

*State of Washington
Department of Transportation
Notice to Consultants
Team Building & Organizational Development Services for WSF*

The Washington State Department of Transportation (WSDOT) solicits interest from consultants who wish to be evaluated and considered to provide Team Building & Organizational Development Services for Washington State Ferries (WSF). One (1) agreement will be awarded. The agreement will be for approximately two (2) years in duration with the option for WSDOT to extend it for additional time and money if necessary. The Agreement amount will be approximately \$200,000.00.

WSDOT reserves the right to amend terms of this “Request for Qualifications” (RFQ) to circulate various addenda, or to withdraw the RFQ at any time, regardless of how much time and effort consultants have spent on their responses.

Project Description

The Washington State Department of Transportation (WSDOT) Secretary, Lynn Peterson, is committed to implementing reforms that improve performance in all modes of transportation, bringing the disruptive change necessary to WSDOT that will build a more responsive and cost-effective system (WSDOT Performance and Accountability Through Reforms, May 2014). The Washington State Ferries (WSF), a Division of WSDOT, is an integral part of the state’s transportation system and committed to the Secretary’s Reforms.

WSF is the largest ferry system in the United States, the fourth largest in the world. It is a mass people and vehicle mover that is the third largest transit system in Washington as well as a marine highway and a part of the overall highway system. WSF is the largest vehicle carrying ferry system in the world with over 10 million vehicles carried annually. The system provides 450 daily departures to 20 terminals on 10 routes using 22 auto-passenger vessels. The largest vessel, the Jumbo Mark II, carries 2,500 passengers and 202 vehicles and the smallest ferry, the Hiyu, carries 200 passengers and 34 vehicles. WSF provides service to eight counties in the Puget Sound and travels to Sidney, British Columbia Canada. WSF is a link in the region’s multi-modal connections to transit partners and most terminals have park and ride facilities at or nearby. There is also priority loading for bikes, carpools, and vanpools.

WSDOT’s Ferry Division is more than just a mass people and vehicle mover. It also provides vital freight and goods movement to and from service points and is the only freight and goods link to Vashon Island and the San Juan Islands. The ferries are also a major tourist attractions and an icon of Washington State. WSF promotes economic development during tourist season as the gateway to the San Juan Islands and connects the affordable housing on the west side of Puget Sound to employment centers on the east side.

WSF is an important component of the state’s transportation system and committed to the vision, mission, and values of WSDOT and is dedicated to carrying out the goals of Result Washington...Moving Washington Forward.

To achieve the desired results at WSF and to ensure the Division aligns itself with the Secretary's and WSDOT's values of inclusion, innovations, integrity, leadership, and sustainability, WSF is seeking a qualified consultant or consultant team that has the proven abilities to design and implement an organizational engagement and change process.

The qualified consultant or consulting team must demonstrate they have the necessary skill and experience to perform the following:

1. Lead the Executive Team through a series of offsite development sessions to achieve, at minimum, the following:
 - a. Agree on team values and goals;
 - b. Align team priorities to WSDOT's Strategic Plan;
 - c. Clarify team and individual accountabilities; and
 - d. Provide executive coaching and development.
2. Employ an Appreciative Inquiry approach in identifying the organization's strengths and weaknesses so forward moving strategies build on what is working well. The approach will include, at minimum, the following engagement strategies:
 - a. Interview Executive Team;
 - b. Conduct management surveys;
 - c. Conduct employee surveys; and
 - d. Hold focus group discussions made up of diverse representation from management, professional staff, terminal and vessel crews, and union leaders.
3. Assist Executives in evaluating WSF's organizational structure and help facilitate the development of a transformation proposal by mapping the following:
 - a. Identify the functions grouped in each department;
 - b. Determine the level of management needed to ensure the desired performance standards;
 - c. Identify and resolve span of control issues; and
 - d. Reallocate resources as necessary to stay within budget and position count.
4. Provide leadership development to senior managers and high potential leaders, and skill building for middle and frontline leaders.
5. Design an approach for engaging employees, improving morale, and pulling the organization together through creative solutions such as:
 - a. Innovation Teams, led by high potential employees and a mix of employees from all levels and areas of the organization whose purpose is to find creative ways to solve problems or expand upon WSF successes;
 - b. Employee communications strategies that increase the level of employee awareness and involvement; and
 - c. Field events that connect professional and management staff with fleet personnel.

6. Identify opportunities for WSF management to partner with agency unions by accomplishing the following:
 - a. Interview union leaders; and
 - b. Facilitate a union/management summit to find common ground.

Evaluation Criteria

Pursuant to state and Federal regulations, a qualifications-based selection process will be used to select consultants for each of these areas of expertise. The following information and criteria will be used to evaluate and rank responses:

1. Qualifications/Expertise of Firms on Team;
2. Qualifications of Proposed Project Manager;
3. Key Team Members Qualifications (Prime Consultant and Sub-Consultants);
4. References/Past Performances (Prime Consultant Only); and
5. Cost Factors (Prime Consultant Only.)

The link to the definitions and point value for each of the proposed criteria may be found on the first page of this advertisement web site.

WSDOT reserves the right to ask for additional qualifying information, conduct interviews and/or select the highest scoring consultant(s) from the written qualification packets received as a result of this RFQ.

Note: It is imperative that the consultant reviews the definitions of the scoring criteria. We have included requirements and/or limitations for the information that is being requested. All scoring criteria will be rated on a scale of 0 (Low) to 60 (High.)

Submittals

Consultants are invited to submit their Statement of Qualifications (SOQ) at their own cost. WSDOT assumes no obligation of any kind for expenses incurred by any respondent to this solicitation. The submittal must be submitted as separate Adobe Reader compatible (pdf) files and formatted as follows:

- Submitted as an 8.5" x 11" page and with text (font) size no smaller than 12 points; and
- If charts and/or graphs are utilized text (font) size must be no smaller than 8 points.

Your SOQ must be broken into two (2) separate packets. Your SOQ "Packet A" must consist of:

- Your responses to scoring Criteria 1 through 3; and
- Packet "A" is limited to 30 sheets, not including the front and back cover.

Your SOQ "Packet B" must consist of:

- Your letter of transmittal;
- Your response to scoring criteria 4 & 5 (Performance Evaluations and Cost Factors must be included in this packet);

- Your Consultant Information forms for both the Prime Consultant and all proposed Sub-Consultants; and
- Packet “B” has no page number limitations.

The SOQ shall meet the following requirements or will be deemed non-responsive and will not be eligible for consideration of this work:

- Title of the RFQ and your firm clearly identified on the cover of the submittal Packets “A” and “B”, and the letter of transmittal;
- SOQ broken into “Packet A” and “Packet B” (two (2) separate documents) as indicated above;
- Responsive to all evaluation criteria;
- Meeting page limitations and font size requirements; and
- Meeting submittal deadline submission date and time.

Faxed submittals will not be accepted. Submittals must arrive at the following email address no later than 4:00 p.m. PST on Friday, May 22, 2015.

Submittal email address: CSOSubmittals@wsdot.wa.gov

Note: Submitters may want to consider setting your email to automatically receive a “Delivery/Read Receipt” for confirmation purposes, as WSDOT will not respond with notification of receipt.

Multiple emails are acceptable due to file size limitations of 10mb per email.

The Consultant, with regard to the work performed during the resulting agreement, shall not discriminate on the grounds of race, religion, color, sex, national origin, age, disability, sexual orientation, marital status, or veteran status in the selection and retention of sub-consultants, including procurement of materials and leases of equipment. The Consultant shall not participate either directly or indirectly in the discrimination prohibited by 49 CFR Section 21.

The agreement for services is subject to provisions of Executive Order 11246 (Affirmative Action to Ensure Equal Employment Opportunity) and to the provisions of the Department of Transportation Regulations 49 CFR 26 (Disadvantaged Business Enterprise.)

The department has an overall Disadvantaged Business Enterprise (DBE) Goal. The DBE goal for participation will be obtained through a combination race-neutral/race-conscious means as outlined in WSDOT’s “Disadvantaged Business Enterprise Program Plan”. DBE goals on federally assisted projects will be set utilizing the criteria outlined in the plan and the “DBE Participation Calculation Methodology Worksheet for Consultant Services.” The department encourages disadvantaged, minority, and women-owned consultant firms to respond.

Protest Procedures

A. Form and Substance

All protests regarding any contents or portion of this RFQ must be submitted to WSDOT Headquarters Consultant Services Office (CSO) as soon as possible after the Proposer/protestant becomes aware of the reason(s) for the protest. All protests must be in writing and signed by the

Proposer/protestant or an authorized agent. Such writing must state all facts and arguments on which the Proposer/protestant is relying as the basis for its action. Such Proposer/protestant shall also attach, or supply on demand by CSO, any relevant exhibits referenced in the writing. Copies of all protests and exhibits shall be mailed or delivered by the Proposer/protestant to the Proposer against whom the protest is made (if any) at the same time such protest and exhibits are submitted to CSO. All protests shall be directed to:

Manager, Consultant Services Office
Washington State Department of Transportation
310 Maple Park Avenue SE
PO Box 47323
Olympia, WA 98504-7323
Phone: 360-705-7106
Fax: 360-705-6838

B. Pre-Selection Protests

To allow sufficient response time, all pre-selection protests (i.e., prior to CSO's official selection of the successful proposal(s)) must be received by CSO no later than 3:00 p.m. PST of the second business day after the Final Proposal Due Date. If the protest is mailed after the Final Proposal Due Date, and before the pre-selection protest deadline, the Proposer/protestant shall immediately notify CSO's Manager by telephone, or some other means of rapid communication, that a protest has been made.

CSO shall consider all the facts available to it, and issue a decision in writing within five (5) business days after receipt of the protest, unless more time is needed. The Proposer/protestant and the Proposer(s) against whom the protest is made will be notified if a longer time is necessary and, if the additional time required affects the Final Proposal Due Date or the selection date, all Proposers shall be notified.

CSO's decision shall be final and conclusive. Selection of the successful Proposer, if any, will be postponed until after CSO has issued its decision.

C. Post-Selection Protests

CSO shall notify all unsuccessful Proposers of CSO's selection decision. To allow sufficient response time, all post-selection protests must be received by CSO no later than 3:00 p.m. PST of the second business day after receipt of a Non-Selection Notice. If the protest is mailed before the post selection protest deadline, the Proposer/protestant shall immediately notify CSO's Manager by telephone, or some other means of rapid communication, that a protest has been made.

CSO shall consider all the facts available to it, and issue a decision in writing within five (5) business days after receipt of the protest, unless more time is needed. The Proposer/protestant and the Proposer(s) against whom the protest is made will be notified if a longer time is necessary and, if the additional time required affects the Award Date, all Proposers will be notified.

CSO's decision shall be conclusive unless appeal from it is taken by an aggrieved firm to the Superior Court of Thurston County within five (5) calendar days after receiving notice of CSO's

decision on the protest. The court shall hear any such appeal on CSO's administrative record for the project. The court may affirm CSO's decision, or it may reverse the decision if it determines the action of CSO was arbitrary and capricious.

Post-selection protests which do not comply with the above-specified procedures will not be considered.

D. Post-Debrief Protests

To allow sufficient response time, all post-debrief protests must be received by CSO no later than 3:00 p.m. PST of the second (2nd) business day following the debrief. If the protest is mailed before the Post-Debrief protest deadline, the Proposer/protestant shall immediately notify CSO's Manager by telephone, or some other means of rapid communication, that a protest has been made.

CSO shall consider all the facts available to it, and issue a decision in writing within five (5) business days after receipt of the protest, unless more time is needed. The Proposer/protestant and the Proposer(s) against whom the protest is made will be notified if a longer time is necessary and, if the additional time required affects the Final Proposal Due Date or the selection date, all Proposers shall be notified.

CSO's decision shall be final and conclusive. Selection of the successful Proposer, if any, will be postponed until after CSO has issued its decision

System for Award Management (SAM) Excluded Parties Records

- A. Per federal regulations, CSO is required to ensure, to the best of its knowledge and belief, that none of the principals, affiliates, third party Contractors and subcontractors are suspended, debarred, ineligible or voluntarily excluded from participation in federally assisted transactions or procurements. Federal regulations require CSO to review records of excluded parties in the federal System for Award Management (SAM) before entering into any third party Contracts exceeding \$25,000.00.
- B. Prior to award of a federally funded Contract, CSO will search the SAM system to ensure that excluded parties do not participate in covered transactions. A copy of the SAM search page evidencing such search will be retained in the Contract file.
- C. To learn more about the federal SAM, go to www.sam.gov/portal/public/SAM/.

Public Records

Any information contained in the response that is proprietary or confidential must be clearly designated. Marking of the entire submission as proprietary or confidential may be rejected as non-responsive.

To the extent consistent with chapter 42.56 RCW, the Public Disclosure Act, WSDOT shall maintain the confidentiality of Consultant's information marked confidential or proprietary. If a request is made to view Consultant's proprietary information, WSDOT will notify Consultant of the request and of the date that the records will be released to the requester unless Consultant obtains a court order enjoining that disclosure. If Consultant fails to obtain the court order enjoining disclosure, WSDOT will release the requested information on the date specified.

WSDOT's sole responsibility shall be limited to maintaining the above data in a secure area and to notify Consultant of any request(s) for disclosure for so long as WSDOT retains Consultant's information in WSDOT records per state law. Failure to so label such materials or failure to timely respond after notice of request for public disclosure has been given shall be deemed a waiver by Consultant of any claim that such materials are exempt from disclosure. WSDOT reserves the right, if it deems action to be in the best interest of WSDOT, to reject any and all submittals or to waive any irregularities or informalities therein. Any incomplete, false or misleading information provided by or through the Consultant shall be grounds for non-consideration. If submittals are rejected, WSDOT further reserves the right to investigate and negotiate with the next ranked Consultant in order of ranking or to reject all Consultants and re-solicit for additional firms.

Any questions regarding this RFQ should be directed to WSDOT's Headquarters Consultant Services Office at 360-705-7104.

Americans with Disabilities Act (ADA) Information

This material can be made available in an alternate format by emailing the WSDOT Diversity/ADA Affairs team at wsdotada@wsdot.wa.gov or by calling toll free 1-800-362-4ADA(4232). Persons who are deaf or hard of hearing may make a request by calling the Washington State Relay at 711.

Title VI Statement to Public

It is the Washington State Department of Transportation's (WSDOT) policy to assure that no person shall, on the grounds of race, color, national origin or sex, as provided by the Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or be otherwise discriminated against under any of its federally funded programs and activities. Any person who believes his/her Title VI protection has been violated, may file a complaint with WSDOT's Office of Equal Opportunity (OEO). For additional information regarding Title VI complaint procedures and/or information regarding our non-discrimination obligations, please contact OEO's Title VI Coordinators: Eastern Washington at 509-324-6018; or Western Washington at 360-705-7082.

Dates of publication in the Seattle Daily Journal of Commerce: Friday, April 17, 2015 and Friday, April 24, 2015.

Submittal Due Date and Time: 4:00 p.m. PST on Friday, May 22, 2015.