REQUEST FOR PROPOSALS

WASHINGTON UNION STATION 2ND CENTURY
MASTER DEVELOPMENT PLAN

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UNION STATION REDEVELOPMENT CORPORATION

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1.0 INTRODUCTION

1.1 PURPOSE

The Union Station Redevelopment Corporation ("USRC") is currently inviting proposals from qualified consultants interested in providing comprehensive planning, National Environmental Policy Act (NEPA) Compliance and design services for the Washington Union Station 2nd Century Master Development Plan. It is expected that these services will be required for 2 to 3 years beginning March 2015.

Proposals provided in response to this RFP that comply with the submittal requirements set forth in Section 3.4 PROPOSAL INFORMATION AND CONTENT will be evaluated in accordance with the criteria and procedures described in Section 5.0 PROPOSAL EVALUATION CRITERIA. Based on the results of the evaluation, the USRC will award the contract included in Section 6.0 EXHIBITS in this RFP to the most advantageous Proposer based on the cost and the evaluation factors set forth in this RFP.

1.2 DESCRIPTION OF PROJECT

The Union Station Redevelopment Corporation (USRC), in conjunction with Amtrak and Akridge (collectively the “2nd Century Partners” or “the Partners”) is seeking proposals from qualified consultants to provide comprehensive planning, National Environmental Policy Act (NEPA) Compliance and design services for development of the Washington Union Station 2nd Century Master Development Plan (“2nd Century Development Plan” or “Development Plan”).

The purpose of the Development Plan is to further the vision presented in the 2012 Amtrak Washington Union Terminal Master Plan for improved rail operations and enhanced customer experience at Washington Union Station. The 2nd Century Development Plan will include an analysis and modification of those initial concepts to ensure that the 2nd Century project provides for the enhanced functionality of the existing regional intermodal facility, is respectful of the historic Union Station setting, is seamlessly integrated with the surrounding neighborhoods, and advances the construction of three million square feet of new development in the air rights over the rail yard. The planning process will also provide full opportunity for robust public engagement.

The Development Plan will advance a number of architectural, engineering, and urban design concepts for the Union Station complex, and include an Environmental Assessment for the project. Completion of the scope of work described in this Request for Proposals will allow the 2nd Century Partners to complete full architectural and engineering design for selected project phases.

This planning effort will serve as the principal coordination tool for the numerous transportation and facilities projects envisioned at Union Station. The goals of the Development Plan are to ensure that the transportation capacity of Union Station is optimized to accommodate anticipated growth, that the passenger experience is enhanced and accommodates modern ADA standards,
and that the plans strengthen the vitality of the Union Station neighborhood, and the larger Washington region.

The work that results from this effort will be the primary tool used for defining the Union Station 2nd Century project in the public forum, and will assist in explaining the project features, timing, and overall necessity. Public input throughout the process is essential, and will be required at various stages as the work in this scope progresses. In addition, the technical aspects of the plan must be clearly laid out in order to ensure that the goals for transportation capacity are met, to be able to develop preliminary cost estimates from which to secure construction funding, and to accurately assess any environmental impacts of the project.

The 2nd Century Development Plan will require extensive coordination with initiatives currently underway or soon-to-be underway, including: Concourse A Phase 1 Improvements, the Terminal Infrastructure Plan, Concept Feasibility Analysis, and the Historic Preservation Plan. It is essential that the 2nd Century Development Plan serve as the larger coordination effort, working in conjunction with these initiatives. These companion studies must be considered as input to the Development Plan, and help to formulate the alternatives and final recommendations that will fold into the Environmental Assessment.

A brief description of each of these initiatives follows:

**Concourse A Phase 1 Improvements**
Amtrak, in coordination with Akridge and USRC, is designing and implementing critical improvements and expansion to Concourse A as part of Phase 1 of the 2012 Master Plan. While these improvements operate independently of the 2nd Century Development Plan, the improvements will be a critical source of information and input into this scope of work.

**Terminal Infrastructure Plan**
The Terminal Infrastructure Plan will develop the final concepts and design for platform and rail alignments, electric traction power infrastructure, rail operating plans, signaling, switching, and controls, and rail servicing functions. Some of the specific elements that will require coordination between the two plans include: concourse locations and sizes, circulation elements connecting platforms to concourses, relationship of the air rights and below-grade facility structural grids to tracks and platforms, intermodal connections, passenger boarding procedures, waiting areas and passenger support spaces, and rail and facility support spaces.

**Concept Feasibility Analysis**
The 2nd Century Partners are undertaking an analysis of the construction feasibility, phasing, and costs of the Union Station project as developed in the 2012 Master Plan and refined in the March, 2013 and September, 2014 Test Fit drawings. The Concept Feasibility Analysis will examine and make recommendations on construction methods, phasing limits and durations, structural and MEP systems, and project costs. After completion of the initial Concept Feasibility Analysis effort it is expected that the Concept Feasibility team will continue to provide preliminary cost estimating and potential construction phasing input to the facilities planning team throughout their work effort, and thus, construction analysis and cost estimating is not required within the Facilities Plan scope.
Historic Preservation Plan
The Historic Preservation Plan is currently in progress and includes a number of key tasks to identify and assess the historic resources within and adjacent to the Union Station complex. The Historic Preservation Plan will provide an important input to the Development Plan, identifying historic resources, their significance, and treatment recommendations. The preservation strategy for the complex in the Historic Preservation Plan will be an important input into both the Terminal Infrastructure Plan and the Development Plan.

Burnham Place
The air rights development above the terminal rail yard, Burnham Place, is a significant part of the vision for Union Station, and must be fully integrated into the planning of the complex, including station entrances, day-lighting to passenger and rail areas, structural coordination, parking, traffic, open space components at H Street, and other elements. The Burnham Place design team, under the direction of Akridge, will participate in the coordination of the air rights development with the Development Planning team. This scope of work includes specific coordination with the Burnham Place plan.

The 2nd Century Development Plan will provide an important means of synthesizing the various components of this project, incorporating the individual requirements and inputs of the Terminal Infrastructure Plan, Concept Feasibility Analysis, Historic Preservation Plan, and Burnham Place plan as described, and conforming with the Environmental Assessment process.

The study area is generally bounded by Massachusetts Avenue on the south, Second Street, NE on the east, New York Avenue, NE on the north, and First Street, NE on the west. In limited cases, the consultant may need to consider components outside this study area (see Exhibit B).

1.3 BACKGROUND

Washington Union Station (the “Station” or “Union Station”) is one of the country’s first great union railroad terminals. During its heyday Union Station was a thriving transportation hub where 35,000 to 42,000 passengers and as many as 330 trains arrived and departed each day. But conditions deteriorated quickly after 1945, as the public shifted to cars and planes for long-distance travel, diminishing rail passenger revenues, station activity and the feeling of excitement that once percolated through the building.

In the late 1950s, the Station’s owners began searching for an alternative use. In 1964, the District of Columbia designated Washington Union Station a historic landmark and in 1969 it was listed in the National Register of Historic Places; Columbus Plaza, located in the front of the Station, was listed in 1980. During the mid-1960s, the federal government took over the building for use as a new National Visitor Center. However, a lack of funding for the conversion, poor design and changing tastes made it a failure soon after it opened in 1976. Union Station’s low point came in 1981 when a driving rain sent pieces of the ceiling, already damaged by a leaky roof, crashing down into the Main Hall. Most of the building had to be closed, which disrupted travel for the growing number of Amtrak passengers.
In 1981 Congress passed the Union Station Redevelopment Act. It stated that, “the Secretary of Transportation shall provide for the rehabilitation and redevelopment of the Union Station complex primarily as a multiple-use transportation terminal serving the Nation’s Capital, and secondarily as a commercial complex, in accordance with the following goals:

1. Preservation of the exterior façade and other historically and architecturally significant features of the Union Station building;

2. Restoration and operation of a portion of the historic Union Station building as a rail passenger station, together with facilities for charter, transit, and intercity buses in the Union Station complex;

3. Commercial development of the Union Station complex that will, to the extent possible, financially support the continued operation and maintenance of such complex; and

4. Withdrawal by the Federal Government from any active role in the operation and management of the Union Station complex as soon as practical and at the least possible Federal expense.

In 1983, the U.S. Secretary of Transportation established the Union Station Redevelopment Corporation (USRC) to assist with the effort of restoring Union Station. The creation of USRC brought together the key stakeholders – federal government, local public and private sector leaders and Amtrak.

USRC’s mission reaffirms the 1981 Redevelopment Act by focusing on the following:

- Preservation of the historically and architecturally significant features of Union Station
- Operation of Union Station as a multimodal transportation center
- Operation and management of Union Station as a financially viable commercial complex

As part of the 1980’s redevelopment effort, USRC entered into a long-term agreement with a private developer, Union Station Venture (USV), giving USV ownership of the Station Leasehold and all lease agreements with Station retail tenants and the corporate office space of Amtrak. USRC joined with USV, and local government agencies to create a $160 million plan that combined retail services and expanded train and transportation facilities. After extensive rehabilitation and renovation, Union Station reopened in the fall of 1988. The building returned as a major transportation hub and expanded to become a vibrant commercial center. The station is now one of Washington’s most popular destinations, with nearly 120,000 travelers, commuters, shoppers, visitors and admirers using the building every day. It provides more than 210,000 square feet (sf) of retail, 100,000 sf of office space, and is the national headquarters for Amtrak. It is a major regional multimodal facility represented by numerous transportation modes: commuter and intercity rail; subway; intercity, commuter, tour and local buses; taxis; rental cars; automobiles; streetcars; bicycles; and pedestrians. It is the second busiest station in the Amtrak network, the busiest Metrorail station and the terminus for five commuter rail lines.
In 2006, Akridge, a private local developer, purchased the air rights above the train tracks from the U.S. General Services Administration. Akridge has proposed a three million square foot mixed-use development of office, residential, hotel and retail, known as Burnham Place. The Burnham Place development is fully integrated with the proposed station plans and will create a new neighborhood center at Union Station that will connect the surrounding communities of NoMa, H Street and Capitol Hill to the station.

In 2007, Union Station Investco (USI) purchased the station development lease, previously held by Union Station Venture (USV). USI is currently implementing an economic development strategy that repositions the commercial operations of Union Station by providing efficiency in operations and maximization of tenant mix. In recent years, USI has attracted several, high-performing retailers to the station, including a popular mix of fast-casual restaurants housed in the West Hall.

Between 2010 and 2012, Amtrak, in partnership with Akridge and USRC, created a vision for the phased expansion of the station and retail functions and the development of Burnham Place. This effort is referred to as the “Washington Union Terminal Master Plan,” or “Washington Union Station Master Plan.” However, for the sake of this scope of work, this effort will be referred to as the “2012 Master Plan”. The 2012 Master Plan recognizes the renewed growth in rail travel in the U.S. along with the fact that the station is operating well beyond its capacity, especially during rush hours and peak travel times. The 2012 Master Plan envisions a high-functioning and well-integrated multimodal transportation hub that provides for a tripling in rail passenger capacity and a doubling in train service. It proposes building four new passenger concourses and improving the existing main concourse adjacent to the historic station, widening rail platforms and adding better pedestrian connections to the surrounding neighborhoods in a phased construction over a 15 to 20-year period.

The 2nd Century Partners documented this vision with a high-level phasing plan, schematic drawings and three-dimensional digital (Union Station Test Fit dated September 25, 2014) and physical models as well as renderings. The documentation to date represents the Partners’ preliminary shared vision. The Partners are now transitioning from vision planning towards design and execution of early phase projects, and a second (and final) round of planning for the larger phases of the project. The Union Station 2nd Century Master Development Plan is a pivotal study, placed within the context of many other planning efforts.

Other parties are also moving forward with projects which integrally connect to the Partners’ planned projects. For example, the District Department of Transportation (DDOT) is beginning design this year for a new H Street Bridge over the terminal rail yard. The Washington Metropolitan Transit Authority (WMATA) has finished construction drawings on the first of two phases of improvements to the First Street entrance of the Union Station Red Line station. WMATA has also announced a new 2040 vision, which includes a new rail line encircling downtown DC that would provide connections to four additional Metro lines at Union Station.

1.4 PROJECT OBJECTIVES

Objectives of the 2nd Century Development Plan include:
• Improving rail operations;
• Enhancing customer experiences;
• Enhancing the functionality of Union Station as a regional intermodal facility;
• Optimizing the transportation capacity of the Union Station complex to accommodate anticipated growth; and
• Seamlessly integrating the Union Station complex into the surrounding neighborhoods.

1.5 OBTAINING THE RFP

Proposers may obtain additional copies of the RFP by contacting the Contact Person identified in Section 1.8 of this RFP.

1.6 PRE-PROPOSAL CONFERENCE

USRC will hold a Pre-Proposal Conference on Tuesday, October 21, 2014 at 10:00am, EDT. The conference will be held at the Columbus Club located in Union Station.

Email confirmation of attendance to the address noted in Sec. 1.8 no later than Friday, October 17, 2014 at 5:00pm, EDT. Please include names of all anticipated attendees.

Attendance at the Pre-Proposal Conference is encouraged, but is not mandatory. The purpose of the Pre-Proposal Conference is to provide information regarding the project and to address any questions and concerns regarding the services sought by the USRC through this RFP.

1.7 PROPOSAL DUE DATE

All proposals are due on the Reception Desk of the Union Station Redevelopment Corporation on or before Thursday, December 4, 2014 (the “Proposal Due Date”), at 12:00 p.m. (Noon). The USRC office is located at 10 G Street, NE; Suite 504, Washington, D.C., 20002. All submitted proposals will be time and date stamped according to the computer clock at the Reception Desk of the USRC. Any proposals received after this appointed schedule will be considered late and will be returned unopened to the Proposer. The Proposal Due Date can be changed only by addendum.

1.8 CONTACT PERSON AND INQUIRIES

Any questions or suggestions regarding this RFP should be submitted in writing to the USRC contact person listed below:

Ms. Nzinga Baker
Union Station Redevelopment Corporation
10 G Street, NE Suite 504
Washington, DC 20002
Phone: (202) 222-0271
Email: rfp@usrccd.com
Any response made by the USRC will be provided in writing to all Proposers by addendum. No verbal responses shall be authoritative.

1.9 SELECTION PROCESS SCHEDULE

- **RFP Release:** Friday, October 3, 2014
- **Pre-Proposal Conference:** Tuesday, October 21, 2014
- **Proposer Questions Due:** Tuesday, October 28, 2014
- **USRC Responses Due:** Friday, November 7, 2014
- **Proposals Due:** **Thursday, December 4, 2014 at 12:00 p.m. (Noon)**
- **Interviews:** Tuesday, January 6, 2015 and Wednesday, January 7, 2015
- **Consultant Selection:** Friday, February 13, 2015
- **Notice to Proceed:** Monday, March 16, 2015

1.10 DOCUMENT DATA ROOM

USRC has established an on-site Document Data Room to house information that provides additional background that may prove to be helpful for firms in developing their proposals. The information that will be available for examination includes:

- 2012 Amtrak Master Plan and Technical Appendices
- Concourse A Phase 1A Improvements RFP
- Terminal Infrastructure Plan RFP
- Concept Feasibility Analysis RFP
- Historic Preservation Plan RFP
- Master Plan Test Fit dated 09/25/2014
- Master Plan Phasing Analysis dated 09/25/2014
- Traffic Analysis
- Regional Transportation Priorities Plan for the National Capital Region dated January 15, 2014
- Momentum, the Next Generation of Metro Strategic Plan 2013-2025
- Union Station to Georgetown Alternatives Analysis for Premium Transit Service dated September 2013
- Union Station Access and Capacity Improvement Study Project Report dated February 18, 2011
- Slide Show Presentation to USRC Board dated 03/26/2013

The Document Data Room is located in the USRC offices at 10 G Street NE, Suite 504, Washington, D.C. To access the available documents, firms must contact the Procurement Officer via email address noted in Sec. 1.8 to setup an appointment. All appointments must be made at least 24 hours in advance of the desired date and time. There are no limits on the
number of visits or the length for each visit; however, USRC reserves the right to establish restrictions based on demand.

Under no circumstances will anyone be allowed to photocopy or take photographs of any documents in the Document Data Room. Attempting to do so will result in the visit being terminated and the firm being barred from scheduling future visits.

2.0 INSTRUCTIONS TO PROPOSERS:

2.1 PROCUREMENT PROCESS

The procurement method will be a multi-step competitive sealed proposal process. “Multi-step” means a two-phase process in which proposers submit unpriced technical proposals to be evaluated in the first phase and a second phase, in which those proposers, whose technical proposals have been found to be acceptable during the first phase, have their prices considered.

All technical requirements, unless otherwise specified, must be met, or be capable of being met by the Proposer or their proposal will be disqualified as being non-responsive.

2.2 CLARIFICATION AND ADDENDA

Proposers must prepare requests for information or clarification in writing for USRC’s consideration as set forth in this section of this RFP. While the USRC has not placed an initial limitation on the number of requests that can be submitted, Proposers are cautioned that if Proposers do not request meaningful clarifications or interpretations in an organized manner (e.g., limited frequency of requests), the USRC will set restrictions on the frequency and number of requests permitted. USRC will not respond to requests, oral or written, received after Tuesday, October 28, 2014 at 5:00pm, EDT.

Proposers are advised that this section places no obligation on the part of the USRC to respond to any or all requests for information of clarification, and that the USRC’s failure to respond to any such request will not relieve the Proposer of any obligations or conditions required by this RFP. Requests for information or clarification regarding this RFP shall only be submitted in writing (letter or email) to the Contact Person identified in Section 1.8 of this RFP.

All responses to written requests for information or clarification, or additional information will be distributed as addenda to this RFP by email to all Proposers known to USRC.

No oral interpretation, instruction, or information concerning this RFP given by any employee or agent of the USRC shall be binding. Proposers who submit a Proposal in reliance on any such oral information risk having their response to this RFP deemed non-responsive.

During the period provided for the preparation of Proposals, the USRC may issue addenda to this RFP. These addenda will be numbered consecutively and will constitute a part of this RFP. Each Proposer is required to acknowledge receipt of each addendum in writing to the Contact Person. This acknowledgment shall include all addenda distributed prior to the Proposal Due Date. All
responses to this RFP shall be prepared with full consideration of the addenda issued prior to the Proposal Due Date.

2.3 TERM OF CONTRACT

The term of the contract shall be for a period of 2-3 years or until the final completion of all elements of the Scope of Work (hereinafter, the “Project”).

2.4 PROPOSAL EVALUATION

All proposals will be evaluated using the criteria specified in Section 5 of this RFP. Selection will include an analysis of proposals by two committees designated by the President and CEO; a Technical Evaluation Committee and a Fee/Price Evaluation Committee. Both committees will include USRC personnel and may include outside experts and representatives from USRC’s affiliate agencies. The Technical Evaluation Committee may request oral interviews with a select number of proposers.

Both committees will provide the results of their evaluation to the Procurement Officer. The Procurement Officer will utilize the findings of both committees to determine the most advantageous proposal for recommending to the President and CEO.

2.5 RESERVED RIGHTS

The USRC reserves the right to accept or reject any and/or all proposals, to waive irregularities and technicalities, and to request resubmission. Any response from a Proposer that is received may or may not be rejected by the USRC depending on available competition and timely needs of the USRC. There is no obligation on the part of the USRC to award the contract to the lowest proposer and the USRC reserves the right to award the contract to the responsible proposers submitting responsive proposals.

The USRC shall be the sole judge of the proposals and the resulting agreements that are in its best interest and its decision shall be final. Also, the USRC reserves the right to make such an investigation as it deems necessary to determine the ability of any proposer to perform the work or service requested. The proposer shall provide information that the USRC deems necessary to make this determination. Such information may include, but shall not be limited to, current financial statements by an independent CPA; verification of availability of personnel; and past performance records.

The USRC reserves the right to reject proposals from firms, including joint venture partners and subcontractors, that have been identified as excluded parties on the U.S. federal government’s System for Award Management (SAM).

2.6 APPLICABLE LAWS

All applicable laws, ordinances, and regulations of the District of Columbia shall apply.

2.7 ACCURACY OF RFP AND RELATED DOCUMENTS
The USRC assumes no responsibility that the specified technical and background information presented in this RFP, or otherwise distributed or made available during this procurement process, is complete or accurate. Without limiting the generality of the foregoing, the USRC will not be bound by or be responsible for any explanation or interpretation of the Proposal documents other than those given in writing as an addendum to this RFP.

Should a recipient of this RFP find discrepancies in or omissions from this RFP and related documents, the recipient of this RFP shall immediately notify the Contact Person designated in Section 1.8 of this RFP in writing. A written addendum, if necessary, then will be made available to each recipient of this RFP.

2.8 RESPONSIBILITY OF PROPOSER

Each Proposer is encouraged to conduct all necessary investigations and review all available and relevant data and information that is necessary in its judgment in order to assume the responsibility for the scope of work described in this RFP prior to the submittal of its Proposal.

2.9 CONFIDENTIAL INFORMATION

If any Proposal contains technical, financial, or other confidential information that the Proposer believes is exempt from disclosure, the Proposer must clearly label the specific portions intended to remain confidential. The USRC, at its sole discretion and subject to applicable law, will determine whether such exemption applies. The USRC has sole discretion to make such determination regarding the disclosure of information, and by responding to this RFP, Proposers waive any challenge to the USRC’s decisions in this regard. Marking all or substantially all of a Proposal as confidential may result in the Proposer being deemed non-responsive to this RFP.

Notwithstanding the foregoing, Proposers recognize and agree that the USRC, its staff, and its Consultants will not be responsible or liable in any way for any losses that the Proposer may suffer from the disclosure of information or materials to third parties.

2.10 USRC RIGHTS AND OPTIONS

This RFP constitutes an invitation to submit Proposals to the USRC. Without limitation or penalty, the USRC reserves and holds at its sole discretion, the following rights and options:

1. This RFP does not obligate the USRC to select, procure or contract for any services whatsoever;
2. USRC reserves the right to change or alter the schedule for any events associated with this procurement and, if required, notify the Proposers. A Proposer, by submitting a Proposal, agrees to be bound by any modifications made by the USRC;
3. All costs incurred by a Proposer in connection with responding to this RFP (including engineering and legal costs), the evaluation and selection process undertaken in connection with this procurement, and any negotiations with the USRC will be borne by the Proposer;
4. The USRC reserves the right to reject all Proposals and components thereof to eliminate all Proposers responding to this RFP from further consideration for this procurement, and to notify such Proposers of the USRC's determination;
5. The USRC may cancel this RFP without the substitution of another RFP and terminate this procurement at any time without any liability whatsoever;
6. The USRC reserves the right to waive any technicalities or irregularities in the Proposals;
7. The USRC reserves the right to eliminate any Proposer who submits incomplete or inadequate responses or is not responsive to the requirements of this RFP;
8. The USRC may request Proposers to send representatives to the USRC for interviews and presentations;
9. To the extent deemed appropriate by the USRC, the USRC may select and enter into negotiations with any Proposer submitting a Proposal that is found to be reasonably susceptible for award;
10. The USRC reserves the right to discontinue negotiations with any selected Proposer;
11. The USRC reserves the right, without prior notice, to supplement, amend, or otherwise modify this RFP;
12. All Proposals (other than portions thereof subject to patent or copyright protection) become the property of the USRC and will not be returned, and the USRC reserves the right to utilize all such information contained in the Proposals without further cost to the USRC;
13. The USRC may add to or delete from the Project Scope of Work set forth in this RFP;
14. Any and all Proposals not received by the Proposal Due Date shall be rejected and returned unopened;
15. Neither the USRC, its staff, its representatives, nor any of its consultants or attorneys will be liable for any claims or damages resulting from the solicitation, collection, review, or evaluation of responses to this RFP;
16. The USRC, including its representatives and consultants, reserves the right to visit and examine any of the facilities referenced in any Proposal and to observe and investigate the operations of such facilities;
17. The USRC reserves the right to conduct investigations of the Proposers and their responses to this RFP and to request additional evidence to support the information included in any such response;
18. The USRC reserves the right to award multiple contracts to perform the Scope of Services; and
19. By responding to this RFP, Proposers acknowledge and consent to the rights, conditions and terms set forth in this RFP, including those set forth in the contract, which is attached as Exhibit A (except for those provisions of the contract which a Proposer revises in the red-line version of the contract submitted pursuant to Section 2.15 (26) of this RFP.

2.11 TERMINATION OF NEGOTIATIONS

USRC, at its sole discretion, may exclude a Proposer from further participation in any negotiation process, if the USRC determines that such Proposer is failing to progress in the negotiations or if the terms of its Proposal are less advantageous than those of other Proposers.
USRC will give written notice of its decision to the Proposer, which shall be sent in writing, signed by the USRC.

2.12 ADDITIONAL OR SUPPLEMENTAL INFORMATION

After receipt of the submittals, the USRC will evaluate the responses, including the references, experience and other data relating to the Proposer’s qualifications. If requested by the USRC, proposer may be required to submit additional or supplemental information to determine whether the proposer meets all of the qualification requirements.

2.13 REPORTING RESPONSIBILITIES

The successful Proposer will report directly to the USRC’s project manager, who will be identified following execution of the contract.

2.14 SUBSTITUTION OF APPROVED KEY TEAM MEMBERS:

USRC will select the key team members to perform the services contemplated under this solicitation based, in part, on the past successful experience and expertise of the proposed team members. Accordingly, key team members presented to the USRC during the solicitation process, or specifically approved by USRC shall not be replaced or removed the terms of the contract, without the prior written approval of the USRC. If any key member of the USRC approved Contractor team shall retire, resign, or otherwise cease employment then a replacement shall promptly be appointed, subject to prior approval by the USRC.

USRC reserves the right to reject any replacement team member. If the USRC, in its sole discretion, determines that any key team member is performing their responsibilities under the contract in an unsatisfactory manner or if irreconcilable differences or an unworkable relationship shall arise, the Contractor shall, within five (5) days after receipt of written notice from the USRC of such circumstance, replace such key team member with a successor acceptable to the USRC. Any changes in the staffing of the project will require written notification to the USRC and the USRC’s written approval of the replacement team member.

2.15 GENERAL REQUIREMENTS

The following information pertains to the submission of a proposal to the USRC, and contains instructions on how proposals must be presented in order to be considered. If specific conditions or instructions in the text of this RFP conflict with the General Requirements as listed here, those conditions or instructions in the RFP shall prevail.

1. Proposals submitted in response to this RFP must be formatted as specified in Section 3.4 PROPOSAL INFORMATION AND CONTENT of this RFP. Additional sheets, literature, etc. - will not be allowed. Page limitations, if included, must be followed as specified in the RFP;

2. The required number of copies shall be submitted to address shown by the Proposal Due Date and time identified in Section 3.1 SUBMISSION REQUIREMENTS;
3. The envelope in which the proposal is submitted must be sealed and clearly labeled with the Project name and number, due date and time, and the name of the company submitting the proposal. Proposals must be received at the USRC Reception Desk by the Proposal Due Date and time identified in Section 1.7 of this RFP in order to be considered. The USRC has no obligation to consider proposals that are not in properly marked envelopes;

4. Proposals received after the Proposal Due Date and time will not be opened or considered;

5. By submitting a signed proposal, Proposer agrees to accept an award made at the price and upon the terms contained in that proposal. Prices proposed must be audited by the Proposer to insure correctness before the proposal is submitted. Offered prices and fees shall be irrevocable for a period of 150 days following the proposal due dates. The Procurement Officer may request proposers to extend the 150 days. Person signing the proposal is responsible for the accuracy of information in it. The specifications, provisions, and the terms and conditions of the RFP and proposal shall be attached to and become a part of a valid contract between the USRC and the Proposer upon notice of award of contract in writing;

6. Any contract awarded as a result of this proposal, shall comply fully with all Local, District of Columbia, State, and Federal laws and regulations;

7. Absolutely no fax proposals or reproduction proposals will be accepted;

8. A Proposer must type or neatly print company name, as well as the full legal name and title of the person signing the proposal, in all appropriate places. The Proposer’s signature must be executed by a Principal of the company duly authorized to make contracts and bind the company to all terms being proposed;

9. Proposals may be withdrawn upon receipt of a written request prior to the Proposal Due Date and time. If a firm seeks to withdraw a proposal after the Proposal Due Date and time, the firm must present a written statement indicating that an error was made;

10. The Proposer must propose all items specified or indicate under each item what alternative is being proposed and why it should be considered in lieu of the original RFP requirements. Failures to indicate any exceptions shall be interpreted as the Proposer’s intent to fully comply with the RFP requirements as written. Conditional or qualified proposals (except as specifically allowed in the RFP) are subject to rejection in whole or in part;

11. The USRC shall be the sole judge of the quality and the acceptability of all proposals. Design, features, overall quality, local facilities, terms and other pertinent considerations will be taken into account in determining acceptability;

12. The successful Proposer must assume full responsibility for delivery of all goods and services proposed and agree to relieve the USRC of all responsibility and costs for prosecuting claims (including, but not limited to, losses, demands, damages and liabilities of any kind, including reasonable attorneys’ fees, costs and expenses incident thereto, for bodily injury, sickness or death, and property damage or destruction);
13. The successful Proposer shall be responsible for the proper training and certification of personnel used in the performance of the services proposed;

14. The successful Proposer shall not assign, transfer, convey, sublet, or otherwise dispose of any contract resulting from the RFP or of any of all of its rights, title or interest therein without prior written consent of the USRC;

15. Proposals must contain references that reflect successful completion of contracts for the types of services for which the Proposer is submitting a proposal to the USRC. In instances where that does not apply, the proposal must contain a statement and supporting documentation demonstrating such expertise, knowledge, or experience to establish the vendor submitting the proposal as capable of meeting the demands of the proposal should an award be made to them;

16. Proposers submitting proposals may be required to furnish evidence that they maintain permanent places of business of a type and nature compatible with their proposal, and are in all respects competent and able to fulfill the terms of the RFP requirements. The USRC may make such investigations as it deems necessary to determine the ability of the Proposer to perform such work, and reserves the right to reject any proposal if evidence fails to indicate that the Proposer is qualified to carry out the obligation of the contract and to complete the work satisfactorily;

17. By submitting a signed proposal, Proposer certifies that there has been no collusion with any other Proposer;

18. Upon notice of selection, the Proposer submitting the proposal is obligated to perform. Should a successful Proposer refuse to enter into a contract subsequent to an award, the Proposer may be found to be “non-responsible” in the future;

19. In case of default by the successful Proposer, the USRC may procure the articles or services from another source and hold the successful Proposer responsible for any resultant excess cost;

20. Successful Proposers contract directly with the USRC and are the party obligated to perform. Contracts may not be assigned and any failure to perform the Contract in accordance with the RFP requirements will constitute a breach of contract and may result in a Proposer being found to be “non-responsible” in the future;

21. Invoice(s) must be submitted in accordance with the provisions contained in the contract attached to this RFP as Exhibit A;

22. The USRC reserves the right to accept or reject any or all proposals, or any part thereof, and to waive any technicalities. USRC reserves the right to award a contract based on this RFP and the proposal(s) received (in whole or in part) to one or several Proposers;

23. Awards will not necessarily be based on cost alone. Other factors, as detailed in this RFP, will be considered in determining what proposal will be deemed to best meet the needs of the USRC;
24. It is the policy of the USRC that the evaluation and award process for the USRC contracts shall be free from both actual and perceived impropriety, and that contacts between potential Proposers and the USRC, elected officials and staff regarding pending awards of the USRC contracts shall be prohibited:

   a. No person, firm, or business entity, however situated or composed, obtaining a copy of or responding to this solicitation, shall initiate or continue any verbal or written communication regarding this solicitation with any USRC officer, employee, or designated the USRC representative, between the date of the issuance of this solicitation and the date of the USRC’s recommendation for award of the subject contract, except as may otherwise be specifically authorized and permitted by the terms and conditions of this solicitation;

   b. All verbal and written communications initiated by such person, firm, or entity regarding this solicitation, if same are authorized and permitted by the terms and conditions of this solicitation, shall be directed to the USRC.

25. Any Proposer intending to respond to this solicitation as a Joint Venture must submit an executed Joint Venture Agreement with this offer. This agreement must designate those persons or entities authorized to execute documents or otherwise bind the Joint Venture in all transactions with the USRC, or be accompanied by a document, binding upon the Joint Venture and its constituent members, making such designation. Proposals from Joint Ventures that do not include these documents will be rejected as being “non-responsive.”

26. Proposers shall submit a red-line version of the contract, attached as Exhibit A to this RFP, showing all terms and conditions that the Proposer believes must be revised for it to accept an offer of award. USRC reserves and holds at its sole discretion the right and option to accept any of the proposed changes. Failure to submit a red-line version of the contract or, in the alternative, a certification that the proposed contract is acceptable in its complete form shall result in the proposal being rejected as “non-responsive.”

27. USRC will not enter into a contract, in excess of $25,000, with any party or parties listed on the General Services Administration's List of Parties Excluded from Federal Procurement or Non-Procurement Programs. This list contains the names of parties debarred, suspended, or otherwise excluded by agencies, and contractors declared ineligible under statutory or regulatory authority. Proposers shall provide DUNS Number and CAGE Code along with certification regarding its exclusion status and that of its principal employees, as part of its proposal.

3.0 PROPOSAL REQUIREMENTS

3.1 SUBMISSION REQUIREMENTS

3.1.1 Proposal Due Date and Submittal Format
All Proposals, including all attachments, must be received by USRC at its Reception Desk in a sealed package no later than the Proposal Due Date and must be addressed to:

Ms. Nzinga Baker  
Union Station Redevelopment Corporation  
10 G Street, NE Suite 504  
Washington, DC 20002  
Phone: (202) 222-0271

Each proposal must meet the requirements noted in this RFP. The required content of the Proposal is specified in Section 3.4 PROPOSAL INFORMATION AND CONTENT of the RFP. The Proposer must sign the Proposal.

3.1.2 Number of Copies

Proposers shall submit the following for the technical proposal:

Eight (8) original, bound copies and one (1) copy on CD media in PDF format in a sealed envelope. All Proposals must be complete with all requested information.

And for the price/fee proposal:

Four (4) original, bound copies and one (1) copy on CD media in PDF format in a sealed envelope. All Proposals must be complete with all requested information.

3.2 OVERVIEW OF PROPOSAL REQUIREMENTS

Proposers shall submit Proposals organized as shown in Section 3.4 PROPOSAL INFORMATION AND CONTENT. Each of the instructions set forth in this section must be followed for a Proposal to be deemed responsive to this RFP. USRC reserves the right to reject any Proposal, which in its judgment, does not comply with these Proposal submission requirements.

3.3 SCOPE OF WORK

The 2nd Century Development Plan will include five primary work components:

1. Facilities Development Component
2. Rail Passenger Component
3. Multimodal Transportation Component
4. Environmental Assessment
5. Public and Stakeholder Engagement

Each of these work elements has a high degree of integration with the others, as well as with the principal companion studies described in the introduction to this RFP above. In fact, many of the
tasks within the five work elements included here will overlap, and frequently, a task that is included within one work element will also be equally important to another. An overview of these scope elements is included in this section. A specific task and deliverables list is included in Section 3.4.

3.3.1. Facilities Development Component

The Facilities Development Component will include a planning, urban design, and architectural framework for the Union Station area from Columbus Plaza to K Street. Key exterior elements of the project include a new train hall on the H Street level along with numerous open spaces in the adjacent Burnham Place development, changes to Columbus Plaza that may be required to accommodate station infrastructure, and an elevated urban bike and pedestrian facility above the WMATA right-of-way referred to as a greenway. On the interior of the station complex, the Facilities Development will define the organization of public and passenger/traveler concourses, retail and visitor spaces, and the design approach for integrating the new facilities with the historic station building. In addition, planning and concept design for the MEP systems, utilities, and other technical requirements for the project are included in this portion of the work effort. These elements are included in the Facilities Development, defined as follows:

A. Station Expansion Framework
B. Urban Design and Open Space Element
C. Visitor and Retail Plan Element
D. Station Infrastructure Element

3.3.1A. Station Expansion Framework

The development of the Union Station complex over three phases is expected to require ten to fifteen years for implementation (with the future Phase 4 extending beyond that timeframe). Each of the first three phases of the project will include significant renovation of existing facilities, as well as expansion into the terminal yard. Phase 1 will include repair work within the existing passenger concourse, referred to hereafter as Concourse A, as well as projects in the terminal rail yard including tracks and platforms, and work on the H Street Bridge. Phase 2 is envisioned to include the first significant expansion of station facilities, with new construction on the east side of the terminal including the first half of the air rights development and construction of the Central Concourse. Phase 3 will include construction of the train hall and Greenway, along with completion of the air rights development and the public and passenger concourses within the facility.

Because these major construction efforts will take place over an extended time period, it is necessary to develop an expansion framework at the beginning of the overall project that will provide appropriate guidance and specificity for each project when it occurs. For instance, the full renovation of Concourse A, the first portion of which is currently under design, will occur in multiple steps across phases one through three, while the train hall will likely be constructed as a single project in Phase 3, and the Central Concourse partially constructed in Phase 2. Final, detailed design for each of these will occur near the time of their construction. But an overall framework for each of these phases will be developed as a part of this plan. This framework will
define the relationships of each phase to the others, the historic station building, and the neighborhood, and will include building form, massing, interior spatial relationships, architectural character, technical criteria and performance requirements, and possibly materials.

Overall, the Station Expansion Framework will determine the building form and massing of all development within the project boundaries, with the spatial relationships of the primary building components developed, and the character of these components illustrated. The sizing, location, floor elevations, interior volumes, circulation characteristics, and special features of public and passenger concourses will be delineated as a part of this effort (in coordination with the other plan components listed below). Site sustainability, including storm water management, vegetation, and possible implementation of a district energy system will also be defined. Because of this, the Station Expansion Framework will be very closely related to the Urban Design and Open Spaces Element described in 3.3.1B below.

The Station Expansion Framework will include architectural concepts that will illustrate the architectural integration of the new station and public components with the existing historic station building, Burnham Place air rights development, and surrounding neighborhoods at a conceptual level as required for public approvals and implementation of the plan. Areas of consideration will include the size, height, configuration, form, and character of:

- the new train hall
- roof and building shell at the renovated Concourse A
- skylights at other public concourses including the Central Concourse north of H Street and the First Street Concourse
- possible extensions to the retail concourse in the historic station building

The 2\textsuperscript{nd} Century Partners desire a truly world-class team that can design significant public spaces, as well as understand the fine-grained patterns of rail and bus passenger, retail, and visitor daily uses that will comprise this facility.

The Station Expansion Framework will be coordinated with the critical elements that will be developed in each of the areas described in 3.3.1B through 3.3.1D below, as well as the Rail Passenger Component and Intermodal Transportation Component described in Sections 3.3.2 and 3.3.3. Included within these are issues such as:

- Circulation spaces needed to support all internal functions: traveler, visitor, retail, employee and determination of required circulation space based on pedestrian flow modeling of all program components
- Security plan for all station components
- Visitor support facilities including restrooms, retail, food service, and other uses
- Fire and life safety requirements

\textit{Historic Preservation}

The Historic Preservation Plan currently being developed by the 2nd Century Partners includes development of a preservation philosophy, a treatment plan, and considerations for new development. Based on the Historic Preservation Plan, the Station Expansion Framework will include an appropriate level of consideration of the relationships of new buildings and building components in the station complex to the historic station building. This will be especially
important where components of the new facilities are integrated with the historic building, including physical connections and circulation elements, as well as signage, lighting, materials and other considerations. The planning effort in this scope of work will begin the first implementation of the Historic Preservation Plan.

Sustainability
Incorporation of an environmentally sustainable approach to the project will be critical and the Station Expansion Framework will include advanced sustainability design and practices. The planning effort will need to examine a broad range of sustainability concepts, including LEED, with a focus on reducing building and facilities energy consumption, and the incorporation of natural lighting and advanced MEP systems (including possible district energy). In addition, reducing embodied energy within the materials of the facility will need to be considered, and reduction of water and energy usage, as well as recycling of water, energy, and materials, where possible.

Specialty Disciplines
Because of the overall size of the project buildings and interior spaces a number of important specialty studies will be needed to develop the Station Expansion Framework, including the pedestrian flow and code analyses specifically described in the task descriptions in Section 3. Proposers should also identify any additional recommended studies, including day-lighting analysis, materials management, loading and service, acoustics, vibration, vertical circulation elements, and wind analysis that should be included in the work effort.

3.3.1B. Urban Design and Open Space Element

The compatibility of the Union Station complex with surrounding neighborhoods is the focus of the urban design effort in this scope of work. The Urban Design and Open Space Element (Urban Design) will develop the urban character of the public realm in and around the Union Station complex. The plan will ensure integration of the existing and new Union Station spaces and entrances with the air rights development and surrounding neighborhoods, including a new train hall as a significant place-making opportunity, an entrance to a First Street Concourse, the K Tower, and other elements in the plan. The plan will examine adjacent neighborhoods and uses, population demographics and projected growth. The Urban Design will be a key element in the function of the station, supporting its intermodal transportation mission, as well as contributing to the economic performance of the Union Station complex and establishing Union Station as a significant urban place in Washington, D.C. The landscape elements developed in the Urban Design Element will be important in the overall sustainability plan for the Union Station complex. In addition, the street elements, including pedestrian circulation, will be critical to the success of the Transportation Component.

The following are important to development of the Urban Design and Open Space Element:

Burnham Place
The urban design scope includes the integration of the new station spaces and entrances with the Burnham Place air rights development and surrounding neighborhoods, including a new
train hall as a significant place-making opportunity, an entrance at the First Street NoMa entrance, the repurposing of the K Tower, and other elements. Coordination with the Burnham Place air rights design team will include:

- Vehicular circulation: station and air rights development access, drop-off areas
- Street configuration: number of lanes and widths, parking, sidewalk widths, streets within Burnham Place, and streets adjacent to the Union Station complex
- Plazas and open spaces: sizes and locations, relationship to station entrances, plaza functions, features, and amenities including fountains, seating, landscape elements

Planning and Design of a greenway
The potential to develop a linear greenway park, bike trail, and pedestrian circulation element along the west side of the air rights development (running above the Metro tracks and primarily within the WMATA right-of-way) is a significant planning opportunity. This scope of work will develop the greenway as appropriate including the following:

- Identification of points of access and pedestrian and bicycle trail grades
- Potential connections to station circulation elements and spaces below including the First Street Concourse
- Relationship to the historic masonry retaining wall and integration with a potentially rebuilt west end of the retail concourse of the historic station building
- Technical requirements for developing above the Metro tracks including clearances and structural support

Columbus Plaza
Columbus Plaza has changed throughout the history of Union Station’s presence in the District of Columbia, originally accommodating horse and carriage and streetcars and transforming to accommodate the vehicular traffic and pedestrians present today. The possible provision of new parking facilities below Columbus Plaza, and new taxi queuing facilities below grade, will be examined as part of this plan. The urban design task in this scope of work includes development of concepts to accommodate vehicular access, as well as concepts to adequately accommodate pedestrian circulation and continued access of passenger drop-off and pick-up and tourist-oriented vehicles to the site. New transit connections and other changes to Columbus Plaza will also be examined, to strengthen the place-making aspects of this important public open space.

Surrounding Sites
As Union Station increases its function as a transportation center at the heart of a mixed-use neighborhood, it will be important to integrate the station complex with its surroundings, and to identify opportunities at adjacent properties for station-oriented development, working with adjacent land owners, or in some cases considering site acquisition. It is especially important to consider future development in the surrounding vicinity because of the long-term timeframe and the likelihood of extensive change in the area.

While it is not the intent of this Development Plan to define future development of adjacent properties, the work effort will include an urban design analysis and identify station-oriented development opportunity sites generally within the area depicted in Exhibit B. Specifically, it
will be critical to consider massing and form relationships to adjacent buildings, including those which are directly adjacent to the terminal boundaries.

**Streetscape Development**

Massachusetts Avenue, H Street, K Street and First and Second Streets NE, along with proposed streets in the Burnham Place air rights development will be studied as part of the urban design element to support compatibility of existing and new streetscape infrastructure. Materials, lighting, street furniture, and landscape plantings will be considered. In addition the concepts will address streetscape relationships to NoMa and other surrounding neighborhoods. The streetscape design included here will incorporate vehicular traffic and other transportation elements including streetcar, buses, bicycles, and pedestrians that will be identified and programmed in the Transportation Component.

3.3.1C. Visitor and Retail Element

Union Station is a major tourist destination in Washington, D.C., and attracts millions of visitors each year. Retail uses will continue to be a vitally significant part of the visitor and passenger experience in the station, and an important economic contributor. With the dramatic and exciting spaces created within a train hall and concourses, the greenway, a plaza at H Street, and the re-use of the K Street Tower, as well as the architecturally powerful historic station building, the Union Station complex requires an urban and architectural ensemble within Washington D.C. that is unparalleled in its place-making potential. The Retail and Visitor Facilities Element should ensure that this potential is realized. Issues include the following:

- Analyzing pedestrian flow models in order to determine optimum retail locations and types relative to passenger and visitor movements (the pedestrian flow modeling task is included in the Multimodal Transportation Plan)
- Analyzing neighborhood retail and office and residential demographics and determining a retail mix that is compatible with the surrounding neighborhoods
- Developing a plan for types of retail uses including food service, transportation-oriented, destination, neighborhood-serving, or specialty retail that relates to and enhances the existing retail operation as well as new opportunities
- Analyzing place-making opportunities and developing concepts for potential non-commercial visitor amenities including gathering areas for tour groups, seasonal events including music, displays, and exhibitions, and potential cultural or civic uses

**Market Demand Analysis**

In order to support the programming and design described in this effort, a market demand analysis will be undertaken to study the economic drivers of potential expanded retail and other uses at the station.

This market demand analysis is separate from the local and regional economic impact analysis that will be undertaken within the Environmental Assessment. The project-specific market demand analysis supporting the Visitor and Retail Element will include an assessment of the overall retail program within the complex, including quantities, locations and types of retail within all facilities inside the study area including the existing historic station building and
Concourse A, future Burnham Place retail, and potential new retail within the expanded concourses.

The local and regional economic impact analysis is described separately in the Environmental Assessment in item number three below.

3.3.1D. Station Infrastructure Element

In addition to coordinating the important rail infrastructure discussed in 3.3.2B below, a significant effort will be undertaken in this study to incorporate the extensive facilities infrastructure necessary to support the station complex. The air rights development, existing station and retail, and the new passenger and visitor spaces included in the plan will require HVAC, power, water and sanitary sewer, telecommunications, and other infrastructure. The technical requirements for these must be identified and accommodated in the plan, and an integrated infrastructure framework developed that accommodates both facilities and rail requirements. The engineering scope of work in this study includes concept level design for all systems and structures within the Union Station complex, including site infrastructure. However, initial engineering concepts for the project will be developed in the Concept Feasibility Analysis (see description in Section 1.2), and this scope of work will use these concepts as a starting point, refining, modifying, or proposing alternate approaches as appropriate.

The Station Infrastructure Element will require highly innovative, state-of-the-art solutions for all systems, with a focus on life-safety and sustainability issues, and the building systems planning in this scope of work will be critical to the success of the project. The engineering design team must be fully integrated into the project work effort and have the capability to quickly analyze and evaluate numerous types of MEP and structural systems. In addition, the systems engineering team will be critical to the sustainability component of this project.

The Station Infrastructure Element will be coordinated with the required rail infrastructure developed in the Terminal Infrastructure Plan, including rail requirements for electric power and associated electrical infrastructure developed in that separate study. However, with regards to the rail infrastructure, the planning effort required in this study will include ventilation and fire suppression of the rail level and trains, which is not specifically included in the Terminal Infrastructure Plan.

This study will also be the principal coordination effort for the overall facility structural components, because of the high degree of structural integration required with the air rights buildings, tracks and platforms, parking, and below grade facilities including bus, taxi, and retail, as well as security design requirements. As described above, initial structural engineering concepts for the project will be developed in the Concept Feasibility Analysis, and this scope of work will use these concepts as a starting point, refining, modifying, or proposing alternative structural approaches as appropriate.

3.3.2. Rail Passenger Component
Union Station is the second busiest passenger rail station in the United States, and its expansion is a unique opportunity with few precedents in this country. The design effort for this project must fully accommodate the varying passenger characteristics and circulation of rail passengers in the public and passenger concourses.¹

The Rail Passenger Component includes two elements as follows:

A. Rail Passenger Element
B. Terminal Infrastructure Plan – (coordination with separately-led planning process)

This element and outside Plan will be a focus of this study, and will be fully integrated with the Facilities Development and Multimodal Transportation Components.

3.3.2A. Rail Passenger Element

The 2012 Master Plan provided a vision for the location of new rail passenger concourses located below the existing tracks and platforms, and connecting directly to Metro, parking, buses, taxis, and the streetcar via a new Central Concourse and First Street Concourse. These new rail concourses were envisioned in locations that provide efficient passenger circulation, as well as emergency egress required by fire and life safety codes. However, a number of issues relating to these concourses need to be examined and finalized in this current planning effort. The rail passenger concourses, along with the platforms at track level, will provide the entry point for most passengers to Union Station and Washington D.C. Thus, one of the first design considerations to be developed will be the relationship of the passenger concourses to the platforms and the public concourses, including, on an aesthetic level, how the dramatic architectural experience of a train hall will relate to vertical movements on and off the platforms by escalator, stair, or elevator. On a technical level, the exact locations and vertical elevations of all concourses relative to the platforms above, and a central and First Street Concourse need to be determined. In addition, the relationships of waiting areas to circulation spaces within the concourses, boarding routines, and adjacencies to rail passenger support facilities (including restrooms, lounges, and Amtrak customer services) and retail spaces must also be determined in this current study.

Functional requirements include:

- Waiting areas including general waiting and specialized lounges
- Ticketing and customer service
- Management of different types of passenger populations including intercity, commuter, and long-distance, requiring different boarding and alighting facilities, information systems, and security

¹ Public concourses are defined in this document as spaces used for general circulation throughout the Union Station complex and include the Central Concourse and First Street Concourse, as defined in the 2012 Master Plan as well as the circulation in Concourse A serving all station users and retail. The general public will likely have very open access to public concourses. Passenger concourses are oriented primarily towards transportation functions and may have more limited access for security or other reasons.
• Identification of key station support elements to serve rail passengers including retail, hotels, and access to connecting transportation modes
• Baggage handling including intake and baggage claim
• Movement of special-needs passengers, VIP, and APD through building support spaces, as well as public spaces

While it is difficult to isolate the rail passenger facilities as a completely independent area, it is expected that the First Street Level of the station envisioned in the 2012 plan will function as an integrated retail and passenger environment, and along with the historic Union Station building, will be a defining element of the visitor experience. Passenger and visitor flows generated by the rail, bus, taxi, and parking facilities located at the First Street Level will need to be analyzed in this study, and a plan developed to integrate passenger and visitor circulation with the retail environment. The planning of the rail passenger facilities will thus be undertaken in concert with the intermodal transportation functions and retail and visitor facilities described in this scope.

3.3.2B. Terminal Infrastructure Plan - Coordination

Incorporation of required rail infrastructure within the overall Development Plan is essential to development of the station complex. The 2nd Century Partners will begin developing a Terminal Infrastructure Plan (TIP), led by Amtrak, in September 2014 that will study and make recommendations for a broad range of rail infrastructure, including rail operations, mechanical, electrical, and plumbing utilities, and operational support facilities. The TIP will also be key in determining the construction phasing of the redeveloped station complex, and will help to define the track and platform phasing. The coordination effort that is required within this scope of work is expected to facilitate integration of the rail infrastructure with the other components of the facilities plan. For instance, it is expected that the TIP will develop requirements for electrical infrastructure components that support rail operations, including switching and transformer stations, system redundancies, feeds, and general locations required for access, maintenance, phasing and operations. In collaboration and coordination with the Terminal Infrastructure team, the team will work to locate these identified elements within the plan, taking into account the myriad number of other space requirements in the station complex as well.

3.3.3. Multimodal Transportation Component

The Multimodal Transportation Component includes several elements that will be companions to the Rail Passenger Component, as well as help to define many aspects of the Facilities Development Component. These include:

A. Multimodal Transportation Capacity
B. Vehicular Circulation and Parking Element

3.3.3A. Multimodal Transportation Capacity

Accommodating the projected growth in all transportation modes at Union Station is a significant part of the planning and design effort. The 2012 Master Plan envisioned that all
significant transportation functions would be located in close proximity to each other to facilitate ease of movement and minimize transfer times between modes.

Union Station is a regional intermodal transportation center that includes intercity and commuter rail, Metrorail (subway), streetcars, parking, car rental/sharing, taxis, pedestrians, bicycles, and intercity, tour, Metro, and shuttle bus services. The goal of the Multimodal Transportation Component is to continue to accommodate and integrate these various transportation modes in an enhanced and expanded new facility, providing the space, adjacencies, and support facilities necessary to support a well-functioning multimodal transportation center. This plan will identify appropriate locations for replacement of the current bus, parking garage, and taxi facilities. This Element will model the projected growth and potential capacity constraints associated with accommodating the various transportation modes that currently exist or are planned at Union Station.

The planning timeframes that will be considered in this study include the following:

1. 2020: This timeframe roughly corresponds to the completion of Phase 2 construction, and is a capacity milestone in the Amtrak NEC Future program, as well as MARC and VRE growth plans.
2. 2030: This timeframe roughly corresponds with the completion of Phase 3 construction, and is also a capacity milestone in the Amtrak NEC Future program, as well as MARC and VRE growth plans.
3. 2040 and beyond: The 2040 timeframe corresponds roughly with the expected Phase 4 implementation in the 2012 Master Plan, as well as WMATA capacity expansion envisioned in the WMATA 2040 Regional Transit System Plan (http://planitmetro.com/2013/12/05/proposed-2040-metrorail-network/), with the implementation of an additional metro line and station at the Union Station complex.

The planning effort for this work will require ridership and modal split numbers to develop a program for the facilities, and these projections will be translated into space and functional requirements. Parking, taxi areas, Metrorail access and concourses, and the bus facility will be programmed to provide space for vehicles, MEP equipment, and passenger facilities, which, in the case of the bus terminal, are similar to the requirements for rail passenger facilities. The replacement of the existing bus facility and parking garage functionality must be provided in the new facility with waiting and boarding areas, ticketing, employee support spaces, and other passenger service elements. In addition, circulation space, ticketing, waiting areas, information systems, and security must also be provided in varying degrees for the bus and taxi operations, Metrorail, parking, and to some extent, streetcar service as well.

3.3.3B. Vehicular Circulation and Parking Element

The work effort will include traffic engineering and roadway analysis to ensure adequate roadway capacity for vehicular traffic generated by the transportation functions, retail facilities, and air rights development in the Union Station complex. The analysis will extend far enough into the surrounding station context to appropriately analyze impacts on the local and vicinity road network and intersection capacities. Using this information, the work effort will define
appropriate parking locations and quantities, as well as parking, service, taxi, and bus entry and exit points compatible with the street network surrounding the station complex.

3.3.4. Environmental Assessment

This project will include a concurrent Environmental Assessment (EA) process in accordance with NEPA requirements. As stated in Section 1508.9 of the Council on Environmental Quality regulations, the “Environmental Assessment” is a concise public document for which a federal agency is responsible that serves to:

1. Briefly provide sufficient evidence and analysis for determining whether to prepare an environmental impact statement or a finding of no significant impact.
2. Aid an agency’s compliance with the Act when no environmental impact statement is necessary.
3. Facilitate preparation of a full Environmental Impact Statement when one is necessary.

For the purposes of this RFP, the Environmental Assessment will be prepared with the Federal Railroad Administration as the lead agency. The 2nd Century Partners will provide a letter or memorandum of agreement stating which agency shall be the lead agency and which agencies shall be cooperating agencies prior to the Notice to Proceed for this project.

The principal contents of the Environmental Assessment will include a description of the purpose and need for the proposed project/plan, a discussion of alternatives, an alternative evaluation and identification of the environmental impacts of the proposed action and alternatives. More specifically, it will include the following:

- Assessment of the social, economic, and environmental impacts of the proposed project;
- Analysis of a range of reasonable alternatives to the proposed project, based on the defined purpose and need for the project, avoidance and minimization of impacts and public and agency coordination;
- Consideration of appropriate mitigation for unavoidable impacts;
- Interagency participation: coordination and consultation;
- Public involvement including opportunities to participate and comment; and
dataction and disclosure.

In developing their proposals, contractors should take into account that the 2nd Century Partners are currently developing a Historic Preservation Plan for the Union Station complex. It will be completed in early 2015 and will be made available to the selected Consultant. The Consultant is responsible for other regulatory permits and approvals including Section 106 and Section 4(f); the presence of one or more conditions may also require additional analysis, i.e., archaeological resource assessment.

The Environmental Assessment process will be coordinated with the tasks and schedule of the 2nd Century Development Plan such that critical milestones within each process work together. Thus, several other tasks in this scope of work will complement the Environmental Assessment, including the Intermodal Transportation work effort and vehicular traffic analysis, and the project sustainability elements developed in the plan. Proposers should identify how they will
utilize these concurrent efforts in developing the Environmental Assessment, and any need to augment the information developed for the planning exercise.

3.3.5 Public and Stakeholder Engagement

A public outreach component is included in this scope of work to support the Development Plan and Environmental Assessment efforts. Development of the Public and Stakeholder Engagement is a critical component in this scope of work. Currently, the 2nd Century Partners are designing a website and engaging in outreach and communication with multiple stakeholder groups, and will continue to be directly involved in the outreach efforts for the project. The Consultant will be required to formulate and assist in the execution of a public and agency outreach process, coordinated with any process that ultimately is included within the Environmental Assessment effort.

The Consultant team shall include public outreach specialists, and development of a detailed plan will be part of the work plan developed through the RFP. Each of the major deliverables outlined in Section 3.4 of this RFP will likely include public and agency outreach components.

Many of the interim products of this study will be important to include in the public outreach effort, including data, studies, renderings and reports. Because of this, it is expected that key deliverables will need to be made available for public review on the project website, and the Consultant will need to account for this by providing all deliverables in a suitable format.

3.4 TASKS AND DELIVERABLES

The issues, tasks, and deliverables for each of the five work components described in Section 3.3 are provided here. This task list is provided to help proposers understand in greater detail the qualifications required for this project, including specialty studies and consultants, as well as develop the pricing component of their proposal.

As described in Section 3.3 the planning effort will encompass the following five components:

1. Facilities Development
2. Rail Passenger
3. Multimodal Transportation
4. Environmental Assessment
5. Public and Stakeholder Engagement

The first three of these components are very closely related, and will comprise the core of the 2nd Century Development Plan, as well as the plan document. The fourth component, the Environmental Assessment, will also be developed in conjunction with the first, but will consist of an independent and separate document. Finally, the fifth component, the Public and Stakeholder Engagement effort, will comprise a support function for the Development Plan and the Environmental Assessment. Tasks and deliverables for each of the five plan components are listed separately below (with each component comprising a principal task).
Project management and organization tasks are listed first below. Tasks for the Environmental Assessment and Public and Stakeholder Engagement are listed separately below.

**Task 1: Project Management and Coordination**

*Task 1.1: Develop a Project Management Task*
The consultant will develop a Project Management Plan including the elements delineated below, and a work plan that outlines the project tasks and identifies coordination of the Development Plan with the Terminal Infrastructure Plan, Environmental Assessment, the Concept Feasibility Analysis, the Historic Preservation Plan, and Burnham Place. A detailed project schedule will be codified in this task, and must identify important public and stakeholder engagement of the work effort. The contractor will update the Project Management Task at the completion of key milestones.

*Task 1.1: Deliverables*
The project management task is to include the following:

**Project Schedule**
The consultant will use Microsoft Project software to provide graphical and tabular representation of the status of the work compared to the established schedule including deliverables, review periods, and milestones.

**Project Spend Plan**
The consultant will provide a Project Spend Plan projecting monthly invoicing throughout the project. Consultant will update the Project Spend Plan every month.

**Project Management Organization**
The consultant will describe the project management organizational structure to define lines of communication and responsibility. The consultant’s Project Manager will serve as the single point of contact and to coordinate the activities of the multi-disciplined effort to provide a completed Development Plan within the designated schedule. The Project Manager will be responsible for all communications with the client and will represent the entire team.

**Project Management**
The consultant will describe the processes to ensure effective control over project activities and provide the key components of the project management framework. All requests for direction, information, or clarification will come from or through consultant’s Project Manager to the Partners’ Project Manager. As the project progresses, the consultant’s Project Manager and the Partners’ Project Manager will arrange, for purposes of timely and efficient information exchange, to have other staff members communicate directly on technical aspects of the project. The Partners’ Project Manager and consultant’s Project Manager shall be kept fully informed of these communications via written memoranda or email.

**Progress Reports**
The consultant will submit written monthly progress reports coinciding with monthly
invoices. The reports will accurately detail project team services performed during the month and include budget and schedule control elements and emphasize critical decision points.

*Progress Meetings*

The consultant will schedule and administer bi-weekly project progress meetings at a location acceptable to the Partners’ Project Manager and will review the progress of the work according to the project and submission schedules, identify outstanding or potential problems and proposed solutions, create action items with identification of party(s) responsible for completion, examine actual versus budgeted costs, and review technical and administrative issues.

*Agendas and Minutes*

Consultant will distribute written material including review documents and agendas at least two working days in advance of all meetings. The consultant will record and distribute succinct minutes within three business days after the meeting to a distribution list provided by the Partners’ Project Manager. The meeting minutes will identify resolved issues, open matters, and issues and specific tasks to be accomplished by specific team members with completion dates.

*Templates*

At project initiation, the consultant will provide templates for technical Memoranda, PowerPoint presentations, CAD title blocks, meeting minutes, facts sheets, transmittals, and progress reports.

*Document Review*

The consultant will schedule deliverable review meetings to discuss the client’s written comments and consultant responses, to occur within five business days after receipt of comments. The consultant will have all applicable disciplines represented and will prepare a written response. The consultant will make provisions for review of drawings, calculations, and other documents by client personnel on an unscheduled basis. If the Partners’ Project Manager determines that any submission is incomplete or contains excessive errors, the submission will be rejected and returned to the consultant for correction and resubmission.

The Partners’ Project Manager reserves the right to approve or reject any proposed system or approach to the work. The concerns indicated by the Partners’ Project Manager are not considered closed until the Partners’ Project Manager indicates that the concern is closed.

*Quality Assurance/Quality Control Plan*

The consultant will provide a written Quality Assurance/Quality Control (QA/QC) plan (e.g. CQI, TQM, ISO 9001 certification, etc.). The Partners’ Project Manager will review the consultant’s documents and procedures in relation to adherence with the consultant’s established QA/QC policies and will request corrective action if needed. Nothing in the consultant’s QA/QC policies shall be construed to permit Consultant to deviate from the partners’ administrative or technical requirements for the work.
**Task 1.2: Kick-Off Meeting**

The consultant will hold a kick-off meeting with the Partners shortly after the Notice to Proceed. At this meeting, the contractor will present key team members and a detailed project schedule, define and discuss key milestones, and review the project management plan.

**Task 1.3: Site Visits**

The consultant should allow time for thorough site visits, including a tour of the historic Burnham Building and retail concourse, terminal infrastructure, platforms, and rail facilities, and the surrounding neighborhood including streets immediately adjacent to the site and the larger study area delineated in Exhibit B.

**Task 1.4: Project Coordination**

This project requires several specific coordination tasks as follows:
- Project Coordination with Concurrent Studies
- Internal Coordination
- Coordinating Parties/Stakeholders

**Meetings**

During the course of the study, it is expected that approximately four to five days of meetings per month will be held in Washington DC. This includes bi-weekly coordination meetings with the Terminal Infrastructure team, as well as monthly meetings with the Burnham Place team. The estimated four days per month also includes project working sessions and presentations to internal project committees and coordinating groups. The consultant should plan on being available in Washington from 9 am to 5 pm for these meetings.

**Task 1.5: Develop Internal Review Process**

Internal review during the course of the plan development will be required to broaden the level of understanding within the 2nd Century Partners organizations, as well as within the organizations of key project stakeholders that are participating in either the project funding or are directly affected or dependent on the results of the effort. These internal stakeholders include:
- MARC
- VRE
- USRC Board of Directors
- Amtrak Executive Committee
- Akridge Executive Committee
- Union Station Investco

The consultant will be required to make up to eight presentations to these groups, independently or in combination, during the course of the plan development.

The consultant will work collaboratively with the Partners, project stakeholders, and Technical Working Groups throughout the project. In addition, the consultant will also be required to work
with other consultants performing concurrent studies and tasks, including the Concourse A Design, Terminal Infrastructure Plan, Washington Terminal Yard Master Plan H Street Bridge coordination and Burnham Place. The consultant will review scopes of work for other tasks and meet with the other groups as required by either this project or the other tasks.

**Task 1.6: Develop Coordinating Parties Review Process**

A number of public agencies, business interests, and citizen’s groups will have an intense interest in the planning effort, and will often be affected by the outcome of the plan and development of the Union Station complex. Some of these “Coordinating Parties” also sometimes have review and approval authority over portions of the plan, and thus must be kept informed of the project along the way, allowing for their input and comment during plan development. During the course of the project, the 2nd Century Partners will define an approach for engagement, and coordinate presentations and meetings with these interested parties, including:

- Washington Metropolitan Area Transit Authority
- District of Columbia Office of Planning
- District of Columbia Department of Transportation
- District of Columbia Department of Environment
- District of Columbia State Historic Preservation Officer
- National Capital Planning Commission
- National Park Service
- Architect of the Capitol
- U.S. Commission of Fine Arts
- National Trust for Historic Preservation
- NOMA BID
- Downtown BID
- Advisory Neighborhood Commission 6C
- Federal City Council

It is expected that consultant participation in up to six presentations to the coordinating parties listed above will be required. These presentations will provide a forum for explanation of the overarching planning concepts formulated in the Plan, and it is expected that the consultant will take the lead in preparing and presenting the materials for these. The 2nd Century Partners will provide presentations to the remaining Coordinating Parties not present at consultant presentations.

Tasks 1.7 and 1.8 described below are common to the Facilities Development Component, as well as the Rail Passenger and Multimodal Transportation Components.

**Task 1.7: 2nd Century Development Plan Goals and Objectives**

This task includes the development of overall project goals and objectives. The consultant will facilitate development of these project measurement tools early in the planning process, addressing issues such as sustainability, historic preservation, program and function, place-
making, character, and other issues. The goals and objectives will apply to all of the components in the Development Plan, with the exception of the Terminal Infrastructure Plan, which is a coordination-only item.

**Task 1.7: Deliverables**

Project goals and objectives list and narrative

**Task 1.8: Drawings and CAD**

*Project 3D CAD Model*
The Partners have developed LIDAR scanning of the historic building and rail terminal. The survey effort included establishment of survey controls and LIDAR scanning of both the terminal rail yard and the historic station building, which was used to develop a complete 3D AutoCad model of the project. This model will provide the platform for all consultant work on the project. Some preparation of the drawing files will be necessary for work in this study as follows:

- Organization of the files for use in this project, including naming and filing conventions, protocols for updating information, and potential conversion of information to BIM format as the project proceeds
- Extraction of standard views for use in design and planning presentations including plans, sections and elevations
- Establishment of title block and scale conventions

*Urban Design 3D CAD Model*
The 2nd Century Partners have thoroughly surveyed the existing property and have developed a 3D digital model of buildings and topography in the station vicinity. The consultant will collect these existing materials and assess the extent to which additional digital modeling will be required, as possibly needed to add detail, extend the limits of modeling, or improve the model accuracy. Based on this assessment, the consultant will recommend any additional work needed to augment the 3D modeling. It is expected that the 3D modeling will be used for analysis of massing, including street-level views and sight-lines from nearby neighborhoods, development of illustrative renderings, analysis of view corridors, and other urban design components.

**Task 1.8: Deliverables**

1. Create vicinity and background drawings for architectural and urban design analysis by collecting CAD drawings from Akridge and other sources for vicinity streets and buildings, massing, and other elements and coordinate with the Union Station CAD model. It is expected that at least two scales of urban design analysis will be required, including the immediate station vicinity within approximately a city block or two on each side of the station, and a larger area of analysis incorporating adjacent neighborhoods.
2. Create a file management plan and project drawings standards, with drawing scales, sheet sizes, and sectionalizing of the project defined (for instance, if the final architectural plans are to be printed at 1” = 32’ the number of sheets required to
cover the project area will need to be defined, as well as the match lines between sheets)

3. Identification of additional CAD modeling to be undertaken, if any.
4. 3D digital model assembled from existing resources

**Task 2: Facilities Development Component**

The work effort for the Facilities Development Component, Rail Passenger Component, and Multimodal Transportation Component includes a series of tasks that follow a typical and linear planning methodology, with the following steps:

- Data Collection
- Analysis
- Alternative Concepts Development and Evaluation
- Concept Refinement
- Draft Plan
- Final Plan

Following this workflow, the data collection, analysis, alternative concepts, and concept refinement tasks are described separately for each of the Facility Development, Rail Passenger, and Multimodal Transportation Components below. However, it is expected that these tasks will be coordinated across the multiple planning components, as well as with the Environmental Assessment. The final two tasks, production of the draft and final plans, consist primarily as a refinement and documentation effort, and combine the work effort on the Facilities Development, Rail Passenger, and Multimodal Transportation Components. Thus, the work effort for all three of these components is described within the Facilities Development tasks.

The Facilities Development Component includes four primary elements:

- Station Expansion Framework
- Urban Design and Open Space
- Visitor and Retail
- Station Infrastructure

Tasks are included individually here for each of these separate elements.

**Task 2.1: Facilities Development Component Data Collection**

The goal of the data collection task is to collect existing information to determine the major opportunities and constraints that will influence the Facilities Development Component.

The 2nd Century Partners have collected a number of significant and relevant documents relating to Union Station, the historic buildings on site, rail infrastructure, and surrounding properties. These documents are organized in an access database and will be available for use throughout this project. The partners have also fully catalogued approximately 1000 of these documents for ease of access during the planning process, which will allow the contractor to access the most relevant drawings and construction documents documenting existing conditions.
The data collection tasks described in Task 2.1, 3.1, and 4.1 are similar in nature and scope, and include review of many of the same materials and reports as needed to understand the Facilities Development, Rail Passenger, and Multimodal Transportation Components. In addition, it is noted here that the Data Collection, Analysis, Alternative Concepts Development, and Concept Refinement tasks included in this scope of work must all be undertaken with an understanding of the principal content that will be required in both the Development Plan and the Environmental Assessment. For the Environmental Assessment, a preliminary definition of this content is described in Task 5, and this definition will be further refined during the EA scoping process. In the case of the content that is to be included in the Development Plan, a preliminary outline for the plan is included in Task 2.5 below, which identifies the need for sustainability, security, phasing, and building services components in the plan. This content list should guide the data collection, analysis, concept development, and concept refinement tasks described here.

**Task 2.1a: Station Expansion Framework Data collection and Review of Existing Information and Related Studies**

The Consultant will review existing project documentation provided by USRC, Akridge, and Amtrak, including but not limited to all referenced material in this RFP, as well as concurrent studies, and assess the impacts of these studies and plan. Additional data collection will include compilation of reports, studies, and plans, as well as documenting existing conditions for areas in the vicinity of Union Station complex, as relevant. Considerations include:

- Historic districts and historic resources (which will be provided within the Union Station Historic Preservation Plan currently under development)
- Plans and studies that have been undertaken by DCOP, DDOT, AOC, and NoMa
- Vicinity demographics (to be developed in conjunction with Task 2.1c and the Environmental Assessment)
- Documentation of community and recreational facilities, schools, and institutions

**Task 2.1a: Deliverables**

Consultant will provide a matrix summarizing critical factors and assumptions from prior and concurrent studies and will update this matrix as needed through the course of the project. Information and studies will be prioritized according to those most important and relevant to this planning effort. Studies and reports include but are not limited to:

- Federal Railroad Administration (FRA) NEC Future
- MARC and VRE long-range growth and investment plans
- District Department of Transportation (DDOT) Move DC, Union Station to Georgetown Transportation Improvements Environmental Assessment (fall 2014 kick-off), and Union Station Intermodal Transportation Study
- National Capital Region Transportation Planning Board (TPB) Regional Transportation Priorities Plan, Financially Constrained Long Range Transportation Plan, and Plan + Opportunity: Strategies for Creating Great Communities and a Stronger Region
• Washington Metropolitan Area Transit Authority (WMATA) Metro 2025, 2040 Regional Transit System Plan, and Union Station Access and Capacity Improvement Study
• Other planning studies and reports as available from DCOP, DC SHPO, National Park Service, Architect of the Capitol, and NoMa

**Task 2.1b: Urban Design and Open Space Data collection**

Data collection for this plan element will focus on the project market demand analysis will be coordinated with the Environmental Assessment and Multimodal Transportation Components, developing a consolidated set of data that will be utilized for all efforts. Examples of data pertinent to this task include:

- Plans and policies for areas adjacent to the Union Station Complex, including NOMA, the US Capitol complex, H Street and the adjacent Capitol Hill neighborhoods.
- Historic Districts within neighborhoods surrounding the Station

**Task 2.1b Deliverables**

Narrative report describing information listed above

**Task 2.1c: Visitor and Retail Data collection**

Data collection for this plan element will focus on the project market demand analysis will be coordinated with the Environmental Assessment and Multimodal Transportation Component work elements, developing a consolidated set of data that will be utilized for all efforts.

Examples of data pertinent to this task include:

- Station vicinity economic data for employment, retail space and sales, residential population and characteristics
- Station-specific economic data: revenues, retail sales, daily and weekly visitors, visitor characteristics, etc.
- Retail use categorization within the station and its vicinity including: food service, transit-oriented convenience, destination, etc. as appropriate for retail analysis effort

**Task 2.1c Deliverables**

Narrative report describing information listed above

**Task 2.1d: Station Infrastructure Design Criteria Review**

The Concept Feasibility Analysis will establish initial design criteria for numerous building systems and project issues. This scope of work will review these design criteria for MEP systems concepts, including standards for structural performance, force protection, vibration control, air quality, fire and life safety standards, and make modifications to any design criteria that should be modified. This task will provide the basis of design in order that further design work in later phases of the project can properly refine initial concepts.
**Task 2.1d: Deliverables:**
Review the design criteria developed by discipline within the Concept Feasibility Analysis. Augment as necessary and prepare a technical memorandum and accompanying spreadsheet describing initial design guidelines and criteria (to be updated throughout the project.)

**Task 2.2: Facilities Development Component Analysis**
The goal of the analysis task is to develop an in-depth understanding of the functions and space requirements for each of the elements. This analysis will help to ensure that the development and realization of each element will be optimized, as well as enable the various elements to be coordinated together and integrated. The analysis of the project is critical to explaining its rationale and justification, and it will be critical that deliverables developed in this task are well organized, technically accurate, and can be presented to a wide range of audiences in a compelling manner. Statistical data, planning diagrams, and principal analyses will need to be presented graphically and consistently, and the narrative descriptions of the project analysis will need to be succinct and well written, providing easy access to key findings.

**Task 2.2a: Station Expansion Framework Combined Space Program for all Facility Uses**
Development of a refined space program for the project planning will be needed to update the project requirements per new information since completion of Amtrak’s Terminal Master Plan in 2012. While that planning effort included a program for Amtrak functional requirements through 2030, more detailed programming for MEP spaces, retail expansion, waiting areas and boarding routines will be required as part of this effort.

**Task 2.2a: Deliverables**
Develop a refined space program to include:

- Required spaces for passenger rail, rail support, intermodal transportation facilities including parking, bus and taxi operations, and visitor facilities
- Retail development program based upon the project financial analysis, retail concepts, and discussions with USI
- MEP and other functional building support spaces based upon systems concepts developed in the Concept Feasibility Analysis and further refined within this scope
- Refinement of the sizes and capacities of primary horizontal and vertical circulation elements based upon the pedestrian flow modeling
- Loading and service functions accommodating materials management for deliveries, trash, recycling, food service, VIP moves, and other elements must be programmatically accommodated
- Organization of architectural program by phase for required spaces, functions, locations, and adjacencies
Task 2.2b: Station Expansion Framework Security Analysis

This task includes an initial security assessment, including analysis of alternative security scenarios for managing vehicles and station users including secure versus open station areas and concourses, vehicular screening, and other issues. Planning for the security elements within and surrounding Union Station will be a critical part of the facilities development. While the Concept Feasibility Analysis will develop preliminary security criteria, standards, and concepts, this scope of work will develop the security design strategies in full, including consideration of:

- Force protection and standoff requirements
- Surveillance and police requirements
- Crowd management
- Vehicular screening and control
- Police and first responder access

Task 2.2b: Deliverables

Narrative memorandum with an assessment of the security risks and concerns within the plan, including a description of the access points, throughput, and choke and congestion points. The evaluation shall provide a security and operations review incorporating TSA/Security guidelines and requirements as appropriate and determined by the Partners. The assessment shall identify active and passive architectural/built environment solutions to security risks that exist and/or can be implemented as development occurs.

Task 2.2c Urban Design and Open Space Analysis

The urban design analysis developed in this task will be an important building block in developing the Development Plan. The analysis will document:

- Relationships of station conditions to the surrounding context
- Pedestrian circulation routes, paths, and nodes
- Vehicular circulation
- Heights, massing, and view corridors
- Open space systems

A critical task in the urban design analysis will include consideration of pedestrian circulation within and around the station complex. This analysis should be based on existing pedestrian counts on sidewalks and intersections in the station vicinity, and be coordinated with the Multimodal Transportation Component effort described in Task 4.2c.

Task 2.2c: Deliverables

Diagrams and maps documenting existing conditions and analyzing such elements as: walking distances and times; shadow studies and solar orientation; view corridors at ground level and above-ground; hydrology and vegetation; historic buildings, streets and features; planning, zoning and other regulations; and sustainability issues.

Task 2.2d: Visitor and Retail Market Demand and Retail Analysis
**Market Demand Analysis**

The project-specific market demand analysis will provide important decision-making information that will influence the design and layout of the concourses, station access points, transit facilities and parking. This analysis will include:

- An assessment of the overall potential retail program that might be provided within the Union Station complex, including quantities, locations and types of retail
- Determination of retail supply and demand for station complex (USI, Amtrak, Burnham Place) broken-out by type: neighborhood-serving, commuter/traveler/tourist/visitor, office-oriented, destination, etc.
- Determination of supply and demand for office, hotel and residential uses, including demand for these uses within Burnham Place generated by the transportation and other components of the project
- Examination of future parking options and revenues to help determine appropriate parking quantities to be provided in the plan
- Analysis of other types of revenue that will be generated from the facility through user fees or other methods from tourist operators, intercity and commuter buses, rental cars, and possible taxi surcharges
- Analysis of facilities operational issues including maintenance and operations costs

**Retail Analysis**

The purpose of this task is to analyze current retail configuration with respect to types of retail and locations, opportunity areas, and underperforming areas, and to diagram retail concepts at a master plan level incorporating the new spaces within public concourses and at plazas and open spaces in the complex.

**Task 2.2d: Deliverables**

1. Market Demand Analysis - Narrative report including:
   - Alternative project financial pro formas taking into account various revenue streams according to the program and user fees, assumptions as to whether individual project elements self-support their operating, maintenance, security, and other costs
   - Recommendation as to preferred project pro forma for retail, parking, land use, transit elements, and size of public spaces (including costs for operations and maintenance)
2. Retail Analysis:
   - Provide graphic diagrams of existing retail functions, and graphic analysis of retail opportunity areas that are possible within the new plan
   - Integrate the retail analysis with the initial pedestrian flow analysis developed in Task 4.2c and with the Market Demand Analysis

**Task 2.2e: Station Infrastructure Code, Fire, and Life Safety Analysis**

The station complex envisioned in Amtrak’s Terminal Plan comprises a very large set of interconnected structures with substantial public space below the tracks (including parking, taxis, and buses), and the 3,000,000 square foot air rights development above. This constitutes numerous egress and fire and life safety challenges, including structural design, egress to a public way, emergency vehicle access, and other components. The complex as a whole does not, in fact, easily fall within the applicability of standard code practices, and it will be required as a
part of this work effort to fully study the project for both “letter of the law” code compliance, as well as to look beyond the code and carefully analyze life safety. As an example, even the definition of the design occupancy of the project spaces and buildings can be difficult to determine, and it is likely that dynamic modeling of building occupants will be needed to analyze the safety of the building population. Because of the unique nature of the project, it is also likely that many fire and life-safety issues will be defined unto this project alone. An advanced understanding of both the \textit{per se} requirements, as well as intent of the building codes will be required for this effort.

\textit{Task 2.2e: Deliverables}

Narrative memorandum reviewing Concept Feasibility Analysis code analysis and diagrams analyzing alternative approaches to accommodating building code and fire and life safety requirements within the project as needed.

\textit{Task 2.2f: Station Infrastructure - Infrastructure Analysis}

Site infrastructure requirements for the project must be comprehensively planned. This task will review existing utility information (storm, sanitary, power, and water, etc.), including interviews with relevant city departments and utility companies, and verification of current and future utility capacities available.

\textit{Task 2.2f: Deliverables}

1. Narrative memorandum describing site infrastructure, with an assessment of the existing infrastructure’s condition and capacities. Identify constraints and gaps in service given the current uses of the property. Address what will be needed to supplement the existing utilities (including expansion) to meet the projected facility growth. Identify infrastructure needs and phasing within the Union Station Complex, including any required upgrades to major utilities. Identify issues related to onsite infrastructure improvements. Identify the impact of the project on adjacent offsite infrastructure, including water, sewer, etc. Determine preliminary cost estimates of required offsite infrastructure improvements for each alternative.

2. Concurrence of utility agencies: consultant shall meet with the appropriate utility agencies to review the utility requirements of the alternative plans and determine if future studies are required and/or what additional infrastructure needs exist.

\textit{Task 2.3: Facilities Development Component Alternative Concepts Development and Evaluation}

The alternative concepts task is intended to develop several planning concepts as necessary to address the issues identified in the Task 2 analysis, which meet functional, capacity, historic preservation, security, and other needs as well as Environmental Assessment. The alternative concepts begin to synthesize the various elements of the Facility Development Component together, including passenger facilities for rail and other transportation modes, infrastructure requirements, and urban design issues. The alternative concepts developed in this task will also be significantly influenced by the information developed in the Concept Feasibility Analysis, Terminal Infrastructure Plan, and the Historic Preservation Plan, and will synthesize the findings and analyses of these companion studies in the formulation of concepts for the Union Station.
facilities. In particular, the track and operating plan developed in the Terminal Infrastructure Plan will be a critical input in the development of the alternative concepts, and one or more track configurations and arrangements may need to be studied.

Task 2.3a: Station Expansion Draft Alternative Concepts

Development of draft alternative concepts will allow the team to find the best solutions to the key project components outlined in this scope of work. Specific concepts to be considered for each component of the planning effort include:

- Develop alternative pedestrian flow approaches based on intermodal transit alternatives, locations of transit facilities, and master plan alternatives
- Develop alternative scenarios for adjustments to concourse sizes and locations based on rail and bus passenger needs, capacity, security concepts, and other issues
- Develop alternative architectural concepts for concourse and train hall architecture, examining the size, location, character, and functional performance, and relationship to the historic building
- Develop alternative retail concepts exploring overall program area, retail type, location and character, identifying retail “place-making” opportunities in each
- Develop alternative planning concepts for the greenway, Columbus Plaza and K Street underpass modifications, and H Street level open spaces
- Coordinate alternative concepts with the Burnham Place design team, including air rights development connections to a train hall, central concourse, greenway, and REA

Planning concepts will explore conceptual alternatives for all concourses and access points, a train hall, a bus concourse and taxi facilities, parking, service facilities, and retail spaces. The planning and conceptual design will take into account technical requirements for building structure and systems, rail infrastructure, sustainability, and building codes. Specific areas of consideration include:

- Form of a train hall and development of concept level design for this component
- Interior spatial relationships of primary plan components
- Connection of new building components to existing facilities
- Historic preservation integration/issues and opportunities
- Retail concepts
- Integration of the principal architectural components and elements with the project’s urban design features
- Phasing
- Development and planning of the bus and taxi facilities, parking, and service facilities
- The location, size, character, and function of all horizontal and vertical circulation elements

Task 2.3a: Deliverables

Documentation of the Architectural and Urban Design Alternatives including:
- Graphic diagrams
“Sketch-up” level diagrammatic perspective studies to analyze massing and planning alternatives for each concept
Summary spreadsheets as appropriate
Narrative report incorporating graphic diagrams and summary spreadsheets
PowerPoint presentation summarizing the above deliverables. Documentation of the Architectural and Urban Design Alternatives in graphic diagrams, summary spreadsheets as appropriate, and incorporated into and a narrative report

Task 2.3b: Urban Design and Open Space Draft Alternative Concepts

Taking into account the urban design analysis developed in Task 2.2c, the consultant will explore up to three urban design alternative concepts. These alternatives will focus on delivering identified project benefits, and will examine the following areas:

- Burnham Place
- Greenway
- Surrounding sites
- Vicinity streetscape
- Columbus Plaza

Particular attention will be given to coordination of alternative concepts with the Burnham Place design team, including air rights development connections or relationships to a train hall, central concourse, and a greenway.

Task 2.3b: Deliverables

Documentation of the Architectural and Urban Design Alternatives including:
1. Graphic representation of three alternative concepts for the greenway, Columbus Plaza modifications, and H Street level open spaces, and coordination with Burnham Place
2. “Sketch-up” level diagrammatic perspective studies to analyze massing alternatives and views for each concept
3. Narrative report
4. PowerPoint presentation summarizing the above deliverables

Task 2.3c: Visitor and Retail Program Alternatives

The program alternatives analysis will provide a basis for the alternative concepts to be developed in the planning and effort. This effort will provide draft alternative scenarios for the Union Station program depending on the financial pro forma of each program element, including parking program and fees, retail program including quantity, type, and location, capture area scenarios, and other revenue generation techniques. The program alternatives will be coordinated with the alternative concepts developed in tasks above.

Task 2.3c: Deliverables

The analyses outlined above will be documented in:
1. The program alternatives will be documented in a narrative report incorporating graphic diagrams and summary spreadsheets as necessary.
2. PowerPoint presentation summarizing the above deliverables

Task 2.3d: Station Infrastructure Draft Alternative Concepts

Initial concepts for MEP systems layout are being developed in the Concept Feasibility Analysis. This scope of work will utilize these preliminary concepts as a beginning point and further study the design of the MEP systems, utilities, and structure. The alternative concepts should look at various utility distribution diagrams, distributed versus centralized systems, district energy, etc.

Task 2.3d Deliverables
The analyses outlined above will be documented in:
1. Narrative report incorporating graphic diagrams and summary spreadsheets as necessary.
2. PowerPoint presentation summarizing the above deliverables

Task 2.3e: Alternative Concepts Evaluation
Based on the alternatives developed in this task for planning, urban design, and transit facilities, the Consultant will evaluate the alternatives and make a recommendation as to the preferred alternative concept.

The Consultant will prepare a qualitative and quantitative comparative evaluation of the Alternative Concepts with respect to their performance against the planning goals and objectives for the Union Station complex, and comment on the relative merits of each alternative plan with respect to the following:

- Transportation: how the alternative optimizes local transportation, intercity bus, commuter rail, and regional intercity rail connections and operations
- Access and circulation: pedestrian access between modes, circulation among uses, and connections to the greater Union Station area.
- Infrastructure: potential impacts on major utilities, potential for improved sustainability performance, and new infrastructure investments required.
- Comparative cost analysis: high level costing analysis of the alternatives, including required infrastructure investments, transit operation relocations and upgrades, historic preservation, parking, and other components (to be provided by the Concept Feasibility Analysis team)
- Historic preservation and adaptive reuse: degree to which the alternative supports and enhances the existing historic station building.
- Sustainability: degree to which the alternative advances and supports sustainability.
- Security: how the alternative impacts security of transit users and tenants of the Facility and creates safeguards and protections against threats
- Place-making: the extent to which the alternative creates a sense of place.
- Phasing: differences in the phasing strategy for the alternative and how the phasing will impact transit operations, circulation, investment, and general development of the station
- Return on Investment: extent to which the alternative is expected to maximize financial return on public investment
- Goals and objectives: an overall summary of how the alternative meets the goals and objectives for the project
The exact evaluation criteria and method of concept evaluation will be verified with the consultant at the beginning of this task.

**Task 2.3e: Deliverables**

1. Evaluation criteria
2. Evaluation spreadsheet comparing each Alternative Plan, by component
3. Narrative memorandum documenting the evaluation and recommendations

**Task 2.4: Facilities Development Component Concept Refinement**

While Tasks 2.3a through 2.3d focus on developing a range of alternative concepts that address the individual elements, Task 2.4 is expected to work toward a synthesis of concepts into a single, preferred alternative that will be the basis of the final framework plan, as well as the environmental impacts analysis carried out in the Environmental Assessment.

**Task 2.4a: Facilities Development Component Concept Refinement**

The Consultant will develop a refined and final concept incorporating recommendations from each study that is a companion to this effort (Concept Feasibility Analysis, Terminal Infrastructure Plan, Historic Preservation Plan, and Burnham Place), resolving conflicts, and developing to a refined level of detail.

The refined preferred alternative developed in this task will be the “Preferred Framework Design” option incorporated into the Environmental Assessment

**Task 2.4a: Deliverables**

The refined concept will include drawings and a written narrative fully describing the planning and technical aspects of the plan. This deliverable will be developed to an extent that will allow for estimating and assessment of construction phasing, and will thus include a comprehensive set of drawings and planning narrative.

**Task 2.4b: Urban Design Concept Refinement**

The Consultant will develop a refined urban design concept coordinated with the other elements within this scope of work. The refined urban design concept will include the following:

- Pedestrian and vehicular circulation
- Open space system
- Building form and massing, including solar orientation, shading, and view corridors
- Definition of special urban features
- Preliminary/framework landscape plan

The refined preferred alternative developed in this task will be the “Preferred Framework Design” option incorporated into the Environmental Assessment (which will also include the intermodal transit elements and the Economic Analysis, as well as the preferred concept in the Terminal Infrastructure Plan).
**Task 2.4b: Deliverables**

The refined concept will include drawings and a written narrative fully describing the conceptual and technical aspects of the plan. This deliverable will be developed to an extent that will allow for estimating and assessment of construction phasing, and will thus include a comprehensive set of drawings and narrative.

**Task 2.4c: Visitor and Retail Element Concept Refinement**

The Consultant will develop a refined and final visitor and retail concept plan incorporating refinements from the alternative concepts and the concept evaluation. The refined preferred alternative developed in this task will be the “Preferred Framework Design” option incorporated into the Environmental Assessment.

**Task 2.4c: Deliverables**

The refined concept will include drawings and a written narrative fully describing the planning and technical aspects of the plan. This deliverable will be developed to an extent that will allow for estimating and assessment of construction phasing, and will thus include a comprehensive set of drawings and planning narrative.

**Task 2.4d: Station Infrastructure Element Concept Refinement**

The Consultant will develop a refined and final station infrastructure plan incorporating refinements from the alternative concepts and the concept evaluation.

The refined preferred alternative developed in this task will be the “Preferred Framework Design” option incorporated into the Environmental Assessment.

**Task 2.4d: Deliverables**

The refined concept will include drawings and a written narrative fully describing the planning and technical aspects of the plan. This deliverable will be developed to an extent that will allow for estimating and assessment of construction phasing, and will thus include a comprehensive set of drawings and planning narrative.

**Task 2.5: Draft Washington Union Station 2nd Century Development Plan**

Utilizing the refinements to the preferred concept developed in Tasks 2.4, 3.4, and 4.4; the Consultant will develop the Draft Plan documents to include both graphic material and written narrative. The Consultant will include phasing diagrams and detailed plans to reflect the recommended approaches to phasing including detailed short-term improvements, as well as longer-term changes through the end of Phase 3. The phasing diagrams will provide a step-by-step roadmap for phasing of the Master Plan and be coordinated to reflect and incorporate the rail terminal infrastructure. In addition to all necessary diagrams and images, the Contractor should provide a draft report describing in the plan in non-technical language.

**Task 2.5a: Preliminary Draft 2nd Century Development Plan**
The Draft Washington Union Station 2nd Century Development Plan should fully document the planning concepts for the Union Station complex and the technical framework for MEP and structural systems, the sustainability features, open spaces, historic preservation, and other elements included in this scope of work. A preliminary project report outline is provided here, which captures the overall requirements for the scope components (and key elements within each component) as follows:

1. Introduction
2. Project Background and History
   - Previous Studies
   - Planning Process
3. Facilities Development Component
   - Station Expansion
     - Design Vision
     - Building Form and Massing Framework
     - Architectural Program
     - Functional Layout
     - Sustainability
     - Security
     - Building Service
     - Phasing
     - Design Guidelines (if required by approval agencies or requested by the 2nd Century Partners)
   - Urban Design and Open Space Element
     - Landscape
     - Urban Design
     - Design Guidelines (if required by approval agencies or requested by the 2nd Century Partners)
   - Visitor and Retail Element
     - Retail Expansion
     - Visitor Amenities
   - Station Infrastructure Element
     - Utilities
     - Mechanical, Electrical, and Plumbing Systems
     - Structural Framework
4. Rail Passenger Component
   - Intercity and Commuter Rail Concourses
   - Passenger Services
   - Terminal Infrastructure Plan (Summary)
5. Multimodal Transportation Component
   - Capacity: Intercity and Commuter Rail, Metrorail, Bus, and Streetcar
   - Street Network and Circulation
   - Parking
6. Capital Improvements
7. Technical Appendices
Task 2.5a: Deliverables
The Draft 2nd Century Development Plan will include drawings and a written narrative fully describing the planning and technical aspects of the plan. This deliverable will be for estimating and assessment of construction phasing, and will thus include a comprehensive set of drawings and planning narrative.

Task 2.5b: Final Draft 2nd Century Development Plan
The Final Draft Development Plan will be developed based on comments made on the Preliminary Draft Plan.

Task 2.5b: Deliverables
1. Consolidated facilities drawings including plans, sections, and elevations, and 3d model in CADD and PDF
2. Draft Washington Union Station 2nd Century Development Plan per final outline developed in Task 2.5a.
3. Draft renderings illustrating key features of the project (approximately 25 interior and exterior renderings required)
4. Draft “real time” simulation of simultaneous systems operations including intercity and commuter rail, Metrorail, intercity and local bus, taxi, streetcar, automobile, and pedestrian flows integrated with rail operations at Union Station. The simulation should translate technical information into a medium appropriate for public understanding of the outcome of the individual plans. This deliverable will incorporate the Pedestrian Flow Analysis modeling.
5. PowerPoint presentation summarizing the above deliverables.

Task 2.6: Final Washington Union Station 2nd Century Development Plan
The Final Development Plan will incorporate comments received on the draft documents, and include the same deliverables as in Task 2.5a, but in final form. In addition, the final plan deliverable will include an executive summary document as described below.

Task 2.6a: Preliminary Final Development Plan
Task 2.6b: Final Development Plan
The Preliminary and Final Development Plans will be developed in two stages, similar to the approach taken to develop the Draft Development Plan.

Task 2.6a and 2.6b: Deliverables
1. Final facilities drawings including plans, sections, and elevations, and 3D model in CADD and PDF developed to the level of 10% design
2. Final Washington Union Station 2nd Century Development Plan
3. Executive summary of the Plan (8.5 x 11 format, 10 to 20 pages)
4. Final renderings and any alternates for additional visualization tools which could be beneficial and illustrate key features of the project per approved draft renderings from Task 2.4
5. Final “real time” simulation of simultaneous systems operations including Metro, bus, taxi, street car, and pedestrian flows integrated with rail operations at Union Station
6. PowerPoint presentation incorporating the above deliverables

**Final Deliverables**

While a number of interim deliverables and studies will be undertaken during the process, the following deliverables are required at the conclusion of the work effort:

1. **Assumptions**
   All assumptions used in each task of the study must be documented and provided in both narrative and spreadsheet format. Changes in assumptions over the life of the study must also be documented.

2. **Architectural and Engineering Drawings**
   The Architectural and Engineering drawings will be developed in AutoCad 3D and the final deliverable will include the CAD model as well as hard-copy plans, sections, and elevations on Architectural xx size sheets, as well as in 11 x 17 and 8.5 x 11 formats. The level of design depicted in these drawings will be at a ten percent level of completion. Drawings will include floor plans at each level of the project, interior and exterior elevations, overall sections, and building sections of principal public spaces. A number of the plans, elevations, and sections will also be developed illustratively for public presentations and the final report, with color and labels included.

3. **Development Plan Report**
   The final plan report and narrative will include the components listed in the preliminary outline above, including narrative descriptions, drawings, and diagrams in 8.5 x 11 format. This report will be a principal reference document for development of all project phases and elements over the coming years.

4. **Executive Summary**
   The Executive Summary will be include graphics, renderings, and narrative summarizing the key parts of the plan and be approximately 20 to 30 pages, in 8.5 x 11 format.

5. **Diagrams**
   The final deliverables will include high-quality graphic diagrams that illustrate the principal features regarding the transportation, urban design, architectural, and sustainability components.

6. **Renderings**
   Architectural renderings of the principal components and features will be developed for public presentations, reports, and the website. It is assumed that these renderings will be stylistically consistent with the family of renderings previously developed. This preliminary includes all concourses, new entrances and access points.

7. **Physical Model**
   Provision of a final physical model is not required at the conclusion of the project. Consultants should include production of physical study models as a part of their proposal but should include line-item costs for such models. For the final physical model, the consultant will be required to provide 3D CAD files specifically produced and edited for model production.
**Task 2.7: Architectural Design Guidelines (optional)**

Washington Union Station 2nd Century is a long-term development that will include a number of different buildings, historic preservation and adaptation, landscape design, interior renovation, and other design activities over many years. Development of architectural design guidelines for the Union Station complex will help to ensure that the design of the multiple components result in a unified whole, including components within the station, historic station building, and the air rights.

It is anticipated that a design guideline effort will be required. Although a scope of work for architectural design guidelines is not included here, proposers should demonstrate experience with developing design guidelines for similar efforts. The specific effort will be scoped and priced at such point as the Partners, in consultation with the Consultant, decide that development of these design guidelines is timely and necessary.

**Task 2.8: Urban Design Guidelines (optional)**

Development of urban design guidelines for the Union Station complex will help to ensure that the urban environment of the station and surrounding neighborhoods is a unified whole, and that the design and construction of the air rights public spaces, Columbus Plaza, First Street, and other areas will utilize design elements that relate to the broader context of Union Station, including the United States Capitol grounds and building, NoMa, and the H Street corridor. It is expected that the urban design guidelines will include:

- street cross sections and standards
- street furniture
- sidewalk and plaza paving materials and details
- lighting fixtures and standards for illumination levels
- signage and way-finding standards
- landscape standards including planting schedules and details
- programming standards including sidewalk cafes, outdoor seating, and other elements

**Task 2.9: Design and Construction Documents (optional)**

A number of key project elements will be taken to an advanced concept level of design as a part of this study, as needed in order to assess environmental impacts and be able to begin full design and construction of critical project elements. Proposers should demonstrate the capability to undertake schematic design, design development, and construction documents for architectural, engineering, and landscaping components within the project, if and when full design of selected projects begins within the next several years.

**Task 3: Rail Passenger Component**

The Rail Passenger Component includes two primary elements:

- Rail Passenger Element
- Terminal Infrastructure Plan Coordination
Tasks are included individually here for the Rail Passenger Component, and coordination points with the Terminal Infrastructure Plan are described below. The Terminal Infrastructure Plan and its outputs must be coordinated with the Rail Passenger Component throughout the planning process.

The following summarizes the key components that will be analyzed and developed in the Terminal Infrastructure Plan (while program requirements for each of these elements will originate in the Terminal Infrastructure Plan, they will be incorporated into the planning that is included within the scope of this RFP):

*Electrical/Traction Power:* Identify current electrical/traction power capacity and future capacity requirements by the 2012 Master Plan phase and operations milestones. Identify substation locations, sizes, and technical requirements including access and ventilation, and determine relocation requirements for this infrastructure by phase.

*Catenary/Switching:* determine sectionalizing of catenary and operational control to support construction phasing including the relocation of the east/west feeders. Analyze switching arrangements in tandem with track construction phasing and infrastructure chokepoints.

*Utilities:* identify utilities needed within the terminal rail yard for rail operations, including wayside power, water, sanitary sewer, compressed air, and other components.

*Rail Operations:* develop optimal and minimum track and platform alignments and dimensions to accommodate related projects including the H Street Bridge replacement and the air rights development. Develop detailed rail operational modeling for construction phasing including a construction plan identifying the sequence, breadth and duration of likely track closures, midday rolling stock storage, accommodation of special events and private cars, as well as physical improvements required.

*Operational Control:* determine the constraints and requirements for relocation of the functions within the existing K Tower, and develop a recommendation for a new location for these functions, documenting space requirements, criteria for selecting a location, and infrastructure requirements.

*Service:* develop a plan for movement of personnel and tugs within the service circulation elements included in the test fit and identify additional functions that may be required to provide quick turn-around and servicing of rolling stock at the station.

*Facilities Assessment:* determine the future locations and sizes of the Crew Base, Satellite Commissary, mechanical department, and other terminal support facilities based on program space required, adjacencies, functional requirements, efficiency, and other factors. This effort will include analysis of train service functions including inspections, stocking, crew movements, power, and water.
Facilities Phasing Plan: determine the timing required for the phased relocation of all terminal infrastructure support facilities required for implementation of the 2012 Master Plan, including the Crew Base, Satellite Commissary, Mechanical Department, tractor shop, and other facilities.

Security: provide a comprehensive physical security gap analysis and identify specific design concepts for the terminal rail yard required in the near-term and beyond to completion of the 2012 Master Plan (note: security analysis for building, parking and loading functions, and other operational elements will be studied and developed in the Facilities Development Component).

Phase 4 High Speed Rail (HSR): the Terminal Infrastructure Plan will finalize a conceptual plan for accommodating future HSR at the Union Station complex. The contractor for the 2nd Century Development Plan will review the alternative track alignments, conceptual designs, and platform configurations developed by the Terminal Infrastructure team, and incorporate appropriate concepts for future Phase 4 HSR expansion into the Development Plan, including operational locations for baggage and waiting areas, parking requirements, and connections to other transit modes.

Although the program and technical requirements for almost all rail related infrastructure will be originated in the Terminal Infrastructure Plan, and coordinated with the Development team, an exception to this is the design of required fire protection and ventilation systems for the rail infrastructure. This component of the facilities infrastructure will originate within the Development Plan and be coordinated with the Terminal Infrastructure team (and in fact, initial concepts for fire protection and ventilation will be developed in the Concept Feasibility Analysis).

Task 3.1: Rail Passenger Element Data Collection

This task includes the collection of relevant data related to the needs of commuter and intercity rail passengers. Elements of this data collection include:

- Passenger capacity and growth: daily, weekly, AM and PM peak hour, and growth in five year increments
- Security requirements for passengers by type
- Waiting area requirements
- Boarding routines and methods
- Ticketing and rail passenger support requirements

Task 3.1a: Deliverables

The Contractor will summarize the available information in a spreadsheet and summary memorandum

Task 3.2: Rail Passenger Element Analysis

Analysis of the rail passenger and required support facilities is a critical and fundamental part of the planning effort. Because of the complexities of rail passenger movements, and the staff and
support spaces that are needed to accommodate and facilitate these movements, the following considerations will be undertaken in this analysis:

- Development of alternative scenarios for passenger handling by phase, and taking into account intercity versus commuter rail characteristics, varying security routines, and waiting, boarding, and alighting characteristics and requirements
- Flow analysis of all functional elements, including those developed in the Terminal Infrastructure Plan: train servicing including food and trash, Amtrak crew and mechanical support functions including train turn-around and commissary
- Development of program for phased growth of all internal Amtrak spaces including ticketing, customer lounges and waiting, crew and support. The space program must be analyzed to understand the area and functional requirements that result from different boarding and alighting routines, passenger expectations for waiting, baggage handling, security, dedicated versus non-dedicated platforms, and other considerations
- Determination of optimal locations for Amtrak offices, ticket services, baggage holding area, passenger waiting, customer service, and Club Acela
- Develop program area requirements

**Task 3.2: Deliverables**

The purpose of this task is to identify rail passenger spaces, adjacencies, and functional requirements to be included in the overall facility program. Deliverables include:

- Space program spreadsheet
- Adjacency diagram
- Narrative report

**Task 3.3: Rail Passenger Element Alternative Concepts**

The alternative concepts task is intended to develop several rail passenger concepts as necessary to address the issues identified in the Task 3.2 analysis, which meet functional, capacity, boarding, security, and other rail passenger needs. In particular, the track and operating plan developed in the Terminal Infrastructure Plan will be a critical input in the development of the rail passenger alternative concepts, and one or more track configurations and arrangements may need to be studied.

**Task 3.3a: Draft Rail Passenger Alternative Concepts**

Development of draft alternative concepts will allow the team to find the best solutions to the key rail passenger components outlined in this scope of work. Specific concepts to be considered for each component of the planning effort include:

- Develop alternative pedestrian flow approaches based on waiting requirements and boarding routines, commuter and intercity passenger loads, intermodal transit connections, and locations of passenger support facilities
- Develop alternative scenarios for adjustments to concourse sizes and locations based on rail passenger needs, capacity, security concepts, and other issues
- Develop alternative architectural concepts for rail passenger concourses, examining the size, location, character, and functional performance of the proposed spaces
Planning concepts will explore conceptual alternatives for rail passenger concourses and their connections to the public concourses in the facility. Specific areas of consideration include:

- Interior spatial relationships of primary rail passenger components
- Connection of the rail passenger components to public concourses and existing facilities
- The location, size, character, and function of all horizontal and vertical circulation elements

**Task 3.3a: Deliverables**

Documentation of the Design Alternatives including:
1. Graphic diagrams
2. “Sketch-up” level diagrammatic perspective studies to analyze massing and planning alternatives for each concept
3. Summary spreadsheets as appropriate
4. Narrative report incorporating graphic diagrams and summary spreadsheets
5. PowerPoint presentation summarizing the above deliverables

**Task 3.4: Rail Passenger Concept Refinement**

Based upon the evaluation of the alternative rail passenger concepts, a preferred plan will be selected and refined in this task. The refined preferred rail passenger component developed in this task will be the “Preferred Framework Design” option incorporated into the Environmental Assessment. In addition, this refined rail passenger component will form the basis of the pedestrian flow analysis. The refined concept should identify the capability to build in system flexibility, as well as be coordinated with the track and platform plans, and corresponding rail operating plans and capacities developed in the Terminal Infrastructure Plan.

**Task 3.4 Deliverables**

The refined concept will include drawings and a written narrative fully describing the planning and technical aspects of the plan.

**Task 3.5: Draft Washington Union Station 2nd Century Development Plan**

The refined concepts for the Rail Passenger Component and all supporting analysis and technical documentation developed in Tasks 3.1 through 3.4 will be incorporated into the Draft 2nd Century Development Plan as described in Task 2.5.

**Task 3.6: Final Washington Union Station 2nd Century Development Plan**

The Rail Passenger Component as developed in Task 2.5 in the Draft Development Plan will be refined and incorporated into the Final 2nd Century Development Plan as described in Task 2.6.

**Task 4: Multimodal Transportation Component**

**Task 4.1: Multimodal Transportation Data Collection**

**Task 4.1a: Multimodal Transportation Review of Related Studies**
Consultant will review related studies, including but not limited to all referenced material in this RFP as well as concurrent studies, and determine the impacts of these studies and plans on the transportation components at the station. Studies and reports include but are not limited to:

- 2012 Union Station Master Plan Technical Report
- NEC Future
- MARC and VRE long-range growth and investment plans
- “Move DC” study, DC Streetcar EIS, Union Station Intermodal Transportation Study
- Other planning studies and reports as available from DCOP, DC SHPO, National Park Service, Architect of the Capitol, DDOT, and NOMA
- DDOT Comprehensive Transportation Review requirements and guidelines

**Task 4.1a: Deliverables**

Provide a matrix summarizing critical factors and assumptions from prior and concurrent studies (it is expected this matrix will be updated as needed through the course of the project).

**Task 4.1b: Intermodal Transportation Data Collection and Review**

The assembly of accurate and comprehensive transportation data will be critical to understanding the interaction of the various transportation modes, as well as to formulating a plan that best serves the users of the station. Information that might be collected and documented during this task could include but not be limited to:

- Census tract information including residential populations and characteristics in the vicinity of the Union Station complex
- Vicinity employment - existing and projected
- Existing ridership information for: Intercity rail, commuter rail, Metrorail, intercity bus, commuter bus, shuttle bus, DC Circulator, Metrobus, tourist buses by type, taxi, and streetcar (note that ridership information to be collected for AM and PM peak hour, AM and PM peak period, weekday, weekend, and annual with seasonal variations noted)
- Car rental, parking garage counts and user surveys
- Pedestrian counts: within Concourse A, at Metro entrances and exits, at station and parking garage entrances and exits
- Metropolitan Washington Council of Governments: Transportation Planning Board, DDOT, and DCOP transportation data
- Bikeshare station, MBT and 1st Street usage also 2nd and K streets
- Additional, unpublished MARC and VRE ridership information, if available
- Drop-off/Pickup Observations in Columbus Plaza

Understanding the transit modal use shares at Union Station will be important in formulating the Multimodal Transportation Component, and the various types of data will aid the Environmental Assessment, project financial analysis, facility program, and pedestrian flow analysis, as well as to plan for the best intermodal balance. These data sets will include, but not be limited to:

- AM/PM peak hour by mode
- Daily passengers/ridership by mode
- Day of week and seasonal passenger/use variation by mode
- Anomalies
Vehicle types, sizes, and numbers including personal autos, buses, service vehicles, etc.
• Rail consists, capacity by consist, daily trains, and dwell requirements (collected in the Terminal Infrastructure Plan but documented here as needed and appropriate)

It is expected that after an initial review of the readily available data, the consultant will prepare an assessment of additional data that will be required to undertake the plan, in coordination with the Environmental Assessment work effort as appropriate.

User surveys or other methods of data collection may be necessary to determine current modal splits, ridership characteristics, origin/destination information, and understand how to change modal use over time as needed. If user surveys are needed, they will be designed to collect information that does not currently exist regarding ridership characteristics of the various modes at Union Station, and will be formulated in conjunction with the requirements of the Environmental Assessment. Proposers should be able to address their experience with collecting this type of data and conducting modal split analyses.

Task 4.1b: Deliverables
1. Develop format for transportation data collection and tracking
2. Provide memorandum assessing existing data and a summary spreadsheet, and recommending additional data that needs to be developed, including a method, schedule, and scope for obtaining this information

Task 4.1c Multimodal Transportation Existing Road Network and Parking Data Collection

It is expected that the road network data collection effort will include analysis of parking, access and circulation, including:

• Local road capacities and levels of service
• Current parking garage operations (intercity, tour, shuttle and local buses; passenger parking for office, retail, bus and rental; and taxi)
• Employee versus public parking areas, short versus long term parking, valet operations, rental cars
• Obtaining vehicular counts, parking data, and other information regarding existing conditions in the vicinity of the station

The traffic analysis and engineering included in this scope of work will also be a part of the Environmental Assessment effort.

Task 4.1c: Deliverables

Task 4.2: Multimodal Transportation Analysis

Task 4.2a: Transportation Operation Conditions and Needs

Each of the transportation modes that currently exist and will continue to operate at Union Station has its own specific space and functional requirements that must be accommodated in the
complex. The plan must identify the physical and operational constraints that can affect the capacity of any of these modes, identified below:

- Rail
  - heavy rail (Amtrak, MARC, VRE)
  - Metrorail (subway)
  - Streetcar
  - light rail (potential connection to Anacostia waterfront)
- Bus
  - intercity
  - commuter
  - shuttle
  - Metrobus
  - DC Circulator
  - tour
- Taxi
- Automobile
  - parking
  - car rental
  - car sharing
- Bicycle
  - rental
  - parking
  - Bikeshare
- Pedestrian

This task will identify functional requirements for the components listed above, and coordinate the intercity and commuter rail functional requirements with requirements for the intercity bus facilities and other transportation components, according to both current and alternative future operational practices, to identify all circulation areas, support spaces, and other functional requirements for:

- boarding and alighting
- ticketing
- passenger waiting
- baggage
- information systems
- train servicing and inspections including service circulation (pedestrian and vehicular) and access to platforms

A portion of these requirements will be developed in the Terminal Infrastructure Plan, and the consultant will work collaboratively with that team to define all of the information required. It is noted here that while the programmatic requirements of the multiple transit/transportation modes listed above will be identified, it is not implied that every mode will necessarily be accommodated in the facility (e.g. light rail).

Task 4.2a: Deliverables
The purpose of this task is to identify space, adjacency, and functional requirements to be included in the overall facility program. Deliverables include:

1. Space program spreadsheet
2. Adjacency diagram
3. Narrative report

Task 4.2b: Multimodal Transportation Analysis and Capacity Modeling by Mode

This effort will include analysis of the planned and forecasted capacities of the multiple transportation modes at Union Station over the three planning horizons of 2020, 2030, and 2040. The study will identify constraints or issues with accommodating all the modes during phased construction, as well as when construction is complete, based upon up to three assumptions based on projected growth and anticipated future changes in modal splits.

It is assumed that a number of factors will induce capacity demands on Union Station transit infrastructure, including commuter and intercity rail growth, background development in the station vicinity and the metropolitan area, and growth induced by the Burnham Place air rights development, all of which will ultimately impact the intermodal capacity of Union Station. Assumptions for growth in demand for intercity rail will be coordinated with the NEC Future process and Tier 1 EIS effort that is current and on-going.

Task 4.2b: Deliverables

Requirements for this task include:
- Identify current modal splits and modal use, including peak, daily, weekly, and annual numbers for each transportation mode and develop modal split targets/projections for the project
- Develop station transit use forecast for 2020, 2030, and 2040 and beyond with ridership projections for all modes
- Analyze existing and projected modal splits to study the balance between modes for each of the planning years
- Analyze current on-site vehicle, pedestrian, and bicycle circulation and access at Union Station. Analyze both pedestrians entering the station externally versus arriving via public transit mode. Analyze general pedestrian access to and through the station for all transportation modes. Identify key problem areas for transit drop-offs, pedestrian movements between transit modes and lines, and overall circulation at the Union Station complex (this task must be coordinated with the pedestrian flow analysis in Task 3.2c)
- Analyze intermodal impacts and requirements for incorporation of Phase 4 intercity rail expansion

Task 4.2c: Pedestrian Flow Analysis

A pedestrian flow analysis will be needed for egress, fire, and life safety planning, and will also be instrumental in the retail planning effort. The pedestrian flow analysis effort is expected to continue throughout the design process, and assist in balancing the movements between the
various transportation modes accommodated within the station complex. The pedestrian flow analysis will be used to:

- right-size concourses to ensure adequate circulation spaces; verify number and locations of concourses
- refine concourse locations
- identify bottlenecks
- ensure circulation space is not excessive and unnecessarily expensive to build or maintain
- right-size concourse circulation requirements by phase
- identify and plan retail locations and program in conjunction with the market demand analysis
- assist with detailed platform circulation analysis including obstructions and connections to concourses
- assist with fire and life safety egress analysis

**Task 4.2c: Deliverables**
Develop an initial pedestrian flow analysis based on future demand/growth of all transportation modes at the Station, by 2nd Century phase development, coordinated with work undertaken in the Concept Feasibility Analysis.

**Task 4.3: Multimodal Transportation Alternative Concepts**

**Task 4.3a: Transportation Alternatives**
The Washington Union Station 2nd Century Development Plan is intended to accommodate the existing transportation modes at the station by providing the space, adjacencies, and support facilities necessary to support a well-functioning regional intermodal transportation center over the planning timeframe and beyond. Task 4.2 will apply the numerical modeling of transportation capacity to the specific locations and characteristics of the new transportation facilities being proposed in the plan. Three alternative transportation scenarios should be developed according to the proposed 2nd Century phasing and the growth and investment plans of Amtrak, MARC, VRE, WMATA, and DDOT. The alternatives could include recommendations for the magnitude or timing of infrastructure changes to accommodate forecasted growth for each mode. The alternative concepts will also examine the physical placement of each mode to ensure that those modes which are highly complementary to each other are placed in close proximity.

It is noted here that intermodal planning for 2040 and beyond should anticipate continued growth in all modes at Union Station. The plan should identify ultimate capacity limits for individual pieces of the infrastructure within the constraints of defined assumptions. For instance, the plan should project with a reasonable degree of certainty the ultimate rail capacity for intercity passengers and commuters, based upon a range of assumptions for train capacities and station dwell times. Beyond 2040, the study will identify any transportation elements that could exceed the capacity limits of other modes at the station in the future timeframe, allowing for advance planning in future years to accommodate anticipated future growth.
**Task 4.3a: Deliverables**

1. Narrative report documenting the alternative concepts including diagrams and spreadsheets as appropriate to:
   - Identify three alternative intermodal scenarios based on modes available, phasing, modal split, and capacity of each mode. These alternatives will consider system growth, commuter run-through alternatives, addition of new Metro capacity, parking capacity and vicinity land use scenarios
   - Document functional requirements for each alternative: including space and operational requirements
   - Document dependencies on, and assumptions about, infrastructure improvements outside the Union Station complex, and assumptions about such expected improvements

2. PowerPoint presentation summarizing the above deliverables

**Task 4.3b: Road Network and Parking Alternatives**

To accommodate projected growth in vehicular traffic, the Consultant will complete traffic engineering and roadway analysis to ensure adequate roadway capacity for vehicular traffic generated by the transportation functions, retail facilities, and air rights development at the Union Station complex. Development of vehicular (bus, taxi, auto) traffic alternatives will include:

- Definition of vehicular access points
- Development of a parking program, identifying criteria for establishing parking requirements separately for retail, rail, bus, air rights, and other users including rental car, car-share program of requirements for each of the planning years
- Development of alternatives for taxi capacity, taxi storage, and locations for taxi passenger drop-off and pick-up, as well as drop-off and pick-up for private vehicles
- Analysis of vicinity road network, capacity, level of service for each of the planning years - identification of expected onsite and adjacent, offsite circulation improvements that may be necessary
- Evaluation of current capacities, usage, and constraints for intersections, arterials, and local streets adjacent to or immediately impacted by Union Station operations, and Burnham Place, and develop recommendations for improvements and mitigation

**Task 4.3b: Deliverables**

1. Narrative report documenting the alternative concepts including diagrams and spreadsheets as appropriate to:
   - Identify alternative road network and parking scenarios based on modes available, phasing, modal split, and capacity of each mode. These alternatives will consider system growth, commuter run-through alternatives, addition of new Metro capacity, parking capacity and vicinity land use scenarios
   - Document functional requirements for each alternative: including space and operational requirements
   - Document dependencies on and assumptions about required infrastructure improvements outside the Union Station complex
2. PowerPoint presentation summarizing the above deliverables

Task 4.3c: Transportation Alternatives Evaluation

Based on the alternatives developed in Tasks 4.3a, the Consultant will evaluate the alternatives and make a recommendation as to the preferred alternative concept.

The Consultant will prepare a qualitative and quantitative comparative evaluation of the Alternative Concepts with respect to their performance against the transportation planning goals and objectives for the Union Station complex, and other criteria identified in the planning effort.

The exact evaluation criteria and method of concept evaluation will be verified with the consultant at the beginning of this task.

Task 4.3c: Deliverables

1. Evaluation criteria
2. Evaluation spreadsheet comparing each alternative by component/mode
3. Narrative memorandum documenting the evaluation and recommendations

Task 4.4: Multimodal Transportation Concept Refinement

Based upon the evaluation of the alternative transportation concepts, a preferred plan will be selected and refined in this task. The refinement will include determination of all framework elements, with planning assumptions across the Development Plan timeline clearly delineated. The refined preferred transportation concept developed in this task will be the “Preferred Framework Design” option incorporated into the Environmental Assessment. In addition, this transportation concept will form the basis of ongoing refinements to the pedestrian flow analysis described in Section 4.2c of this RFP. The refined plan should identify the capability to build in system flexibility, as well as be coordinated with the track and platform plans, and corresponding rail operating plans and capacities developed in the Terminal Infrastructure Plan.

Task 4.4: Deliverables

The refined concept will include drawings and a written narrative fully describing the planning and technical aspects of the plan.

- Develop a “real time” simulation of simultaneous systems operations such as bus, taxi, auto, and pedestrian flows integrated with Local Transit and Regional Rail operations at Union Station for a minimum of three options. The simulation should translate technical information into a medium appropriate for public and operational staff understanding of the outcome of the individual plans.

Task 4.5: Draft Washington Union Station 2nd Century Development Plan

The refined concepts for the Multimodal Transportation Component and all supporting analysis and technical documentation developed in Tasks 4.1 through 4.4 will be incorporated into the Draft 2nd Century Development Plan as described in Task 2.5.

Task 4.6: Final Washington Union Station 2nd Century Development Plan
The Draft Multimodal Transportation Component as developed in Task 2.5 in the Draft Development Plan will be refined and incorporated into the Final 2nd Century Development Plan as described in Task 2.6.

**Task 5: Environmental Assessment**

The project involves a federal action with FRA as the lead federal agency responsible for compliance with the National Environmental Policy Act (NEPA). As stated in Section 1500.1 of the Council on Environmental Quality NEPA regulations:

“NEPA procedures must insure that environmental information is available to public officials and citizens before decisions are made and before actions are taken. The information must be of high quality. Accurate scientific analysis, expert agency comments, and public scrutiny are essential to implementing NEPA. Most important, NEPA documents must concentrate on the issues that are truly significant to the action in question, rather than amassing needless detail.”

The work consists of preparing an Environmental Assessment (EA) in accordance with the National Environmental Policy Act (NEPA) (42 United States Code [U.S.C.] 4321 et seq.), the Council on Environmental Quality (CEQ) regulations implementing NEPA (40 Code of Federal Regulations [CFR] parts 1500–1508), and the Federal Railroad Administration (FRA) Procedures for Considering Environmental Impacts (64 Federal Register [FR] 28545 [May 26, 1999] and 78 FR 2713 [January 14, 2013]). This EA also documents compliance with other applicable Federal environmental laws and regulations, including Section 106 of the National Historic Preservation Act, as amended (NHPA) (16 U.S.C. 470) and the Clean Air Act (42 U.S.C. 7401 et seq.)

The work will include preparing a draft Environmental Assessment for administrative review by the 2nd Century Partners and FRA, making appropriate revisions to that document (and other related compliance documents, if needed) in response to review comments, preparing the final EA for cooperating agency and public review, facilitating three public meetings as part of the EA process, and preparing the appropriate decision document (i.e., either a Finding of No Significant Impact [FONSI] or Notice of Intent [NOI]). If a NOI is needed, any work subsequent to an NOI is not part of this task.

The work in this task will be coordinated with the planning efforts in the Development Plan as outlined in the tasks described here. The work will also complete the following general milestones and others as necessary for NEPA compliance:

1. Scoping open house/public meeting
2. Alternative Evaluation/public meeting
3. draft administrative EA for Partner and FRA review
4. Partner and FRA comments to consultant incorporated in final EA
5. Release EA for cooperating agency and public review
6. EA open house/public meeting
7. EA public review period ends 30 days after release of Draft EA
8. Prepare responses to cooperating agency and public comments received on EA
10. Draft decision document review and comments
11. Finalize decision document
12. Decision Document signed and released to public
13. Submit Administrative record for planning and compliance process

Task 5.1: Environmental Assessment Project Scoping

At the beginning of the project, the consultant will develop an agreed to project scope, in consultation with the Lead Federal Agency, FRA, coordinating agencies, the 2nd Century Partners, and interested parties.

Task 5.1: Initiate Environmental Assessment (EA) Activities

The Consultant will participate in an initial project meeting (kick-off meeting) and site visit. The Consultant will gather information regarding the affected environment, resources, visitor experience, and other data required to prepare the EA.

The Consultant shall facilitate and participate in three (3) public information and scoping meetings in the vicinity of Washington Union Station. The first meeting will be a scoping meeting, the second will be the alternative evaluation and the third will be during the Environmental Assessment public review period. Details concerning the date, location, and time, and meeting format will be determined in consultation with the 2nd Century Partners.

Task 5.1: Deliverables

The following deliverables will be required to initiate the EA Activities:

1. The Consultant will develop a draft EA scope, Build/no-build statement, issues list, and proposed consulting parties list
2. The Consultant shall be responsible for preparing up to five (5) large format displays describing the project/purpose and need, a PowerPoint presentation of the same display information, preparing a draft public meeting notice and press release, meeting sign-in sheets and comment forms, maintaining a record of the meeting results and public comments received, and preparing and distributing a summary of public input comments collected at the public information and scoping meeting. The display information shall be provided to the 2nd Century Project Manager for Partner review and approval by no later than thirty (30) calendar days prior to the date of the public meeting.
3. The Consultant will review and analyze all written and electronic comments received during public scoping and from public review of the EA. This shall include recording all written comments; determination of substantive comments; and generating an analysis report summarizing public comments. Responses to comments will be coordinated with the Partners and FRA for review prior to finalizing.
4. The Consultant will be responsible for preparing all information and public communication, including information that will be posted on the Washington Union
Station 2nd Century public website. The Consultant will be responsible for maintaining and updating the project mailing list.

Task 5.2: EA Data Collection
The Consultant will undertake data collection as necessary to be able to assess the environmental impacts of the development plan concepts formulated by the team. This information will focus on existing physical conditions at the station and in its vicinity, as well as area population, demographics, land uses, economic statistics, natural resources, and other elements as appropriate, and as required to assess the environmental impacts of the development plan concepts, including some or all of: air quality, water quality, noise and vibration, energy use, visual resources, historic preservation, and other elements identified in the public scoping for the EA. This data collection task will be coordinated with the collection efforts undertaken for the Intermodal Transportation Plan, the Market Demand Analysis, and other efforts as described in the Development Plan tasks.

Task 5.2: Deliverables
1. The Consultant will provide a list of data sources that are available, identify missing information that is necessary to undertake the EA analyses, and recommend how to obtain any missing information.
2. Information will be made available to the Partners as needed for responses to cooperating agency and public inquiries.

Task 5.3 EA Coordination with Development Plan Concepts
In conjunction with the work undertaken to formulate alternative concepts for the 2nd Century Development Plan, the Consultant will assist the planning team and the 2nd Century Partners as needed, with a focus on minimizing any environmental impacts from varying aspects of the Development Plan as applicable to the alternative concepts under consideration. The Environmental Assessment team will assist as appropriate in the selection of a preferred Development Plan alternative. To support this work, the Consultant will produce a draft narrative for the Environmental Assessment describing the alternatives considered and their impacts.

Task 5.3: Deliverables
Draft EA Narrative: Development Plan alternatives considered and selected alternative

Task 5.4: EA Coordination with Development Plan Concept Refinement
Similar to the work in Task 5.3, the Environmental Assessment Consultant will assist the planning team and the 2nd Century Partners as needed in assessing environmental impacts associated with the preferred Development Plan concept.

Task 5.4: Deliverables
1. No specific deliverables for the EA are required for this task
Task 5.5: Draft Environmental Assessment

The Consultant shall prepare the EA in full compliance with the requirements of the National Environmental Policy Act of 1969, as amended; the Council on Environmental Quality Regulations (40 CFR 1500-1508); and FRA Procedures for Considering Environmental Impacts (64 FR 28545 [May 26, 1999] and 76 FR 27136 [January 14, 2013]).

Task 5.5a: draft Environmental Assessment for Administrative Review and Comment by Partners and FRA

The contents of the draft Environmental Assessment for administrative review and comment by the Partners and FRA will include a description of the purpose and need for the proposed plan, a discussion of reasonable alternatives, including a no action alternative, alternative evaluation, and an assessment and description of any environmental impacts of the proposed action and alternatives. The EA will also include a listing of agencies and persons consulted. The following sample Table of Contents is a guide to the information that might be contained in the Washington Union Station 2nd Century Development Plan EA.

1. Purpose and Need
2. Alternatives
   • Alternatives considered and dismissed from detailed analysis
   • Alternatives carried forward/Proposed Action
3. Affected Environment and Environmental Consequences
   • Air Quality
   • Water Quality
   • Noise and Vibration
   • Solid waste disposal
   • Ecological systems
   • Impacts on wetlands areas
   • Impacts on endangered species or wildlife
   • Flood hazards and floodplain management
   • Coastal zone management
   • Use of energy resources
   • Use of other natural resources, such as water, minerals, or timber
   • Aesthetic and design quality impacts
   • Impacts on transportation: of both passengers and freight; by all modes, including the bicycle and pedestrian modes; in local, regional, national, and international perspectives; and including impacts on traffic congestion
     • Possible barriers to the elderly and handicapped
     • Land use, existing and planned
     • Impacts on the socioeconomic environment, including the number and kinds of available jobs, the potential for community disruption and demographic shifts, the need for and availability of relocation housing, impacts on commerce, including existing business districts, metropolitan areas, and the immediate area of the alternative, and impacts on local government services and revenues
       • Environmental Justice
- Public health
- Public safety, including any impacts due to hazardous materials
- Recreational opportunities
- Locations of historic, archeological, architectural, or cultural significance, including, if applicable, consultation with the appropriate State Historic Preservation Officer(s)
- Use of 4(f)-protected properties
- Construction period impacts.

4. Coordination and Consultation

This task will finalize the documentation of existing conditions, and document the impacts analysis for the alternative concepts phase of the Development Plan, as well as provide a full draft Environmental Assessment addressing all elements identified in the project scoping task. The task will be developed in two stages, including the draft Environmental Assessment for administrative review by the Partners and FRA, with comments incorporated into the Environmental Assessment for cooperating agency and public review. Possible coordination with Section 106, as outlined in the March 2013 NEPA and NHPA, A Handbook for Integrating NEPA and Section 106 written by the CEQ and ACHP, should be assessed.

It is noted here that the 2nd Century Partners are currently working with the Federal City Council to scope and procure a regional economic analysis of the benefits and impacts from development of the Union Station plan. It is possible that this separate analysis will be available to assist in developing the EA, and that the EA team might have access to the team preparing the regional economic analysis during the course of that study. Should this occur, allowing that separate work effort to be utilized for the Environmental Assessment undertaken here, it is assumed that an adjustment to the scope of work for this Environmental Assessment, and corresponding fees, will be appropriate.

Task 5.5a Deliverables

1. draft Environmental Assessment for administrative review and comment by Partners and FRA
2. Incorporate Partner and FRA comments into the final EA

Task 5.6: Environmental Assessment

This task will finalize the Environmental Assessment documentation

Task 5.6a Environmental Assessment for Cooperating Agency and Public Review and Comment

The EA will be distributed to cooperating agencies and for public review. The 2nd Century Partners will receive all cooperating agency and public comments on the EA. The Consultant will assist with screening, organizing, and classifying comments, including all letters or e-mails. The Consultant shall assist the 2nd Century Partners with addressing substantive comments by preparing draft responses for those comments for which the consultant has technical knowledge such as process and records. The 2nd Century Partners and FRA will finalize all responses to comments.
Following Partner and FRA review, the Consultant shall prepare responses to review comments on all deliverables and submit these to the 2nd Century Partners and FRA for approval before incorporating into the public record.

**Task 5.6a Deliverables**

**Environmental Assessment**

The Consultant shall submit ten (10) paper copies and one (1) electronic copy in PDF/Word format of the EA and any related draft compliance documentation for review.

The Consultant shall also prepare the following related draft compliance documentation:

- **Scoping Letter(s):** For Scoping Letter sample see above website.
- **Public Notice(s) and Press Release(s):** For Public Notice and/or Press Release sample see above website address.
- **SHPO and other Interested Parties Correspondence:** The consultant shall prepare draft and final correspondence for approval and issue by the 2nd Century Partners.

The Consultant shall submit ten (10) paper copies and one (1) electronic copy in PDF/Word format of the EA and any related draft compliance documentation for review.

**Task 5.6b Environmental Assessment and Final NEPA Documentation**

This task will complete the Environmental Assessment documentation and develop the decision document.

**Task 5.6b Deliverables**

**Environmental Assessment and Final NEPA Documentation**

After the NPS receives the Regional Director’s permission to print, the Consultant shall submit one (1) camera ready paper copy and one (1) copy in electronic format on suitable for posting of the EA and any related draft compliance documentation for public distribution and Partner use.

If significant impacts are anticipated from the development plan concepts during the planning process or following the completion of the EA, a Notice of Intent to prepare and Environmental Impact Statement will be prepared.

Comments on the EA will be reviewed, addressed, and coordinated with the lead federal agency, FRA. If no significant impacts are anticipated, the Consultant shall submit an electronic copy of the draft FONSI (includes incorporation of responses to substantive comments) for 2nd Century Partner and FRA review. Following Partner review the Consultants shall revise the draft FONSI.

AfterPartner comment revisions are completed the Consultant shall submit an electronic copy of the revised draft FONSI. Following Partner review the Consultant shall revise and finalize the FONSI.
The Consultant shall then submit an electronic copy of the finalized FONSI. The Partners will facilitate and oversee the FONSI signature process.

After the Finding of No Significant Impact (FONSI) is signed, the Consultant shall submit the Administrative Record.

Document format, printing, and number of copies to be coordinated with the Project Manager.

**EA Project Management**

The Consultant shall start the Administrative Record when EA activities begin. The Administrative Record shall be chronological, organized and complete.

The Consultant shall participate in a team communication meeting/conference call held every 2 weeks and anticipated to last 1 hour. The Consultant shall be responsible for maintaining meeting minutes for these calls. Minutes will be submitted within seven calendar days of meeting.

**Task 6: Public and Stakeholder Engagement**

**Task 6.1: Development of Public Engagement Plan**

The Consultant will develop an outreach plan to solicit input and feedback such that it is timed appropriately to have meaningful impact on the development planning process alternatives evaluation and the environmental assessment while keeping pace with the development planning timelines and milestones. The Public Engagement Plan should include, at a minimum:

1. A proposed list of stakeholder interviews, outreach meetings, and briefings with stakeholders, both internal to the project and external community stakeholders, as required to obtain input and build understanding. The outreach plan shall specifically identify points of outreach to internal and external stakeholders and review bodies. The outreach plan shall identify outreach strategies for each major task (data collection and analysis, master plan alternatives, refinement of alternatives, etc.) and shall include, at a minimum, the outreach identified within Tasks 2-5, as described above, and may recommend additional outreach and/or alternative approaches.

2. The plan shall include a communications strategy utilizing the project, social media, e-marketing platforms, press announcements and targeted stakeholder engagement methods for sharing progress and collecting ongoing feedback and questions.

**Task 6.2: Implementation of the Public and Stakeholder Engagement Plan**

The Consultant will be responsible for implementing the Public Engagement Plan, including the following:

- outreach meetings and other outreach efforts conducted jointly with the Partners
- development of stakeholder meeting agendas and subject matter prior to the meetings
- development of meeting minutes, attendance lists, and an action item list and electronic distribution to a standard list of recipients
- preparation of presentation materials for such meetings, including presentations (if any), boards, easels, fact sheets, etc, and necessary follow-up action steps for incorporation into the work plan
- coordination with the Partners Outreach and Communications team, including communications materials, internet, and/or social media developed to share
information about the master planning process. The consultant must produce regular reporting of stakeholder outreach, public touch points and all stakeholder feedback received to the Partners Outreach and Communications team.

- identifying and tracking all stakeholder and community outreach initiatives necessary to comply with regulatory approvals, i.e., NEPA

3.5 PROPOSAL INFORMATION AND CONTENT

Proposers shall submit a Proposal responding to the items listed below identified by PART number & Title in the order shown. Responses must be in in sufficient detail to provide for meaningful evaluation and assessment. Please limit your technical proposal response to no more than 100 pages, exclusive of resumes of proposed project team members.

Parts 1 through 7 should be submitted together as the technical proposal. The technical proposal should not include any references to hours of work or costs/fees. Copies of the technical proposal should be submitted in a separate envelope clearly labeled as the technical proposal.

Part 8 should be submitted as the fee/price proposal in a separate envelope clearly labeled as the fee/price proposal.

PART 1: Letter of Introduction/Executive Summary
Among other items, provide an executive commitment regarding support for the success of the Project and a summary of reasons for selection of Proposer. Please include complete contact information for the executive signing the letter, including a business email address.

PART 2: Experience of the Firm(s) including Sub-Contractors
Provide a background of the firm(s), including location, years in business, number of employees, areas of expertise, etc.

Describe the firms’ experience with similar projects, both in size and scope.

Specifically discuss how the proposed team has worked together on similar efforts in the past.

Identify the firm’s qualifications to provide the professional services requested.

Provide a list of five clients, which are most similar to USRC, describe these similarities, and provide the name and telephone number of a contact person, and years serviced.

PART 3: Team Assigned to the Contract
Describe who will be assigned to the project team and what management roles/work elements will they be assigned. Include an estimated level of involvement for each team member and their anticipated availability to satisfy that level of involvement.
Provide the qualifications and experience of each member of the team. Include their involvement in any of the projects cited as relevant examples by any of the firms.

PART 4: Project Approach
Describe your overall approach and philosophy toward the project and how your team will execute the work plan. Include all project requirements in your discussion and identify potential constraints and your strategy for addressing those constraints.

Provide an organizational structure that clearly relates to your project approach. Include how you plan to coordinate and collaborate with large, multi-disciplinary teams.

PART 5: Schedule
As expressed in other sections of the RFP, the duration of this project is expected to be 2-3 years. Proposers should develop and submit a reasonable project schedule based on their interpretation of the Scope of Work and the time and resources required to complete all tasks and plan elements.

The proposal should include an overall project timeline that shows, at a minimum, timelines for each plan element, duration of individual tasks associated with each element, relationships between tasks that cross-over more than one plan element, milestones, major decision points, and a critical path analysis.

The schedule should include identification of critical points in time that pose a significant risk to completing the project on time. Include an assessment of the risks and what actions might be available to mitigate the risk.

PART 6: Local and Minority Business Participation
Include Subcontracting Plan as described in Section 4.0 LOCAL AND MINORITY BUSINESS SUBCONTRACTING PLAN.

PART 7: Miscellaneous Requirements

PART 8: Fee/Price
The proposal must include a total “not-to-exceed” price for the delivery to USRC of all services required herein which includes: any and all professional fees; and any and all costs the Proposer may incur, including any costs for transportation, lodging, communication printing, etc. The proposal must also include an hourly rate for each project team member who the Proposer plans to utilize in completion of the project. USRC is not willing to pay an hourly fee for travel time. No additional reimbursement beyond the “not to exceed” price will be considered.

The fee/price proposal should be summarized in a spreadsheet, including a breakdown of hours and costs by Task for each Element, where applicable, of all five Components of the overall Plan. Proposers should provide sufficient backup information to support the cost summary. This includes, at a minimum, project staff (by classification type, i.e. Principal, Project Manager, etc.), hourly rates, and estimated hours for each task by plan element.
Offered prices and fees shall be irrevocable for a period of 150 days following the proposal due dates. The Procurement Officer may request proposers to extend the 150 days.

Pursuant to negotiations with apparent awardee, USRC may require a further detailed breakdown and explanation of the fee structure.

4.0 LOCAL AND MINORITY BUSINESS SUBCONTRACTING PLAN

The involvement of local and minority businesses is a high priority for the USRC. To this end, the USRC has endorsed the principle of giving these businesses the maximum practicable opportunity to participate in all phases of its operations. In this regard, bidders/proposers shall submit a Local and Minority Business Subcontracting Plan, in the format that follows, that describes how these businesses will be included in the project.

For purposes related to the Local and Minority Business Subcontracting Plan, bidders/proposers must provide documentation supporting the inclusion of the proposed subcontractors as local and/or minority businesses. This documentation can include:

- Existing certifications from public or third party private certification organizations;
- Memberships in professional organizations, associations, societies, institutions, councils, alliances, etc. that deal with matters pertaining to local and minority businesses; and
- Any company facts and information that support consideration of a firm as a local or minority business.

The bidder/proposer acknowledges that it is aware of the Local and Minority Business Subcontracting Plan requirements, as set forth herein and that a plan must be submitted with its Bid/Proposal.

USRC recognizes that business models, especially for small firms, do not always allow for a great deal of subcontracting, if any. USRC also recognizes that the nature of the work to be performed is not always conducive to subcontracting to local and minority businesses. The Subcontracting Plan contains a section for bidder/proposers to explain why subcontracting work, in general or to local or minority businesses, is not an option.

The bidder/proposer understands and agrees to provide the maximum practicable opportunity for local and minority businesses to participate in performance of the contract. The bidder/proposer further understands that if it does not submit a Local and Minority Business Subcontracting Plan with its Proposal, its proposal may be rejected. Plan included on following pages.
LOCAL AND MINORITY BUSINESS SUBCONTRACTING PLAN

Bidder/Proposer: [Type text]

Address: [Type text]
  [Type text]
  [Type text]

Name and Title of Person Completing this Plan: [Type text]
  [Type text]

Total Estimated Cost of Project: [Type text]

Total Estimated Amount to be Subcontracted: [Type text]

Details of Local or Minority Business Subcontracting:

  Dollar Amount: [Type text]
  Percentage of Project: [Type text]

Names of local and minority business subcontractors expected to be used, type of business, description of work to be performed, and estimated dollar value of each subcontract:

<table>
<thead>
<tr>
<th>Local or Minority Business Subcontractor</th>
<th>Type of Business (Local or Minority)</th>
<th>Description of Work</th>
<th>Dollar Value</th>
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</tbody>
</table>

As part of the plan, the bidder/proposer should submit documentation as to why each firm should be considered a local or minority business.

Identify the person who will be responsible for administering the local and minority business subcontracting plan for the bidder/proposer.

Name: [Type text]

Title: [Type text]

Address: [Type text]

Phone Number: [Type text]

Email Address: [Type text]
If subcontracting is not an option for your firm or is not possible due to the fact that the nature of the work to be performed is not conducive to subcontracting to local and minority businesses, please explain.

[Type text]

**BIDDER/PROPOSER CERTIFICATION**

I, the undersigned, an officer of ____________________________ (“Firm”) do hereby assure that the Firm will submit periodic reports in order to determine the extent of compliance with this plan.

________________________________  ______________________
Signature                          Date

________________________________
Title
5.0 PROPOSAL EVALUATION CRITERIA

The RFP general evaluation categories, not listed in order of relative importance, shall be:

- **Overall Approach and Execution/Work Plan**
  Demonstrate thorough understanding of the goals for the Washington Union Station 2nd Century Development Plan.

- **Demonstrated Understanding of Requirements and Constraints**
  Identify a minimum of 3 similar undertakings the firm, acting as the prime contractor, has conducted which demonstrate its ability to effectively manage. Examples should have been completed within the past 7 years. Provide a synopsis of each example include the name, location, client name, date completed, amount of the firm’s contract, amount of the construction contracts, and contact person.
  Highlight relevant experience that the Proposer / Major Participants and Key Personnel have gained and cite engagements of similar size and scope. Desired focus areas include: understanding of intermodal facilities, NEPA expertise and experience with FRA procedures for considering environmental impacts; complex development projects using public/private partnerships; demonstrates a high level of complexity and integration; reuse or redevelopment of historic buildings for mixed and/or commercial uses; and use of innovative public/private financing to complete projects with a public use or purpose.

- **Clarity of Organizational Structure**
  Provide an organizational chart showing the level of responsibility and relationships of all major participants of your proposed team. For each person listed in the chart, please provide the percentage of time the person is expected to work on the project.

- **Thoroughness of Proposal**
  Deliver a cohesive document that addresses all areas of the scope as defined in Sec 3.3 and 3.4 of the Proposal.

- **Proposed Team and Relevant Experience, both firm-based and by individual**
  - Relevant experience including but not limited to large scale transportation facilities; adaptive reuse of historic buildings; large scale retail facilities; Urban Design and landscape architecture.
  - Transit planners and licensed engineers led by individuals with at least 10 years of experience in commuter and intercity rail systems and with knowledge of high speed rail planning.
  - Historic preservation architects and planners experienced in adaptive reuse and preservation of significant nationally registered resources.
  - Public outreach professionals knowledgeable of local issues, stakeholders and interested parties relative to development at Union Station, with demonstrated success in outreach and consensus building.
• Environmental consultants with demonstrated expertise in technical and procedural requirements of NEPA and FRA’s procedures for considering environmental impacts.

• If sub-consultants are involved, provide corresponding information describing their qualifications as requested in paragraph 1 above. All sub-consultants shall also show a minimum of 3 similar projects completed in the past 7 years.

• *Anticipated availability/level of involvement of key personnel*
  Provide a summary of current and projected workloads for the Proposer through 2015 giving estimates of the number of Projects and approximate value of work under contract. Provide a summary of current and projected workloads for the Major Participants and key personnel.

• *Demonstrated ability to collaborate with large, multi-disciplinary teams*

• *Schedule*

• *Fee*

• *Minority Business Participation*

USRC RESERVES THE RIGHT TO DETERMINE WHICH MATERIALS AND FACTORS TO TAKE INTO CONSIDERATION. THE EVALUATION AND SELECTION SHALL BE AT THE SOLE AND ABSOLUTE DISCRETION OF USRC.
6.0 EXHIBITS

Exhibit A: Draft Contract
Exhibit B: Project Study Area
Exhibit A: Draft Contract

(Provided in separate Microsoft Word Document)
Exhibit B: Project Study Area