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December 20, 2007

Mr. John Bardwell, Contracting Officer  
U.S. Department of Transportation  
Federal Transit Administration (FTA)  
1200 New Jersey Avenue, S.E., Room E42-331  
Washington, DC 20590

Re: Capabilities Statement, Sources Sought Notice, Reference-Number-FTA-08-PMOC  
Project Management Oversight Services

Dear Mr. Bardwell:

**Delon Hampton & Associates, Chartered (DHA)** is pleased to express our interest in the above referenced procurement and hereby submit our capabilities in accordance with the Sources Sought Notice, as advertised on December 6, 2007, for Project Management Oversight (PMO) Services. DHA has been successfully executing transit projects since 1973, including PMO Services to the FTA. Our engineering expertise include planning, design, construction management, and program management oversight services for the construction of new, modernized, rehabilitated, and expanded mass transit systems and transportation related projects. Continuing our relationship with the FTA is of the utmost importance to DHA and we are extremely interested in being included in your pool of potential consultants.

We have written this capabilities statement not only to describe our twenty years of specific experience in providing PMO Services to the FTA, but also to summarize DHA's wealth of experience in the design of new transit infrastructure, the expansion of existing transit systems, and General Engineering Consulting Services to transit systems, including planning, design and operational support for the maintenance, modernization, and rehabilitation of existing transit infrastructure.

Our capabilities statement is organized as follows:

- **DHA's Twenty Years of PMO Services to the FTA**
- **DHA's Current Transit System Project and Construction Management Experience**
- **DHA's Transit Project Design Services**
- **DHA's Current Transit Agency General Engineering Consultant Experience**

- **DHA's Knowledgeable Technical and Management Resources, and Thorough Understanding of FTA's PMO Procedures**

#### **DHA's Twenty Years of PMO Services to the FTA**

As a prime consultant for more than twenty years in FTA's Regions I and II, DHA rendered PMO services for capital grants projects for Metro-North Railroad, Connecticut Department of Transportation, City of Bridgeport, and New Jersey Transit Corporation. DHA performed oversight monitoring for the successful implementation of new starts and rail rehabilitation capital projects, including the procurement of rolling stock. These services were provided as a continuous review and evaluation of grantee and FTA processes to ensure compliance to statutory, administrative and regulatory requirements, and local codes. Our impressive repertoire of FTA PMO transit project success includes:

- Hudson-Bergen Light Rail Transit System (HBLRTS), the first US rail transit system delivered under the contracting method of Design-Build-Operate-Maintain;
- Newark-Elizabeth Rail Link (NERL);
- Hoboken Yard & Ferry Terminal; Overhead Traction Power System Upgrade; Electric Locomotives, Commuter Rail Coaches;
- Sunnyside traction power Static Frequency Converter Station;
- Secaucus Transfer Station;
- Upgrade of yards and vehicle maintenance facilities in New Haven, Connecticut; Croton-Harmon, New York; Meadows Maintenance Complex, New Jersey and Morrisville, New Jersey;
- 125th Street Station/Park Avenue Viaduct; Peck Bridge, and Viaduct Replacement.

DHA is currently the Mentor partner of the DHA/IEI Joint Venture on the first FTA Mentor-Protégé PMO contract. Our joint venture is serving FTA's Region II by performing project management oversight of New Jersey Transit Corporation's (NJTC) capital projects. These projects include the Pre-Full Funding Grant Agreement (FFGA) \$7 Billion Trans-Hudson Express Tunnels to Manhattan, New York. Also known as the "Access to the Region's Core" (ARC) project, the proposed tunnels span the jurisdictions and municipalities of both New York and New Jersey. The ARC will also adhere to the FTA requirements for operations and safety. This is considered one of the largest and most complex transit projects ever taken on by FTA. Other NJTC projects, for which DHA has rendered PMO services, include the HBLRTS, NERL, upgrade of commuter rail stations and Ferry Terminals, procurement of Multi-Level Rail Cars, Dual Powered Locomotives and Electric & Diesel Powered Commuter railcars such as the Electrical Multiple Unit, Diesel Multiple Unit, and Dual Powered Vehicles (EMU/DMU/DPV) projects.

#### **DHA's Current Transit System Project Management and Construction Management Experience**

DHA is currently a consultant providing Project Management/Construction Management for the construction of the Tide Light Rail Transit project in Norfolk, Virginia. DHA also recently assisted Hampton Roads Transit (HRT) in securing a FFGA for the New Starts Tide Light Rail Project. FTA commended DHA for the assistance provided to HRT in the preparation of an exemplary FFGA application that was in full compliance with the latest FTA requirements. DHA is also assisting HRT with the implementation of a Risk Management Plan, currently required by the FTA.

### **DHA's Transit Project Design Services**

DHA was the Lead Design Consultant and the Engineer of Record for the Memphis Area Transit Authority (MATA) Riverfront Loop and the Medical Center Extension Light Rail transit projects. These successful projects were designed and implemented on-schedule and within budget.

DHA served as a prime consultant and subconsultant on various Los Angeles County Metropolitan Transportation Authority (LACMTA) projects performing design and program management services for the Metro Red Line Hollywood/Western Station, and Section A-140.

As part of a consultant team to the Metropolitan Atlanta Rapid Transit Authority (MARTA), DHA provided structural design services for the Doraville Transit Station Parking Deck project.

### **DHA's Current Transit Agency General Engineering Consultant Experience**

DHA is a joint venture partner of the P<sup>2</sup>D Team rendering engineering design, maintenance, renovation, and operational support services to the Washington Metropolitan Area Transit Authority (WMATA) as part of the General Architectural and Engineering Services Contract (GAESC). The scope of work includes various tasks to evaluate and rehabilitate numerous structures and system components that comprise WMATA's current 106-mile, 86-station network.

### **DHA's Knowledgeable Technical and Management Resources and Thorough Understanding of FTA's PMO Services Procedures**

DHA offers a large pool of transit engineers and managers, as well as strong strategic partnerships with specialty subconsultants with transit-related expertise in civil, structural, mechanical, electrical, signal and communication engineering, for support of a wide range of transportation-related projects. Our capabilities includes mass transportation systems, intermodal terminals, heavy and light rail transit systems, rail vehicles, traction power, signaling and communications equipment, storage yards, garage and bus maintenance facilities, and automated fixed guideway transit systems. Our familiarity and experience in coordinating with railroad companies and operators, such as AMTRAK, CSX, Port Authority of New York & New Jersey and other freight railroads, has provided valuable assistance to grantees in the implementation of the FTA capital grants projects. DHA has expertise in compliance with Federal requirements, such as the Americans with Disabilities Act (ADA), the Disadvantaged Business Enterprise (DBE) program, "Buy America" regulations, United States Flag Vessels, and Federal Acquisition Regulations (FAR). In addition, DHA has current knowledge of (and specific training in) FTA regulations through participation in PMO workshops sponsored by the agency.

Our understanding of the main focus of PMO services involves the monitoring of grantees' management and technical process implementation. This monitoring is in accordance with the FTA regulations, Circulars and Guidelines. Our role as a PMO consultant is to assist in the reviews and development of Transit Capacity reports, reviews of project cost estimates and schedules, analysis of project contingency and risk mitigation plans, and the assessment of the grantee's technical capacity to implement projects. As a PMO consultant, our responsibility is to guide the Grantee in the development of the Project Management Plan (PMP) including the Safety & Security Management Plan (SSMP) and the Quality Management Plan (QMP). The PMO, with the approved PMP as the guide, verifies that the project implementation process is properly managed, adheres to current industry standard management and engineering practices, including the assessment and monitoring of the adequacy of staff utilization. The PMO monitors, identifies, and reports variances and makes observations

and recommendations to the FTA concerning scope, cost, schedule, and compliance. We fully understand that the FTA requires that the project management oversight process provide a coordinated, cohesive and uniform level of monitoring and review activities. DHA's applicable technical expertise in this area includes a thorough understanding of FTA's project requirements for PMO Contractors; a commitment to providing highly-trained, experienced technical staff; and a workable PMO project organization and management plan, headed by a Project Director experienced in the design and construction of major transit capital projects and proficient in Federal rules, regulations, requirements and local codes.

We understand that the success of the PMO program depends on the effectiveness of the grantee's ability to manage and produce a safe and quality project, on time, within budget, and in accordance with the Full Funding Grant Agreement, the approved PMP, design criteria, as well as contract drawings and specifications. On our current FTA PMO contract DHA dedicates a core team of professionals in order to determine the effectiveness and timely project implementation by the grantee on a weekly basis. On-site PMO reviews and monitoring of the project developments are performed in all of the following functional areas:

- **New Starts Planning and Evaluations.** For the major capital projects that are funded by an FFGA, the PMOC assists in the review and evaluation of Environmental Impact Studies; ridership projections; project scope definitions; risk assessments; cost estimates using Standard Cost Categories Contingency management; financial plans; property acquisition plans, schedules, Fleet Management Plans and Facility Operating plans.
- **Development of the PMP.** The PMP defines the scope of project implementation during preliminary design through the final design, construction, testing, systems start-up and operation phases. The PMP also defines the policies for activities, such as project control, change order processing, quality assurance and quality control management plan (QMP), safety & security management plan (SSMP) during construction and system operation.
- **Design Management, including Preliminary Engineering.** PMO services are initiated at the start of the preliminary design phase and extended through testing and systems start-up to the operating phase. The design phase is focused on the preparation of well-coordinated design and contract documents to be used for construction.
- **Construction Management.** PMO services focus on confirming that the mandated PMP is tailored to the specific contract as the construction or production phase of the project is initiated. The construction phase is based on the physical construction of the system and its facilities in accordance with the contract documents and applicable codes and regulations.
- **Systems Start-up and Operations.** The start-up process begins after completion of all project construction activities and prior to the revenue service operation.
- **Procurement.** Procurement of professional services, construction contracts, rights-of-way, materials and equipment and other required services will be made in accordance with the established procedures developed in accordance with the applicable government and agency regulations, including FTA Circular "Third Party Contracting Requirement Guidelines".
- **Project Management Control.** From conception through completion, it is essential that management have the mechanisms to monitor and control the project to ensure that it is implemented in accordance with the approved PMP and the approved budget.
- **Quality Assurance/Quality Control (QA/QC).** A QA/QC program provides an effective system to verify that all work performed adheres to industry standard engineering requirements.

Equipment is tested throughout development, manufacturing and installation to confirm that it will function as specified. The QA/QC plan provides guidance in verifying that the facilities and the equipment are built and manufactured in conformance with contract documents, specifications, policies, procedures, and design criteria.

DHA has consistently performed well and distinguished itself as an industry leader in the planning, design, construction management, program management, and oversight of major fixed guideway transit projects with values well in excess of \$15 billion. *DHA's success with the PMO requirements is evident by the excellent overall performance rating received annually from FTA for the PMO services rendered.*

In summary, DHA brings a wealth of technical expertise to perform the required PMO services for the FTA. DHA has familiarity with the PMO program processes and requirements, and has established valuable working relationships with FTA PMO program staff, as well as with the grantees. DHA is accustomed to working with the grantees on their Project Management Plans, procedures and processes to successfully complete projects under the FTA Capital Grants Program. Additionally, DHA has extensive in-house transit engineering and construction management personnel and will support all projects assigned with highly-qualified managers, engineers, and technical staff.

As DHA's point of contact for this solicitation, I can be reached me by telephone at (202) 898-1999 or via email at [jdingle@delonhampton.com](mailto:jdingle@delonhampton.com), if you require additional information. We look forward to continuing our successful business relationship with FTA, providing PMO services for the Capital Grants Program.

Sincerely,

**DELON HAMPTON & ASSOCIATES, CHARTERED**



Jeffery G. Dingle, PE  
Senior Vice President, Business Development

cc: James Harper, Jr., FTA, Contracting Officer