



March 9, 2017

To: Transit Committee

From: Darrell Johnson, Chief Executive Officer

Subject: Consultant Selection for Quality Assurance Management Support for the OC Streetcar Project

Overview

On November 11, 2016, the Orange County Transportation Authority issued a request for proposals for consultant services for quality assurance management support for the OC Streetcar project. Proposals were received in accordance with the Orange County Transportation Authority's procurement procedures for professional and technical services. Board of Directors' approval is requested to select the firm to perform the required services.

Recommendations

- A. Approve the selection of Kal Krishnan Consulting Services, Inc., as the firm to provide quality assurance management support for the OC Streetcar project.
- B. Authorize the Chief Executive Officer to negotiate and execute Agreement No. C-6-1537 between the Orange County Transportation Authority and Kal Krishnan Consulting Services, Inc., in the amount of \$429,403, to provide quality assurance management support for the OC Streetcar project, from contract execution through December 31, 2020.

Discussion

The Orange County Transportation Authority (OCTA), in coordination with the Federal Transit Administration (FTA) and the cities of Garden Grove and Santa Ana, is the lead agency to design, construct, operate, and maintain a 4.15-mile streetcar system connecting the Santa Ana Regional Transportation Center, through downtown Santa Ana to Harbor Boulevard and Westminster Avenue in the City of Garden Grove. The OC Streetcar project (Project) is currently in the engineering phase of the FTA New Starts

funding program. Design work has been underway since February 2016, with 60 percent design plans completed in December 2016.

One of the requirements associated with the federal New Starts Program funding is including a quality assurance manager (QAM) position of the Project team. The role of the QAM is to oversee the quality management program of the Project to ensure it complies with the FTA Quality Management System requirements. The QAM role will be filled by the quality assurance management consultant. The specific responsibilities of the consultant include overseeing quality audits, inspections of the design, construction, construction management, and vehicle activities, and ensuring that all required corrective actions are undertaken. The selected consultant's period of performance is expected to extend through December 2020.

Procurement Approach

The procurement was handled in accordance with OCTA's Board of Directors-approved procedures for professional and technical services. Various factors are considered in an award for professional and technical services. Award is recommended to the firm offering the most comprehensive overall proposal considering such factors as staffing and project organization, prior experience with similar projects, approach to work plan, as well as cost and price.

On November 11, 2016, a request for proposals (RFP) was issued electronically on CAMM NET. The Project was advertised in a newspaper of general circulation on November 10 and 14, 2016. A pre-proposal conference took place on November 17, 2016, with eight attendees representing six firms. Addendum No. 1 was issued to provide a copy of the pre-proposal registration sheet and presentation. Addendum No. 2 was issued to respond to questions related to the RFP.

On December 14, 2016, six proposals were received. An evaluation committee consisting of OCTA staff from Contracts Administration and Materials Management, Rail Programs, Highway Programs, the Health, Safety, and Environmental Compliance departments, and the Transit Division met to review all proposals received. The proposals were evaluated based on the following evaluation criteria and weights:

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|-------------------------------------|------------|
| • Qualifications of the Firm | 15 percent |
| • Staffing and Project Organization | 40 percent |
| • Work Plan | 25 percent |
| • Cost and Price | 20 percent |

Several factors were considered in developing the criteria weights. Staffing and project organization was weighted highest at 40 percent, as potentially there will be only one key consultant staff, and the proposed QAM's experience and expertise is required for the success of the Project. Likewise, staff assigned a high level of importance to the work plan weighted at 25 percent, as the technical approach to the Project is critical to the successful performance of the Project. As a professional and technical services procurement, cost is an evaluated factor, and must be considered to ensure OCTA receives value for the services provided. The final criterion of qualifications of the firm evaluated the firm's experience in performing work of a similar scope and size.

On January 4, 2017, the evaluation committee reviewed and discussed all proposals received based on the evaluation criteria and short-listed the two most qualified firms to be interviewed. The two firms are listed below in alphabetical order:

Firm and Location

Kal Krishnan Consulting Services, Inc. (KKCS)
Anaheim, California

PQM, Inc. (PQM)
Huntington Beach, California

On January 18, 2017, the evaluation committee interviewed the two firms. The interviews consisted of a presentation to demonstrate the overall qualifications of each firm, proposed QAM's qualifications and relevant experience, and the firms' understanding of the requirements and scope of the Project, and approach to the work plan. Questions were asked relative to the proposed QAM's approach to orient the firm to the Project; actions to oversee audits conducted by Project consultants and contractors; communication regarding findings and corrective actions to management; and improvements to quality processes and procedures implemented on relative transportation projects. Finally, each firm was asked clarification questions specific to the proposal.

After considering the presentations and responses to questions asked during the interviews, the evaluation committee adjusted the preliminary scores for both firms, which changed the overall ranking of the firms. As a result, KKCS is the top-ranked firm with the highest cumulative score. Based on the evaluation of written proposals and interviews, staff recommends KKCS as the firm to provide quality assurance management support for the Project. The firm ranked highest among proposing firms because of its extensive experience with FTA in providing both oversight and quality assurance work, the proposed staff's

experience with all areas of quality assurance supporting complex projects, a detailed work plan that addressed all requirements of the scope of work, and an excellent interview with focused responses to interview questions.

The two short-listed firms submitted comprehensive proposals and conducted detailed interviews. Brief summaries of the evaluation results follow.

Qualifications of the Firm

The two short-listed firms are established firms with relevant experience and resources. Both firms demonstrated experience with FTA quality assurance work and provided quality references.

KKCS is a national full-service project/program management firm with a local office in the City of Anaheim. KKCS has over 15 years of experience serving as project management oversight consultant for the FTA ensuring scope, cost, schedule, quality, and safety objectives are met on FTA-funded projects nationwide. The experience has allowed the firm to develop a comprehensive understanding of FTA operational procedures and quality assurance and quality control plan requirements. Examples of projects where KKCS has completed quality assurance management reviews include the South 200th Link Extension project for Sound Transit, the Green Line extension project for the Massachusetts Bay Transportation Authority, and the Perris Valley Line project for the Riverside County Transportation Commission.

PQM, based in Huntington Beach, is a quality management consulting firm. The firm has experience in providing quality assurance support and audits on FTA-funded projects for the San Diego Association of Governments (SANDAG) for the Mid-Coast Trolley project and quality management support for the Los Angeles County Metropolitan Transportation Authority (LA Metro) on the Crenshaw/LAX Transit Corridor project.

Staffing and Project Organization

The two short-listed firms proposed qualified QAMs and support staff with relevant quality assurance management support service experience. Both firms are currently providing support on SANDAG's Mid-Coast Trolley project.

KKCS proposed a certified QAM with over 40 years of progressive experience in quality assurance and quality control. The proposed QAM has spent the past nine years providing quality assurance leadership on major FTA design and construction projects. Experience on recent complex projects includes serving as QAM for the World Trade Center Redevelopment, including the Transportation Hub and Fulton Street Center. Previous experience includes over 22 years with

the Department of Energy developing and overseeing quality policies and procedures to support nuclear regulatory standards. The proposed QAM was key in the interview process, leading the presentation and providing focused responses to interview questions, demonstrating experience in all areas of quality assurance management, and the importance of the relationship of the QAM to the Project and project team.

PQM proposed a certified QAM with over 25 years of experience in providing quality assurance support services. The proposed QAM served as a quality engineer for OCTA's highway delivery program, and oversight and audit for LA Metro on the Crenshaw/LAX Transit Corridor project, including the FTA annual design and construction audits. The interview demonstrated that the proposed QAM had extensive experience in performing the audit function, but did not highlight experience in managing the quality program in its entirety.

Work Plan

Both firms addressed the scope of work; however, KKCS's work plan was more specific and better aligned with the scope of work, demonstrating a detailed understanding of the needs of the Project and the role of the QAM in relation to the Project.

KKCS presented a detailed work plan with a good discussion on budget, quality control, and potential issues. KKCS presented a sound, easy to understand schedule. During the interview the QAM satisfactorily clarified the level of effort associated with the quality program management function; focusing resources on relationship building, program development, and continuous improvement. With a robust program management in place, the auditing that is part of the consultant/quality management function becomes routine.

PQM presented a detailed work plan with a thorough discussion of the FTA's 15 essential quality elements. The work plan presented was focused on the auditing functions that are a part of the consultant/quality management task. Elements of the quality program management task such as FTA reporting support and program development lacked emphasis, which was acknowledged by the firm in the interview.

Cost and Price

Pricing scores are based on a formula which assigns the highest score to the lowest proposed weighted average hourly rate, and scores the remaining average weighted hourly rates based on relation to the lowest proposed average weighted hourly rate. The weighted average hourly rate as calculated for KKCS, though higher than that of PQM, falls within the range of fully burdened rates for

quality assurance management personnel accepted on current OCTA project management consultant contracts and is, therefore, considered fair and reasonable.

Procurement Summary

Based on the evaluation of written proposals, the QAM's qualifications and experience, work plan presentation, and the information obtained during the interviews, the evaluation committee recommends the selection of KKCS as the top-ranked firm to provide quality assurance management support for the Project. KKCS submitted a thorough proposal and delivered a detailed interview that was responsive to all requirements of the RFP.

Fiscal Impact

Funding for the quality assurance management support services can be accommodated in OCTA's Fiscal Year 2016-17 Budget, Capital Programs Division, through a budget transfer from Account 0051-7519-TS010-OJZ to establish a new line item Account 0051-7519-TS010-Z83. The contract is funded with federal and local funds.

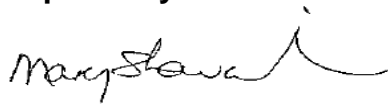
Summary

Staff requests Board of Directors' approval for the Chief Executive Officer to negotiate and execute Agreement No. C-6-1537 between the Orange County Transportation Authority and Kal Krishnan Consulting Services, Inc., in the amount of \$429,403, to provide quality assurance management support services for the OC Streetcar project, from contract execution through December 31, 2020.

Attachments

- A. Review of Proposals, RFP 6-1537 Consultant Services for Quality Assurance Management Support for the OC Streetcar Project
- B. Proposal Evaluation Criteria Matrix (Short-listed Firms), RFP 6-1537 Consultant Services for Quality Assurance Management Support for the OC Streetcar Project
- C. Contract History for the Past Two Years, RFP 6-1537 Consultant Services for Quality Assurance Management Support for the OC Streetcar Project

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