

Attachment 1

**VISION 2100 AND GOVERNANCE
STRUCTURE, FACILITATION AND
DEVELOPMENT SERVICES**

Statement of Work (SOW)

Architect of the Capitol (AOC)

Planning and Project Management Division

August 17, 2020



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1.0 PROJECT TITLE

Vision 2100 and Governance Structure, Facilitation and Development Services

2.0 BACKGROUND

Established as a permanent office in 1876, the Architect of the Capitol (Architect or AOC) is provided permanent authority for the care and maintenance of the United States Capitol based on Section 1811 of Title 2 of the United States Code. 2 USC §1811. The Architect is responsible for the maintenance, operation, development and preservation of the Capitol complex. The Capitol complex includes over 18.4 million square feet of buildings and more than 570 acres of land throughout DC Metropolitan region. This includes the U.S. Capitol, House and Senate office buildings, the U.S. Capitol Visitor Center, the Library of Congress, the Supreme Court of the United States, the U.S. Botanic Garden, the Capitol Power Plant, and other facilities. The Architect also provides professional expertise with regard to the preservation of architectural and artistic elements entrusted to his care and provides recommendations concerning design, construction and maintenance of the facilities and grounds.

The Architect seeks to procure a consultant to assist with facilitation and development of a vision for the next century of the Capitol complex and to assist with facilitation and development of a Governance Structure which will be responsible for overseeing the development of a 20 year master plan for the Capitol complex.

3.0 SCOPE OF WORK

This SOW consists of two concurrent tasks:

Task one: facilitate and develop Vision 2100 for the Capitol complex. Vision 2100 will include:

- *A Vision Statement imagining the Capitol complex in the year 2100.* The Vision Statement will be based on Futurist projections and projections from Subject Matter Experts, and will be refined by the Branding Expert to be succinct, memorable, bold, challenging, and unique.
- *An expanded narrative vision for the Key Focus Areas of the Capitol complex in the year 2100.* The expanded narrative will be based on Futurist projections and projections from Subject Matter Experts and will be refined by the Branding Expert to detail the future vision for each of the Key Focus Areas.
- *A set of long term goals for guiding the achievement of the Capitol complex vision.* The goals will be defined such that they can be further refined into measurable goals in the Capitol Complex Master Plan.

The vision will serve as a foundational document for the development of the Capitol Complex Master Plan, as well as future AOC Strategic plans and Implementation plans.

Task two: Facilitate a process and develop documentation which will culminate in the adoption of a Governance Structure to oversee the development of a Capitol Complex Master Plan. The Governance Structure will set out how the master planning process will be managed and define the roles and authority for all aspects of input and decision making during the master planning process. The master planning process will include defining goals and objectives for the Capitol complex, studying existing conditions, collecting data, analysis of current conditions and future trends, defining design options, selecting preferred options, and refining plans. The Governance Structure will be responsible for all decisions during this process, and for resolving conflicting requirements, options, and opinions so that a consensus plan can be reached. The Governance Structure will also provide mechanisms for outreach to, and input from outside organizations in the region which may be affected by the Capitol Complex Master Plan.

The Governance Structure will be headed by J. Brett Blanton, the current serving Architect of the Capitol, or his designee.¹ The AOC is a federal agency in the legislative branch and is accountable to the United States Congress and the Supreme Court. As such, the Governance Structure must necessarily include master planning representatives from each of these entities and a means for joining these entities in an efficient input and decision making process. The Contractor is responsible for understanding the AOC operational structure to determine AOC leadership and staff responsibilities within the Governance Structure. Other stakeholders invited to participate in development of the Governance Structure will include but not be limited to the Library of Congress, the United States Capitol Police, the Senate Sergeant at Arms, the House Sergeant at Arms, and other facility users.

4.0 APPLICABLE POLICIES AND STANDARDS

All reviews will follow the requirements of the ***AOC Design Manual (December 2013) and AOC Design Standards (December 2018)***. The Contractor shall provide submissions to the AOC for approval, meet with designated AOC staff to review the project documents, receive formal AOC comments, and resolve all comments and back-check comments prior to commencing with the next requirement under this contract. The Contractor shall coordinate these and succeeding review meetings through the Contracting Officer's Representative (COR)/Program Manager (PM).

Records/data: AOC52.227-2, Unlimited Government Rights (Nov 2004), the government shall have unlimited rights to work developed in the performance of this contract, including the right to use any portion of it, for the benefit of the government, including all drawings, diagrams, specifications, notes, or other work, without additional cost to the government. With respect thereto the Contractor agrees to and does hereby grant to the government a royalty-free license to all such data which the Contractor may cover by copyright and to all designs as to which the Contractor may assert any rights or establish any claim under the design patent or

¹ An Acting Architect of the Capitol may serve in this capacity.

copyright laws. The Contractor agrees to furnish and to provide access to all such materials on the request of the Contracting Officer or Contracting Officer's Representative.

The AOC has an archive of completed projects. The Contractor shall contact AOC's Records Management Division to request documentation and shall review the following documents in order to understand current AOC requirements and standard procedures:

- AOC AE Design Manual (December 2013, attached to this SOW)
- AOC Design Standards (December 2018, attached to this SOW)
- AOC Communication Standards (Contractor will received this from RMAB post-award)
- AOC Preservation Policy and Standards (December 30, 2016) (Contractor will received this from RMAB post-award)
- AOC Cultural Landscape Reports (Contractor will received this from RMAB post-award)
- AOC Functional Reorganization, June, 2020 (Contractor will received this from RMAB post-award)
- Capitol Complex Master Plan (2011) (Contractor will received this from RMAB post-award)
- Capitol Complex Security Master Plan (Contractor will received this from RMAB post-award)

The Contractor *may recommend* changes to the above documents and/or *recommend* changes to the use of these documents as part of this contract. However, actual changes to the documents *shall not be made under this contract*.

5.0 TASKS

This contract shall consist of developing a stakeholder engagement plan, weekly meetings with the client and interested parties, research on best practices, creative visioning, high quality inspiring presentations, and leadership to bring a diverse group to buy into a shared vision and shared Governance Structure. Contractor services unique to the two tasks are as follows:

- 5.1. Task 1 Vision 2100:** The Contractor shall have the capability to facilitate a visioning process, including multiple charrettes and meetings, which will culminate in a Vision Statement, plus a detailed narrative of the long term vision for the Capitol complex, a 570 + acre area plus remote campuses, which includes all buildings and grounds under the care and supervision of the AOC. The Vision Statement will be based on futurist projections and will also require expertise in branding, including expertise in branding for urban places. For the detailed narrative and development of the long term vision, the Contractor will use the futurist to organize and provide participation of Subject Matter Experts and a mechanism for identifying and soliciting innovative ideas and best practices from these Subject Matter Experts in Key Focus Areas to develop this vision. Subject Matter Experts will be top of field, world recognized experts providing innovative presentations of the latest trends and future thinking in

the Key Focus Areas. Participation of Subject Matter Experts may be virtual upon prior written approval by the COR. Subject Matter Expert involvement is expected to be primarily during the charrette process, tapering to minimal after the Vision 2100 Charrette Report in order to minimize costs to the government. Participation of Subject Matter Experts must include dialogue, discussion, and Q&A with each expert. Key Focus Areas may include but are not be limited to:

- Sustainability
- Resiliency
- Data Management & Usage
- Urban Design
- Transportation & Mobility
- Asset Management
- Real Estate Portfolio Management
- Security
- Landscape Architecture
- Organizational Structure
- Tourism
- Orientation & Accessibility
- Architecture
- Preservation & Conservation
- Government Finance
- Infrastructure
- Construction
- Utilities
- Urban Design & Planning

Based on the futurist’s recommendations, the Contractor shall provide a minimum of 4 additional, innovative Key Focus Areas to those listed above for discussion and inclusion in the expanded narrative vision for the Key Focus Areas.

5.2. Task 2 Governance Structure: The Contractor shall have the capability to facilitate a change management process and develop documentation which will culminate in the adoption of a Governance Structure to oversee the development of a Capitol Complex Master Plan. The Governance Structure will set out how the master planning process will be managed and define the roles and authority for all aspects of decision making during the process, including defining goals and objectives, receiving input from technical experts, and evaluating options, and resolving conflicting programmatic requirements. The Governance Structure will also provide mechanisms for outreach to, and input from organizations in the region which may be affected by the Capitol Complex Master Plan, such as the National Capitol Planning Commission (NCPC), Washington DC Government, and local neighborhood organizations.

6.0 DELIVERABLES AND DELIVERY SCHEDULE

All deliverables are expected to be from a branded perspective; graphics heavy, engaging, and inspiring, as opposed to text heavy reports. The majority of graphics should be data driven with the intent to convey complex ideas in an easy to understand format. For each submission the Contractor shall provide 12 bound copies of all documentation in 8.5x11 or

11x17 sized documents. In addition to physical submittals the Contractor shall provide either by upload to the SFTP site, or on USB drive, digital copies of all files. Digital copies shall be submitted as combined PDF's with appropriate bookmarks, and as individual files in native format (.docx, .xlsx, .dgn, .jpg, .xer, .psd, .indd, etc). All native format files must be openable on AOC computers, and able to be extracted for use on AOC web sites. Consult with the COR/PM if there are questions about acceptable file formats.

6.1 Pre-project development activities:

The Contractor shall conduct pre-project development activities sufficient to lead this effort. Activities shall include at a minimum a written Project Approach to completing all contract tasks, roles, responsibilities, costs, and a Project Schedule of all task activities and milestones. The Project Approach shall include the Contractor's proposed work plan and schedule for successful completion of the entire contract, including parallel processes for completing both Vision 2100 and the Governance Structure. Project Approach and Project Schedule shall be presented to the AOC at the kick-off meeting for comments.

6.2 Stakeholder Engagement Plan: The Stakeholder Engagement Plan will reflect the means and methods by which the AOC will interact with all involved parties outside of the AOC during the execution of this contract. The plan should address how and when the AOC interacts with three groups:

1. Congress
2. Facility users that are interacted with on a day to day basis (such as the Supreme Court, the Library of Congress, the Senate Sergeant at Arms, the House Sergeant at Arms, and the Capitol Police)
3. Other bodies or agencies that are impacted by or impact the Capital complex (such as the Washington DC government, the District Department of Transportation (DDOT), and other adjacent governmental agencies).

It is anticipated that there will be three separate AOC designees to liaise among these groups. The interactions addressed in the Stakeholder Engagement Plan should include the anticipated time frames, preparations required, and number of interactions with these groups.

6.3 Kick-Off Meeting: Within 10 days of award the Contractor shall meet with the Contracting Officer's Representative/AOC Project Manager (COR/PM) to review the Project Requirements including the Statement of Work. Additionally, the Project Approach, draft Project Schedule, and Project Budget shall be presented for comment. Discuss the Stakeholder Engagement Plan, which will be the plan for how the AOC and the consultant will interact with Congress and other parties during development of the Vision and Governance Structure. Following the meeting, the Contractor shall refine the Project Schedule and Project Approach, Draft Stakeholder Engagement Plan, Quality Assurance

Surveillance Plan (QASP), Quality Control Plan (QCP), and submit all within 10 days to the COR/PM for review and approval. The Contractor shall keep meeting minutes of discussion topics and attendance at the kick-off meeting and shall be responsible for taking and distributing minutes of this meeting no more than 48 hours after meeting completion.

6.4 Internal Project Schedule Submission: Within 21 days of award the Contractor shall submit their internal Project Schedule (PS) for review and approval. The PS shall include at minimum the various planned coordination meetings with sub-consultants, timeframes for quality control ahead of submissions to AOC, internal milestone dates and all AOC Submission dates.

6.5 AOC Progress Meeting(s): Following the Kick-Off meeting, meet with AOC staff on a bi-weekly basis to provide updates and receive feedback on project progress. There will be 12 progress meetings total. Each progress meeting shall address progress on both the Vision and the Governance Structure. These meetings are to be virtual and limited to no more than 1 hour each. Coordinate these meetings through the COR/PM. The meetings shall cover at a minimum:

- Accomplishments - Description of work accomplished;
- Look ahead schedule - Work completed the prior week, plus work planned for the following 3 weeks;
- Milestone Schedule - Work planned for the contract duration;
- Quality Assurance - Compliance to Quality Assurance tasks;
- Scope Change - Deviations from planned tasks; and
- Open Issues - Outstanding issues and risks to including remediation plans if requested by the COR/PM

The Contractor shall provide meeting minutes no more than 48 hours after meeting completion.

6.6 Facilitated Meeting with Futurist: The Contractor will facilitate a discussion between AOC/stakeholders with a futurist. The discussion should not be bound by any current AOC policy/regulation/etc. and center around trends, predicted disrupters to facilities in a heavy public/non-public environment and adaptations to a predicted future state. As part of the discussion, the futurist or other member of the Contractor's team shall present case studies of how other organizations with heavy public usage are envisioning their adaptation to the future. The results of this unconstrained discussion will be refined to a more realistic vision later in the visioning process.

6.7 Vision Process and Visionaries Presentation: The Contractor will facilitate a day long presentation and discussion with AOC / stakeholders. The presentation will begin with a thorough explanation of the consultant's vision process for bringing Vision 2100 from

start to completion, including outlining expected participation of meeting participants throughout the contract, as well as indicating expected future meetings with meeting participants to complete the contract. After the explanation of the vision process, the futurist will provide a summary of the previous meeting with AOC/stakeholders, including preliminary impressions, and will set the stage for the day's more detailed discussions. The futurist will use the rest of the day to lead presentations for the Key Focus Areas for Vision 2100. To the extent feasible, ideas and recommendations should be data driven, using graphically represented data trends, and combine hard sciences, social sciences, and other fields as needed to imagine future states relevant to the Capitol complex. The presentations should be organized in a way that makes this large amount of material from disparate focus areas compelling and easy to understand. As part of an unconstrained discussion of future states, the Contractor may propose exploration of disruptive shifts to the Capitol complex for discussion. These may include but are not limited to ideas such as the possibility of a completely walkable campus with no vehicles other than autonomous transportation shuttles, and the impacts this may have on the key focus areas. The presentations shall end with the consultant's branding expert summarizing key findings and ideas from the day.

6.8 Governance Process and Innovative Examples Presentation: This will be a ½ day presentation to AOC designated personnel. The presentation will begin with a thorough explanation of the consultant's process for developing a Governance Structure to guide the Capitol complex master planning process. Examples of successful Governance Structures for similar organizations such as governmental organizations, other governments, universities or other major institutions shall be provided. The presentation will include the time frames for development of the 1981 and 2011 Capitol complex master plans, and provide a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for potential Governance Structures, including feedback and participation from AOC team members. The presentation shall also be used to obtain recommendations for refinements to the Stakeholder Engagement Plan.

6.9 Pre-Vision Charrette interviews: Interviews with designated AOC staff and invited parties shall be conducted to understand possible constraints and to refine Vision 2100. Interviews will be with small groups of 2 to 5 people. Anticipate up to 15 interviews, 1.5 hours each in duration over a two week period. The first half hour of each interview session shall consist of an introduction/review of the vision process, followed by one hour of discussion.

6.10 Pre-Governance Structure Charrette interviews: Interviews with designated AOC staff and invited parties shall be conducted to understand organizational structures and decision making processes at the Capitol complex. Anticipate up to 4 interviews, 1.5 hours each in duration over a two week period. The first half hour of the interviews shall consist of an introduction/review of the Governance Structure development process, followed by one hour of discussion. These interviews shall also be used to refine the Stakeholder Engagement Plan. Submit the Stakeholder Engagement Plan for review and approval at

the completion of interviews and a minimum of one week prior to the first Governance Structure Charrette.

- 6.11 Vision 2100 Charrette:** The Vision 2100 Charrette will be a group participatory process, facilitated primarily by the consultant’s branding expert, to develop the draft Vision Statement for the Capitol complex, as well as draft Vision Statements for each of the Key Focus Areas listed in section 5 of this SOW. For each key focus area, identify data-driven methods for finding, tracking and monitoring trends. Include in the charrette a presentation of findings from pre-design activities, the Vision Process and Visionaries Presentation, and the Pre-Vision Charrette interviews. Provide these findings to participants 5 business days in advance of the charrette. The charrette should also define challenges and opportunities to be describe in narrative form in the Vision 2100 50% Report.
- 6.12 Governance Structure Charrettes:** The Governance Structure charrette shall incorporate findings and recommendations from the Governance Process and Innovation Examples Presentation, plus the Pre-Governance Structure Charrette interviews. The first Governance Structure charrette will be with representatives of the AOC to outline the proposed Governance Structure, plus confirm the Stakeholder Engagement Plan, with particular focus on the strategy for engaging with Congressional representatives. The second Governance Structure charrette will include representatives from the AOC, Congress, and other facility users such as the Supreme Court, the Library of Congress, the Senate Sergeant at Arms, the House Sergeant at Arms, and the Capitol Police. This charrette will be the first time Congressional representatives and other organizations are introduced to the concept of a Governance Structure for the master planning process. Therefore an overview of the upcoming master planning process, the process for developing a Governance Structure, and work completed to date under this contract should be presented. Recommendations and options shall be provided, with the intent that these will be discussed and refined during the charrette. 5 business days prior to the charrette, the Contractor will provide findings to date organized as a read-ahead so that participants will know what to expect and can be prepared for discussions.
- 6.13 Vision 2100 Charrette Report:** Provide a report including all work to date on the Vision 2100 portion of this contract, plus a summary and findings from the Vision 2100 Charrette.
- 6.14 Governance Structure Charrettes Report:** Provide a report including all work to date on the Governance Structure portion of this contract, plus a summary and findings from the Governance Structure Charrettes.
- 6.15 Vision 2100 50% Report: (Mid-Point) Submission and Review:** The Contractor shall prepare and submit a 50% report, including diagrams, images, and sufficient documentation to convey Vision 2100. Each of the Key Focus Areas identified in the Vision 2100 Charrette shall have a maximum 10 page narrative (11x17 inch paper size, 12-point font Times New

Roman font, single-spaced, 1-sided pages) covering but not limited to the following; imagining the Key Focus Area in the year 2100, graphic representations of data trends to support recommendations, challenges presented by the Key Focus Area, opportunities presented by the Key Focus Area, how the Key Focus Area influences the other Key Focus Areas, and potential long term goals for the Key Focus Area. The report shall be from a branded perspective, heavy on marketable graphics, and include at minimum one (1) aerial 3d rendering of the Capitol complex and five (5) notional perspective renderings of possible future outcomes. Submit the report for AOC review and approval in accordance with Table 1 of this SOW. Include formal written responses to AOC comments on submission with this package. Submit in accordance with the AOC Design Manual. Following AOC internal review meet with project stakeholders, coordinated by the COR/PM, to discuss comments and resolve issues. After review and resolution of issues, as determined by the COR/PM, incorporate revisions and commence preparation of the 100% documents.

6.16 Governance Structure 50% Report: (Mid-Point) Submission and Review: The Contractor shall prepare and submit a 50% report, including diagrams, images, and sufficient documentation to convey the proposed Governance Structure. The Governance Structure shall include definition of all roles and responsibilities during the master planning process, plus decision making processes and authority for various levels of decision making. Submit in accordance with the AOC Design Manual, and Table 1 of this SOW. Following AOC internal review meet with project stakeholders, coordinated by the COR/PM, to discuss comments and resolve design issues. After review and resolution of issues, as determined by the COR/PM, incorporate revisions and commence preparation of the 100% documents.

6.17 Vision 2100 100% Report: Submission and Review: The Contractor shall prepare and submit a 100% report, including diagrams, images, and sufficient documentation to convey Vision 2100. Each of the Key Focus Areas identified in the Vision 2100 Charrette shall have a maximum 10 page narrative (11x17 inch paper size, 12-point font Times New Roman font, single-spaced, 1-sided pages) covering but not limited to the following; imagining the Key Focus Area in the year 2100, graphic representations of data trends to support recommendations, challenges presented by the Key Focus Area, opportunities presented by the Key Focus Area, how the Key Area influences the other Key Focus Areas, and potential long term goals for the Key Focus Area. The report shall be from a branded perspective, heavy on marketable graphics, and include at minimum one (1) aerial 3d rendering of the Capitol complex and five (5) notional perspective renderings of possible future outcomes. Submit the report for AOC review and approval. Include formal written responses to AOC comments on submission with this package. Submit in accordance with the AOC Design Manual. Following AOC internal review meet with project stakeholders, coordinated by the COR/PM, to discuss comments and resolve issues. After review and resolution of issues, as determined by the COR/PM, incorporate revisions and commence preparation of the final documents. The final report shall be

presented in two versions, one of internal use and one with AOC determined sensitive material removed for external use.

6.18 Governance Structure 100% Report: Submission and Review: The Contractor shall prepare and submit a 100% report, including diagrams, images, and sufficient documentation to convey the Governance Structure. Submit the report for AOC review and approval. Include formal written responses to AOC comments on submission with this package. Submit in accordance with the AOC Design Manual. Following AOC internal review meet with project stakeholders, coordinated by the COR/PM, to discuss comments and resolve design issues. After review and resolution of issues, as determined by the COR/PM, incorporate revisions and commence preparation of the final documents.

6.19 Vision 2100 Final Report: Final Report Documents Submission: The Contractor shall revise the 100% documents to incorporate comments from the 100% review, and deliver the Final Report to the AOC in accordance with the AOC Design Manual, including an executive summary. This final submission will be checked for compliance with previous comments, the AOC Design Manual, and this statement of work. If the Final Submission has deficiencies relative to any of those requirements, the Contractor will correct those deficiencies and reprint the documents at no added cost to the AOC. The final report shall be presented in two versions, one of internal use and one with AOC determined sensitive material removed for external use. The Contractor shall provide a 1 hour presentation of the Vision 2100 Final Report, using pdf format (30 slides maximum) to AOC leadership.

6.20 Governance Structure Final Report: Final Report Documents Submission: The Contractor shall revise the 100% documents to incorporate comments from the 100% review, and deliver the Final Report to the AOC in accordance with the AOC Design Manual, including an executive summary. This final submission will be checked for compliance with previous comments, the AOC Design Manual, and this statement of work. If the Final Submission has deficiencies relative to any of those requirements, the Contractor will correct those deficiencies and reprint the documents at no added cost to the AOC. The Contractor shall provide a 1 hour presentation of the Governance Structure Final Report, using pdf format (30 slides maximum) to AOC leadership.

6.21 Option 1: Transition-Out Plan to Master Planner: The Contractor shall be responsible for the transition-out of all materials and knowledge gained during the execution of this contract to the AOC Master Planning consultant team under separate contract. The Contractor shall submit the Transition-Out Plan to Master Planner at time of submission of Deliverables 6.17 and 6.18. The Contractor's Transition-Out Plan shall be approved by the COR/PM. The Contractor shall complete the transition by the end of the period of performance. The following technical activities shall be included as part of the Transition-Out Plan:

- Provide all contract deliverables to date in native file format.

- Provide a three hour long presentation to the AOC Master Planning consultant team covering all contract deliverables to date. Presentation shall include a summary of all work, lessons learned, risks going forward, and opportunities.
- Meet with AOC Master Planning consultant team up to 3 additional times as indicated in the Transition-Out Plan to Master Planner to fully support the transition of all contract requirements to the AOC Master Planning consultant team.

6.22 Option 2: Transition-Out Plan to Strategic Planner: The Contractor shall be responsible for the transition-out of all materials and knowledge gained during the execution of this contract to the AOC Strategic Planning consultant team under separate contract. The Contractor shall submit the Transition-Out Plan to Strategic Planner at time of submission of Deliverables 6.17 and 6.18. The Contractor’s Transition-Out Plan shall be approved by the COR/PM. The Contractor shall complete the transition by the end of the period of performance. The following technical activities shall be included as part of the Transition-Out Plan:

- Provide all contract deliverables to date in native file format.
- Provide a three hour long presentation to the AOC Strategic Planning consultant team covering all contract deliverables to date. Presentation shall include a summary of all work, lessons learned, risks going forward, and opportunities.
- Meet with AOC Strategic Planning consultant team up to 3 additional times as indicated in the Transition-Out Plan to Strategic Planner to fully support the transition of all contract requirements to the AOC Strategic Planning consultant team.

6.23 Option 3: Unit Price, Final Presentations: The Contractor may be asked to provide additional final presentations. These presentations are to use the same PDF (30 slide maximum) presentation materials in 6.18 and 6.19. Presentations may be of either the Vision 2100 Final Report or the Governance Structure Final Report and to be 1 hour each in duration.

6.24 Option 4: Web development: The consultant shall assist with development of dedicated Vision 2100 websites. The internal website will be nested within AOC’s internal website and will include an interactive 3d map to which components of the vision are keyed. The internal website shall have an easy to use graphic interface allowing users to efficiently deep dive into all portions of the vision. The external website will be nested within AOC’s external website and will include an interactive 3d map to which components of the vision are keyed, while ensuring that no AOC determined sensitive data is included. The external website shall have an easy to use graphic interface allowing users to efficiently deep dive into all portions of the vision suitable for public viewing. The consultant shall

work with AOC staff to ensure security and compatibility with AOC systems, and work with AOC staff to ensure all websites function properly.

Table 1 - Deliverables and Delivery Schedule

Note: Activities indicated below as occurring during the same week are not to be scheduled on the same day.

SOW Ref.	Activity	Deliverable	To be Completed by Weeks from Contract Award
6.1, 6.2, 6.3	Pre-project development Activities & Kick-off meeting	Kick-off meeting, consultant approach, project schedule	2 weeks
6.2	Draft Stakeholder Engagement Plan & Presentation	Plan & Presentation	3 weeks
6.6	Facilitated Meeting with Futurist	1 day meeting with breaks	4 weeks
6.7	Vision Process and Visionaries Presentation	1 day presentations with breaks	6 weeks
6.8	Governance Process and Innovative Examples Presentation	½ day presentations with breaks	6 weeks
6.9	Pre-Vision Charrette interviews	1.5 hour long interview sessions	8 weeks
6.10	Pre-Governance Structure Charrette interviews	four 1.5 hour long interview sessions	8 weeks
6.2	Final Stakeholder Engagement Plan & Presentation	Plan & Presentation	7 weeks
6.11	Vision 2100 Charrette	1 day with breaks	10 weeks
6.12	Governance Structure Charrette	2 Charrettes, ½ day each	10 weeks
6.13	Vision 2100 Charrette Report	Report on findings	12 weeks

6.14	Governance Structure Charett Report	Report on findings	12 weeks
	Vision 2100 AOC Review	2 weeks after submission	14 weeks
	Governance Structure AOC Review	2 weeks after submission	14 weeks
6.15	Vision 2100 50% Report		16 weeks
6.16	Governance Structure 50% Report		16 weeks
	Vision 2100 AOC Review	2 weeks after submission	18 weeks
	Governance Structure AOC Review	2 weeks after submission	18 weeks
6.17	Vision 2100 100% Report		20 weeks
6.18	Governance Structure 100% Report		20 weeks
	Vision 2100 AOC Review	2 weeks after submission	22 weeks
	Governance Structure AOC Review	2 weeks after submission	22 weeks
6.19	Vision 2100 Final Submission		24 weeks
6.20	Governance Structure Final Submission	3 weeks after review	24 weeks
6.21	Option 1: Transition-Out MP		Concurrant start at 20 weeks and finish at 28 weeks
6.22	Option 2: Transition-Out SP		Concurrant start at 20 weeks and finish at 28 weeks
6.23	Option 3: Final Presentations		28 weeks
6.24	Option 4: Website Development		28 weeks

6.25 Instructions for Delivery of Deliverables

The Contractor shall provide all deliverables via electronic methods and hard copies, unless otherwise directed by the COR/PM, for review, approval, and appropriate action. Electronic copies shall be delivered via SFTP or encrypted email to the CO and COR/PM as appropriate. The electronic copies shall be compatible with Microsoft Office 2010 or other applications as appropriate and mutually agreed to by the parties. Once created, deliverables and work products are considered the property of the government.

The deliverables shall be considered final upon receiving government approval. The government shall provide written notification of acceptance or rejection of all deliverables within two business days of receipt. All notifications of rejection will be accompanied with an explanation of the specific deficiencies causing the rejection. Deliverables must be approved by the CO and COR/CM to be considered “accepted.”

Deliverables shall be deemed acceptable if the document adequately covers all required topics, meets general quality measures, and is professionally prepared in terms of accuracy, clarity, format, and timeliness. Quality measures, as set forth below, shall be applied to each work product received from the Contractor.

- **Accuracy:** Documents shall be accurate in presentation, content, and style;
- **Clarity:** Documents shall be clear and concise;
- **Format:** Documents shall be transmitted via mutually agreed upon media; and
- **Timeliness:** Documents shall be submitted on or before scheduled due date.

7.0 QUALITY ASSURANCE SURVEILLANCE PLAN (QASP) / QUALITY CONTROL PLAN (QCP)

The Contractor shall develop a comprehensive program of inspections and monitoring actions, to include a Quality Control Plan (QCP), which is the driving force behind service quality. The QCP, in conjunction with the QASP, is intended to verify that the Contractor’s quality control program is working and provides the measures needed to lead the Contractor to project success. Once the quality control program is approved by the government, careful application of the process and standards presented in the QASP will ensure a robust quality assurance program. A final QCP submitted to the government in accordance with the deliverable schedule. The Contractor shall report surveillance metrics weekly and/or monthly. In addition, an updated QCP shall be submitted at the beginning of each optional period of performance.

8.0 GOVERNMENT FURNISHED EQUIPMENT / PROPERTY (GFE/GFP)

The government shall not provide GFE/GFP under this contract, the Contractor is expected to perform the requirements herein with its own resources.

9.0 CONTRACT TYPE

The contract type for this requirement is anticipated to be a Firm-Fixed Price (FFP). This is a firm-fixed-price contract that is not subject to any adjustment on the basis of the Contractor’s

cost experience in performing the contract. The Contractor is full responsibility for all costs and resulting profit or loss. Options 1 and 2 are Labor Hour CLINs.

10.0 PERIOD OF PERFORMANCE

The period of performance of the base requirement is anticipated to be 24 weeks from the date of award. Options 1, 2, 3, and 4 may add 4 weeks in accordance with FAR 52.217-9.

11.0 PLACE OF PERFORMANCE / HOURS OF OPERATIONS

Work under this requirement shall be performed at the Contractor's facility unless otherwise stated or approved by the CO or COR/PM. Meetings shall be at the AOC unless an alternate location or virtual meeting is approved by the Contracting Officer. Progress meetings shall be virtual unless Contractor requests in person meetings, and such request is approved by the Contracting Officer.

12.0 TELEWORK

N/A

13.0 OTHER DIRECT COSTS (ODC)

Other Direct Cost shall not be separately reimbursed outside of the firm fixed price of the contract.

14.0 TRAVEL

Travel will be authorized under this requirement. It is anticipated that the Contractor shall be required to travel for kick-off, interview meetings, charrettes, and presentations. Travel for progress meetings will not be required. Costs for transportation, lodging, meals and incidental expenses incurred by the Contractor on official company business are allowable and are subject to FAR 31.205-46, Travel Costs. These costs will be considered to be reasonable and allowable only to the extent that they do not exceed on a daily basis the maximum per diem rates in effect at the time of travel as set forth in the Federal Travel Regulations (FTR). The Contractor will not be reimbursed for travel and per diem within a 50 mile radius of the worksite where a Contractor has an office. A worksite is the same as a Contractor's place of performance location. All travel outside of the Washington Metropolitan area must be approved by the COR/PM in advance. No travel will be reimbursed without prior approval from the COR/PM. If the Contractor is required to travel outside of the Washington Metropolitan area, the Contractor shall provide the COR/PM with a completed Request for Travel Authorization Form at least 10 days prior to the requested travel date. The Contractor shall not incur costs in excess of the funded value of the travel Contract Line Item Number (CLIN), without prior written approval from the Contracting Officer.

15.0 KEY PERSONNEL

The government has identified the need for five key personnel under this requirement. The Contractor shall propose a full time Vision Project Manager and a full time Governance

Structure Project Manager with the skills indicated below. All key personnel must exhibit critical soft skills including:

- Excellent active listening and verbal communication skills;
- Strong business writing ability;
- Flexible and adaptable attitude;
- Ability to conform to shifting priorities, demands, and timelines;
- Ability to elicit cooperation from a wide variety of stakeholders; and
- Ability to discuss technical issues with non-technical, executive-level government officials.

15.1 Vision Project Manager

The Vision Project Manager shall have overall responsibility of all vision activities to include planning, organizing, directing, controlling, staffing and reporting status, deliverables and schedules to the government. The Vision Project Manager shall be a full-time employee of the Contractor.

Required Skills/Experience:

- Ten (10) or more years of relevant experience in facilitation, development, and completion of campus visioning;
- Experience working closely with architects, engineers, and planners on projects or campuses of similar size to the Capitol complex;
- Graphics Skills to convey complex concepts;
- Experience defining all project activities and milestones required to meet objectives and deliverables, properly sequencing tasks and estimating effort with project team members doing the work, determining the critical path, and leveling the project schedule.

15.2 Governance Structure Project Manager

The Governance Structure Project Manager shall have overall responsibility of all Governance Structure activities to include planning, organizing, directing, controlling, staffing and reporting status, deliverables and schedules to the government. The Governance Structure Project Manager shall be a full-time corporate employee of the Contractor.

- Ten (10) or more years of relevant experience in change management, including the facilitation, development, and completion of Governance Structures for multi-agency or multi-organization situations. Public sector experience preferred;
- Experience working with a wide variety of stakeholders to develop unified plans for governance;

- Experience defining all project activities and milestones required to meet objectives and deliverables, properly sequencing tasks and estimating effort with project team members doing the work, determining the critical path, and leveling the project schedule.

15.3 Futurist Expert

The Futurist Expert shall have extensive experience working with large organizations and government agencies within the United States. Experience shall include:

- Visioning and long term planning for both organizations and physical spaces;
- Predicting disrupters to facilities that contain both public and non-public environments;
- Identifying and adapting to predicted future states;
- Data-driven methods for finding, tracking and monitoring trends;
- Scenario development to model and prioritize future risks and opportunities.

15.4 Branding Expert

The Branding Expert shall have extensive relevant experience in brand management, working with large organizations and government agencies within the United States. Experience shall include expertise with brand strategy and developing organizational missions and disparate work products into a compelling message and story. Experience in urban place branding and public sector branding efforts preferred.

15.5 Subject Matter Experts

Subject Matter Experts are responsible for presenting innovative ideas and best practices for the Key Focus Areas. Subject Matter Experts shall be recognized leaders in their field of expertise, have twenty (20) or more years of relevant experience, and maintain the generally accepted license or certification in the area of expertise. Firms responding to this SOW may have a number of Subject Matter Experts on staff, however it is expected that respondents will conduct a worldwide search to compile a team of the best and brightest, top of field experts to provide innovative presentations of the latest trends and future thinking in the Key Focus Areas, plus any additional Key Focus Areas proposed by the Contractor. Subject Matter Experts who have been recognized with awards of distinction and who have extensive experience presenting as thought leaders at the national level are preferred.

16.0 Substitution of Key Personnel

Contractor is required to confirm in writing that all key consultant team members will remain on this project for the duration of the contract. Substitutions must be approved by the COR, and may only be approved upon written confirmation that the key consultant team member is on extended leave, or is no longer employed by the Contractor. The government reserves the right, in its sole discretion, to accept or reject a request for substitution of Key Personnel.

17.0 PERSONAL SERVICES

Not Authorized.

18.0 INVOICING

The Contractor shall follow the invoicing instructions outlined in clause AOC52.232-1 when submitting invoices. The AOC will approve or reject an invoice within 30 days. Invoicing shall be submitted monthly in equal installments after the end of each month. The final invoice shall be invoiced after acceptance of the final deliverable.

19.0 SECURITY

All Contractor employees shall submit an E-Verify form and a United States Capitol Police background check form (CP-491) prior to the performance of work. Contractor employees shall also complete a contractor badging request form. All contractors working on site shall be required to wear a clearly visible identification badge at all times. On site work may be interrupted because of Congressional events or U. S. Capitol Police requirements. All work to be performed is subject to government interruptions.

The AOC does not follow certain exceptions as described in the E-Verify federal contractor rule. Contractors are required to use E-Verify to verify that all employees working on AOC contracts are authorized to work in the United States.

In accordance with Clause AOC52.223-5 “Special Security Requirements – Services (Feb 2010)” of the Contract within 7 calendar days after date of award the Contractor shall submit to the COR a list of all employees proposed to support this contract. The Contractor shall comply with all AOC security regulations, policies and procedures. Furthermore, in accordance with Clause AOC52.204-4 “Personal Identity Verification of Contractor Personnel (December 2012),” of the Contract, a copy of the E-Verify case details document evidencing “employment authorized” (final verification request) shall be provided with each request for an AOC ID badge.

The Contractor shall comply with AOC 52.223-3, Security Markings (March 2017) for all Controlled Unclassified Information (CUI).

Sensitive information will be transferred via AOC approved Secure File Transfer Protocol (SFTP).

All products will undergo a security review before distribution and publication. Sensitive information may be required to be removed.

20.0 SAFETY

The Contractor shall comply with all AOC safety policies. During the COVID-19 Pandemic, the AOC has taken proactive steps to manage safe operations at the Capitol complex. It is anticipated that a portion or all of the work in this SOW may need to be executed virtually. Additionally, The AOC and the Contractor may agree to a number of in person events during COVID-19, with mutually agreed upon safety precautions that meet both AOC and Contractor guidelines.

21.0 ENERGY EFFICIENCY / COMPLIANCE

There are no special energy efficiency requirements under this requirement. The Contractor shall minimize energy use while on a government site.

22.0 SUSTAINABILITY

The AOC prioritizes sustainability, however, there are no sustainability requirements for the consultant's operations under this contract.

23.0 POINTS OF CONTACT

Contracting Officer

TBD at time of award

Contracting Specialist

TBD at time of award

Contracting Officer's Representative

TBD at time of award

Contractor Representative

TBD at time of award

24.0 APPENDIX A - ACRONYMS

AOC	Architect of the Capitol
COR	Contracting Officer's Representative
DDOT	District Department of Transportation
FTR	Federal Travel Regulations
NCPC	National Capitol Planning Commission
PM	Project Manager
PS	Project Schedule
Q&A	Questions and Answers
QASP	Quality Assurance Surveillance Plan
QCP	Quality Control Plan
SFTP	SSH File Transfer Protocol
SOW	Statement of Work
SWOT	Strengths, Weaknesses, Opportunities, and Threats
USB	Universal Serial Bus