required, does this individual need to be OSHA 30 certified?	See Amendment 6, Item No. 11.
12	C.5.1.2	On page 7 of the RFP, Security Systems Contractor is listed. What types of qualifications is DC DGS looking for in this position?	See Amendment 6, Item No. 11.
13	C.5.1.2	Does the Cost Estimating Service to provide Independent Government Estimate(IGE) for different Stage of the Design and Potential Change Order will be in separate RFP/Contract? Please clarify	The requirement of this RFP is to include a cost estimator to improve projects life cycle management. The RFP does not address future requirements.

No.	Solicitation Reference	Question	Response
14	C.5.1.2	Please confirm that no resumes are required for Section C.5.1.2, just hourly rates in the appropriate section of the RFP.	Confirmed.
15	C.5.1.2	Under Additional Staff section, please confirm that the position titled "Building Activation Specialist" is the same as a Commissioning Agent.	See Amendment 6, Item No. 11.
16	C.5.1.2	Section C.5.1.2 Additional Staff lists a "General Superintendent" and a "Security Systems Contractor." Are these roles required for this contract? If so, please provide a requirements description for the General Superintendent.	See Amendment 6, Item No. 11.
17	C.5.1.2	Section C.5.1.2, Additional Staff (pages 6-7) – Please confirm if the following additional staff will be part of an AE or Builder's contract instead of the IDIQ CM contract with DGS	This RFP includes required positions for Construction Management Services. See Amendment 6, Item No. 11. The RFP does not address requirements of any AE or Builder contract.
		a. Item f – Security systems contractor or consultant	
		b. Item g – Specifications writer	
		c. Item l – Permit expediter	
18	C.5.1.2	There are a number of positions listed as required for additional staff under Section C.5.1.2. These positions are typically a part of the general contracting team or procured as either third party or as a part of A/E teams on individual DGS projects. Please confirm that DGS does now require the CM team to include the following: a) General Superintendent; b) Security Systems Specialist; c) Building Activation Specialist; d) Noise/Acoustical Engineer; e) Network/Communications Engineer; f) Energy/LEED Certified Engineer; g) Permit Expeditor; h) General Site Civil Inspector; i) Interior Finishes Inspector; j) MEP Inspector; k) Move Coordinator	See Amendment 6, Item No. 11.
19	C.5.9.2	Can the reports mentioned in C5.9.2 Reports (d) be maintained electronically as use of three-ring binders is almost non-existent and provides for possible loss of valued information in the event of possible property damage.	See Amendment 6, Item No. 6.
20	L.2.3	Would DC DGS provide clarifications on forms they'd like submitted during this stage, and indicate in which volume (tech or price)?	See Amendment 6, Item No. 24.
21	L.2.3.1.1 (a)	Section L.2.3.1.1, Relevant Experience and Capabilities, requires our relevant projects be completed within the last 5 years. Please confirm that we can also include ongoing projects.	No. Completed projects.

No.	Solicitation Reference	Question	Response
22	L.2.3.1.1 (a)	Will DGS consider Federal project work as relevant experience?	Yes.
23	L.2.3.1.1 (a)	Due to the large amount of project types included in this solicitation, would you consider projects finished within the past 10 years (in lieu of 5 years) for this solicitation?	No.
24	L.2.3.1.1 (a)	Do the example projects need to be “completed” by the time of submission (see L.2.3.1.1(a))? Or will you accept project examples and Attachment J8 PPEF forms for projects that are still ongoing?	Yes.
25	L.2.3.1.1 (b)	It was stated in the preproposal meeting, that the requirement L.2.3.1.1.b which calls for an Organizational Chart, is requiring a “Company Organizational Chart.” Does this mean that DGS is not requiring a Project/Contract Specific Organizational Chart that lists proposed staff and roles proposed for this contract? Or should we include both a Company Organizational Chart and a Project Specific Organizational Chart?	This element of the proposal has been deleted. See Amendment 6, Item No. 24.
26	L.2.3.1.1 (b)	Please confirm whether or not we are required to submit a subcontracting plan with our proposal submission.	No. SBE Subcontracting Plans are NOT required with submission of proposals. SBE Subcontracting Plans will be required per Task Order. Please see Section H.12 of the RFP.
27	L.2.3.1.1	Can you use personnel and project experience of your teaming partner? If yes, how much?	No. Prime Offeror experience required
28	L.2.3.1.1	Can similar past performance projects from subcontractor teaming partners be included and count towards the five minimum projects?	No. Prime Offeror experience required
29	L.2.3.1.3 (b)	Please confirm that one reference letter is required for each of the ten (10) Key Personnel.	Confirmed. The total number of letters is 7. See Amendment 6, Items No. 11 and 24.
30	L.2.3.1.3 (b)	Will DGS provide a standardized format for reference letters?	No.
31	L.2.3.1.1(b)	Should the organization chart reflect the organization of the company or the project?	This element of the proposal has been deleted. See Amendment 6, Item No. 24.
32	L.2.3.1.3 (b)	For the Letters of Reference for key personnel will an email suffice as a letter?	Yes.
33	L.2.3.1.3	Section L.2.3.1.3, Key Personnel (page 53) – Please confirm if a reference letter is required for all key personnel (a total of 10 reference letters) or the prime consultant and sub-consultant firms. Could you consider extending the proposal due date if 10 reference letters are required?	Reference Letters are only required for Key Personnel. Yes. See Amendment 6, Items No. 11 and 24.

No.	Solicitation Reference	Question	Response
34	L.2.3.1.3	Section L.2.3.1.3, Key Personnel, requires one (1) resume for Principal/Construction Executive, and three (3) resumes for the Senior Project Manager, Project Manager, and Construction Manager roles. Please confirm that you do require a total of 10 resumes for this submission.	See Amendment 6, Items No. 11 and 24.
35	L.2.3.1.3	Section L.2.3.1.3, Key Personnel, requires letters of reference for each key personnel. In consideration of the turnaround time for our clients, can we provide reference contact information for each key personnel in lieu of a letter?	No.
36	L.2.3.1.3	"Letters of Reference for each key personnel" - Please clarify what should be submitted in regard to this requirement (letter of reference, reference contact information, quantity of references per key personnel).	See Amendment 6, Item No. 24.
37	L.2.3.1.1 (a)	Section L.2.3.1.1 Relevant Experience and Capabilities –Subsection (a) I am requesting that the Department of General Services change the completion period of <u>5</u> years to <u>10</u> years for completed projects. This will allow an opportunity to demonstrate significant construction management experience.	No.
38	Misc.	Elaborate on the definition of a "Teaming Partner". Is it ok to have a Teaming Arrangement (prime – sub relationship) or does this need to be a Joint-Venture?	Teaming agreements must be approved as a Joint Venture by the District's Department of Small and Local Business Development.
39	Misc.	Thanks for the clarifications in Amendment 5 regarding insurance, however we still have the same concerns that a smaller diverse firm does not carry these insurance levels and will create a burden and additional costs that have to be added their rates (if they can even acquire the required levels). How many hours are expected per selected firm per year so that we can factor these increased insurance premiums into our rates at appropriate levels?	The resulting contracts from this solicitation will be IDIQ contracts with the minimum and maximum values as described in Section B.3.