

December 19, 2007

John Bardwell
Contracting Officer
Department of Transportation
Federal Transit Administration
1200 New Jersey Avenue, SE
Washington, DC 20590

Via Email: John.Bardwell@fta.dot.gov

Re: Project Management Oversight Services FTA-08-PMOC
Capabilities Statement

Dear Mr. Bardwell:

This document is a summary of our capabilities. **Century Diversified, Inc (CDI)** and our team members will be pleased to submit our qualifications, SF330 for the FTA's Project Management Oversight under the SBA 8(a) Business development Mentor–Protégé Program. The CDI team is very well qualified to continue to serve as FTA's PMOC. CDI will provide FTA PMOC increased capacity to support and enhance the FTA PMO program to achieve better grantee performance and more cost effective implementation of major transit capital projects.

Ability to Execute Specialized Assignments and More Generalized Work Assignments Simultaneously

With the designated managers, technical specialists and general administrative staff, the team is sufficiently diverse and complete to handle both specialized and general work assignments on a simultaneous basis.

Ability to Deliver Quality Products and Services in Support of Multiple Task Order Assignments

Quality is paramount to CDI, and the team we have assembled for the FTA is structured consistent with our company philosophy to assign key professional managers to projects.

Our partner will provide mentorship with excellent staff available through a joint venture partner CDI will ensure the FTA the right staff will be available when needed.

Ability of the Officer-in-Charge to Support the Project Management Team

Rodrigo Garcia, P.E. will perform various contract management functions and PMOC task activities including project mobilization and staffing. As programs division, and as experienced manager of major capital programs, will support the project management team in the delivery of the PMOC services, verify that all resources are assigned, and monitor the progress and performance of the team to ensure that FTA is receiving the highest quality support. (See partial resume at end)

Professional Staff Qualifications

Personnel proposed by the team are recognized experts in their fields and are well qualified to perform as task order managers and technical specialists. Specifics regarding education and relevant experience of the full team will be described in our SF330

Credibility

A key attribute for effective implementation of PMOC services is recognized technical and management credibility with FTA and the grantee's project team. Our task order managers and staff possess extensive hands-on experience on all aspects of transit programs development covering planning, design, construction testing, start-up, and management of the program. Having this experience facilitates early detection of program issues before they become significant, making recommendations on corrective actions and then encouraging grantee's organization. We believe our experience allows us to be more proactive and responsive to the FTA's expectation of more active involvement by the PMOC.

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Design Project Management and Construction Management Experience

CDI provides the full range of designs, project and construction management services to meet FTAs need for effective capital project delivery. Our primary task is to represent FTA's interest throughout the project, and to FTA's grantees achievement of their project's cost, schedule, quality and safety goals.

Past Performance

CDI was established to provide quality and timely engineering and management services. CDI, under the CDI/DCI Joint Venture, has been providing FTA professional oversight management services for over 6 years under FTA's Triennial Review program. CDI provides project management, engineering, inspections, and construction administration to government agencies and private clients for major engineering and construction projects in the transportation, educational, housing, water, environmental and other infrastructure industries. *CDI provides excellent services and is constantly improving its standards to better serve its clients.*

Cost Control

During project execution, we create a cost conscious atmosphere throughout the project team. Integral to our process is the continual focus on constructability. Our cost control process ensures that our work is completed within the project budget.

Compliance with Performance Schedules

Project Schedules must be developed with a thorough understanding of the project complexities, discipline interactions, external (i.e. utility) expectations, interagency processes and available resources. The project then must be managed to the established schedule, with the tools used to continually assess progress and recovery strategies as necessary. Using the same scheduling principles as construction managers for the Utah Transit Authority, the 15-mile TRAX North/South LRT Line in Salt Lake City was successfully opened 13 months ahead of schedule and under budget.

Cost Estimating

Over the years the FTA PMOC Program, has placed more and more emphasis on the PMOC's role in reviewing, evaluating and confirming the cost estimates and budgets being prepared by grantees. These estimates are critical in:

- Developing the initial overall program budget to be included in a Full Funding Grant Agreement (FFGA) and minimizing situations where the grantee's project cost exceed the FFGA budgets; and
- Establishing individual project budgets within an overall capital program.

In many cases the construction bids are substantially higher than this estimates causing redesign, schedule slippage, project scope reduction and/or project deferral. In the expanded PMOC role it is now critical to have the capability to prepare check estimates that have the same basis as estimates prepared by contractors bidding the work.

Risk Management

CDI is aware of the impact of the risk and insurance issues, and will apply this knowledge in the evaluation of project implementation strategies and cost estimates. We can recommend strategies and provide specialist who can assist grantees in structuring their risk management program to minimize this rapidly escalating cost.

Management of project/program risk has become more significant in the control of capital project costs. These include risk to designers and consultants for higher professional liability costs because of increased probability of errors and omissions claims, and risks to contractors for exposure to high liquidated damages, delay costs, and construction safety-related costs. Furthermore grantees, face higher cost by creating contracting strategies which shift risks to contractors, causing them to include high

contingencies in their bids. Personal injury claims, both from project participants and the general public have increased in recent years as have jury awards. Some grantees have addressed these factors by using Owner-Controlled Insurance Programs (OCIP's) which tend to spread the risk more evenly over project participants, and may include incentives for superior performance. Compounding this is the consolidation of the construction bonding industry in recent years to only a few major companies, decreasing the competition and increasing costs.

Safety and Security

In addressing safety and security, the grantee and its project team have two significant responsibilities: 1) preparation of a Safety and Security Management Plan, and 2) Implementation of cost effective system security.

System Security

System security is a form of risk management that eliminates or controls threats and vulnerabilities through an ongoing management process. Understanding a system's baseline security condition is a two-step process –threat analysis, followed by a vulnerability analysis. This proactive management approach will identify security risks to the system so that controls and mitigation efforts can be designed into the project to harden system elements against criminal or terrorist activity. Design considerations, utilizing the Crime Prevention Through Environmental Design (CPTED) approach, should be applied through out the project life cycle to achieve maximum effectiveness. This approach can be easily integrated with other aspects of project management. Security design should be addressed from preliminary concept through specifications, focusing on the threat and vulnerability assessment.

During the construction phase, there should be a process to verify and audit that designs have been properly executed in conformance with the specified safety and security requirements.

CDI has experience in the design and operational issues facing the industry today. Of special note is our experience in the design of governmental facilities that meet national force protection guidelines established by the U.S. government. CDI offers individuals with extensive backgrounds in security and blast resistant design, including program managers with extensive experience in security risk management.

Environmental Compliance

We are prepared to assist FTA's grantees in determining the appropriate environmental documentation for any project that would be advanced. We can quickly assess CE's, EA's, EISs developed by grantees and their consultants. We work with NEPA and FTA environmental guidance on a regular basis and understand the correct application and the type of documents that should be produced to prevent legal challenges to documentation. Our team has both the capacity and the knowledge to simultaneously evaluate, review and develop, if required, multiple environmental documents. We understand the key environmental issues as well as how to determine if an assessment is adequate. Work in an existing transit corridor might well be able to be cleared environmentally by preparing a CE or a mitigated EA. We know how to educate the grantee regarding community involvement in the assessment and potential mitigation of environmental justice issues; and we can advise grantees on working with the community in assessing cumulative impacts and impacts to the community, as well as how to conduct and document public involvement for the successful completion of a proposed project. We have conducted successful, comprehensive and effective public involvement programs for a number of transit projects, using documented public input as criteria for the evaluation of projects.

ADA Compliance

The 1990 Americans with Disabilities Act (ADA) provides a clear and comprehensive national mandate for the elimination of discrimination against individuals with disabilities, consistent and enforceable standards addressing such discrimination, and federal and congressional authority to address the major

areas of discrimination. For transportation facilities, the implementing regulations are contained in DOT 49 CFR Part 37 and require that all new or altered facilities since January 1992 be made in such a manner as to be accessible and usable by individuals with disabilities.

The grantee's designers have the responsibility to ensure compliance with the ADA mandate. During design, they must properly identify all those factors and elements that are subject to the federal ADA standards, verify that a proper and complete review of the final design has been made, and if appropriate, to provide assistance and guidance in the implementation of the process. It is the PMOC's role to monitor the grantees compliance with this ADA mandate.

During construction, it is the grantee's responsibility, usually acting through its engineer or construction manager to ensure that the ADA requirements contained in the construction documents are properly implemented. It is incumbent on the grantee to establish a process to ensure that the basic design intent is not lost. The PMOC will also monitor this process, and as necessary perform actual field inspections to ensure its ultimate conformance with the appropriate standards.

Design Reviews

We can use our extensive Quality Control expertise and design management skills. Should independent design reviews seem appropriate, our Task Order Managers would coordinate with their FTA project counterparts in the delineation of assigned design reviews. Design Review Leaders would be assigned with the necessary skill sets and the project elements will be compartmentalized for a more focused review by specialists. Our Design Review Team will be charged with the responsibility of dealing with the following elements:

- Design conformance with scope and operating plan;
- Constructability of designs;
- Operability and maintainability of finished facility;
- Value engineering and cost effectiveness; and
- Biddability of plans and specification.

RODRIGO T. GARCIA, P.E.

President, Century Diversified Inc.

Area of Expertise: Engineering, Transit Project Management

EDUCATION

B.S. Degree in Engineering, California State University, Los Angeles

LICENSE Professional Engineer, State of California

WORK EXPERIENCE

Summary

Mr. Garcia has over 35 years experience as a senior transit engineer professional and manager working on a variety of transportation and public works projects, for private sector and government entities. He has directed and managed over 300 projects varying from planning, design to construction management, involved in structural engineering, utility engineering, civil engineering, maintenance, for transportation and public works projects. He has designed and provided construction management for hundreds of projects including bridges, transportation projects, storm drains, sewers, wastewater treatment plants, housing projects, and seismic retro-fitting, for public and private clients. In the Public Works Department he managed several projects which varied from pumping plants, treatment plants, storm drain and sewer structures. He has served as the president of two successful companies providing civil/structural

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Engineering and Management Services

engineering, and construction management in transportation and public works industry for over 20 years. He also served as vice president for a construction company employing 60 workers. Public duties have included founder and Executive Director of a nationally known organization, the Society of Hispanic Engineers and Professionals, which has grown to over 5,000 members. He has also served in a advisory capacity as DBE commissioner for Cal-Trans.

Relevant Experience

U.S. Federal Transit Administration Triennial Review Program – Mr. Garcia has provided corporate management oversight for the CDI/DCI Joint Venture which has conducted over 480 reviews, and complimentary Triennial Review Consulting services over the last 5 1/2 years under Tasks 1 through 6. He has participated in hiring and monitoring the Triennial Review consulting services of 12 full and part time professionals and semi-professionals in successfully executing their tasks in completing 6 FTA TR task engagements since April, 2002. He has also been co-responsible for task negotiation with FTA contract officials, coordinated task proposals, and worked with GTR officials regarding organizational issues and administrative issues, when necessary. Under his direction as co-manager and Principal-in-Charge, all of the above tasks were executed and completed successfully.

Electric Trolley Bus Project – ICF Kaiser Engineers, Vice President. Project Manager for \$1 billion, 12 line, 180 mile trolley bus system for 24 communities in Los Angeles County implementation planning project. The first phase was a \$50 million two line segment which included the development of final construction and procurement documents. In addition, the project included predevelopment work including establishing design standards, research, alignment alternates, Environmental Impact Report/Environmental Assessment, community outreach, utility engineering for the entire system. Mr. Garcia was responsible as project manager to provide analysis of technology alternatives, structural engineering, power distribution system, overhead catenary, architecture, landscaping, Job training program, organization, mobilization, project controls, scheduling, cost estimating, maintenance, and operations manual. In this capacity, he managed 40 employees and 28 subcontractor consultants.

Los Angeles County Metropolitan Transportation Authority (LACMTA). Pre-construction Survey contract – Project management to systematically document pre-existing conditions of structures, utilities and improvements located along the zone of influence of Segment 3 (North Hollywood) Red Line Tunnel and Pasadena Blue Line. Over 200 properties were inspected on a fast-track schedule. Mr. Garcia managed teams of inspector/engineers to accomplish the survey inspections of impacted properties on a fast track basis.

Alameda Corridor Transportation Authority (ACTA) Henry Ford Avenue Grade Separation: Mr. Garcia was the Principal-in-Charge. Structural engineering for a major element of the Alameda Corridor. Henry Ford Bridge is a rail viaduct structure crossing over Henry Ford Avenue/Terminal Island Freeway/Pier A and Dominguez Channel, a single 262' long, tract railway bridge consisting of 8 steel deck girder spans; Harbor Belt Line Bridge over Dominguez Channel; widen Henry Ford Bridge, a three span, 200' cast-in-place concrete deck bridge.

We look forward to meeting with you on January 11, 2007 to learn more details about this important solicitation.

Sincerely,

Rodrigo T. Garcia, P.E.
President

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