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December 19, 2007

Mr. John Bardwell
Contracting Officer
Department of Transportation
Federal Transit Administration Headquarters
1200 New Jersey Avenue, SE Room E42-331
Washington, DC 20590

**Reference: Federal Transit Administration
Project Management Oversight Services
Solicitation No. FTA-08-PMOC**

Dear Mr. Bardwell:

DKI Engineering & Consulting USA, P.C. and our affiliates, DKI Group Engineers Inc. and The Hoysala Corporation have exceptionally substantial experience in providing Project Management Oversight services for the FTA funded properties all over the United States. DKI and affiliates have provided PMO services since 1987. DKI and affiliates Team is pleased to present our capabilities statement to provide FTA-08-PMOC services to the FTA for the subject Solicitation.

Program Goal: Since the success of this program will rest on the ability and experience of **DKI** teams' key staff to manage and implement the various work assignments of the program cost-effectively, quickly, clearly, and safely. The **DKI** team will be assembled for these projects with these goals in mind:

1. Provide and manage a uniquely qualified resource pool with the depth and flexibility to react fully and competently to all tasks, and with the required staffing levels.
2. Assure that quality & safety are at the forefront of all program procedures & activities.
3. **DKI's** team understands the oversight as a continuous review and evaluation of grantee and FTA processes to ensure compliance with statutory, administrative, and regulatory requirements.

Work Approach: **DKI's** Team approach to PMOC-type contracts has been developed based on our over 20 years of experience in performing other PMO assignments for FTA. **DKI's** Team will utilize time-proven project, document, and cost control systems to accomplish your goals, while also becoming an extension of your organization for the duration of the FTA PMOC program.

DKI's Team services will include but will not be limited to the following:

- Planning
- Project Scheduling
- Cost Estimating
- QA / QC
- Fact Finding Studies
- System Integration

WORLDWIDE PROFESSIONAL SERVICES

AIRPORTS, BRIDGES, HIGHWAYS, ROADWAYS, RAILROADS, TRANSITS, TUNNELS, WATER/WASTEWATER FACILITIES

ENGINEERS • PLANNERS • ENVIRONMENTAL SCIENTISTS
PROGRAM MANAGERS • PROFESSIONAL CONSTRUCTION MANAGERS

- Design / Specifications
- Electrical / TP
- S & C
- Mechanical
- Structural
- Environmental Compliance
- Track
- Rail Vehicle
- Fare Collection
- Data Acquisition
- Grantee Submittal Review
- Value Engineering
- Inspection
- Field Test & Start-Up
- O & M Management
- Station Engineering / Architecture

Our Team: **DKI's** Team have carefully assembled a complementary mix of firms who as a collective group possess all of the proper talent for this program to be a success. **DKI's** Team possesses extensive PMO experience, all in each of the disciplines required to responsively implement concurrent multiple-task activities.

DKI's team has been carefully selected to include senior personnel with a complete range of backgrounds on all transit modes. As a result of collective work experience not only in the consulting field, but more importantly at transit properties, installation contractors, and transit system suppliers, the team is sensitive to the interfaces between each of these important elements in implementing projects, and the integration skills that are critical in managing multi-contractor projects on schedule and within budget.

DKI Engineering & Consulting USA, P.C. is a MBE/DBE firm. Our team will be very diversified and our teams will include, DBE/MBE, WBE and veterans owned firms selected on the basis of capabilities, qualifications and geographical location. **DKI's** Team will also included other major firms with expertise in PMO and similar Transit and Railroad projects.

DKI's Team Transit & Railroad staff includes architects, designers, CADD professionals, signals, communications, catenary, track, traction power, electrical, Mechanical, industrial engineers, and program oversight engineers/project managers for railroad and transit properties worldwide. **DKI's** Team staff experience with operating railroads and transit systems has enabled us to develop professional skills with a practical approach leading to cost effective solutions.

DKI and affiliates Team's relevant experience is as follows:

**PMO FTA, Fluor, New York, New York
Project Management Oversight for FTA Funded Projects**

DKI Engineering & Consulting USA, P.C. worked on the \$750 million Fulton Street Transit Center by assisting the Fluor Daniel Inc. for PMO of Federal Transportation Administration., funded properties in Lower Manhattan, New York.

**PMO FTA, NYCTA, NJT, CT DOT & Metro North
Project Management Oversight for FTA Funded Projects**

DKI Group Engineers, Inc. was a major subconsultant to Fluor Daniels, Inc. of New York, N.Y. DKI engineers were part of the PMO team assisting Fluor Daniel Transportation Infrastructure providing Project Management Oversight.

PMO FTA Archer Avenue Wrap-Up New York, New York, Project Management Oversight of Signal, Track & Structures

DKI's PMO Engineers monitored signal, track, structures power, communication, architectural, structural and mechanical contracts. They monitored quality assurance, non-conformance, progress and payments of the railroad projects. Reporting to Fluor Daniel, Inc., our engineers assessed the management capabilities of prime user groups such as: NUCTA, LIRR, Metro North, New Jersey Transit and their consultants, Parsons Brinkerhoff/Morrison Knudsen, a joint venture, Project Management; Corddry Carpenter, Dietz and Zack and Seelye, Stevenson Value and Knecht, Design consultants.

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PMO FTA, OCTA, Irvine, California
Project Management Oversight for FTA Funded Project – The Center Line Project

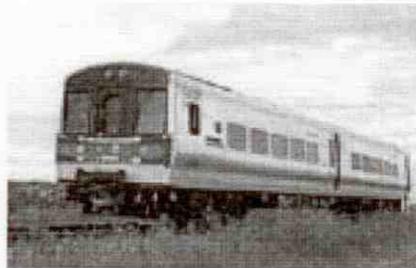
DKI Engineering & Consulting USA, P.C. as a major team member was providing PMO services since 2003 for **The Orange County Transportation Authority (OCTA)**.

PMO FTA, TriMet of Oregon, Washington County/Metro (PE)
Project Management Oversight for FTA Funded Project – Portland Metropolitan Region Major Capital Projects – Washington County Commuter Rail (Wilsonville to Beaverton Commuter Rail)

DKI Engineering & Consulting USA, P.C. as a major team member will be and is providing PMO services during 2003-2008 for **Tri-County Metropolitan Transportation District of Oregon [TriMet]**. The general description of the project is as follows:



- The project will span 14.7 miles consisting of a combination of single and double track and will begin in Wilsonville and terminate in Beaverton, where intermodal transfers to light rail transit (LRT) and buses are possible. The total project cost is \$103.5 million.
- The initial planned fleet is four powered diesel multiple units (DMUs) and three unpowered trailer DMUs.



Two prototypes of new self-propelled diesel rail cars.

- The Federal Transit Administration (FTA) has granted the project permission to enter final design on May 7, 2004. Final design activities are proceeding on a task-order basis and are expected to be completed by late March 2005.

KJM PMO Project – FTA Funded South Corridor Light Rail Transit

DKI is assisting KJM PMO team for the FTA funded South Corridor LRT of the Charlotte Area Transit System (CATS).

Metrorail and Phase I Metromover Mid-Life Vehicle Fleet Overhaul and Modernization Project – Miami, Florida

DKI is providing PMO Services to prime consultant for the FTA funded project in Miami, Florida for Miami-Dade Transit, till 2008. The Metrorail system is comprised of 22 miles of dual track, and a single maintenance facility. It serves 22 stations and has a total fleet of 136 rail cars. Our PMKO engineer assigned is **Mr. D. K. Chakraborty**.

Dallas Area Rapid Transit (DART) and Fort Worth Transportation Authority (The T) Task Order #006 – Dallas, Texas

DKI is providing PMO Services to the prime consultant for the FTA funded project in Dallas, Texas for Fort Worth Transportation Authority, till 2008. Our PMO engineer assigned is **Mr. Steven Friedlander**.

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PMOC Management Oversight Consultant Services for U.S. DOT/FTA Project Number DC-27-5045, Task Order No. 8 – Chicago, Illinois

DKI is providing PMO Services to the prime consultant for the FTA funded project in Chicago, Illinois for Chicago Transit Authority (CTA), till 2008. The project involves rehabilitation of the existing signal system of the Chicago Transit Authority's Blue Line from the Forest Park Terminal on the Congress Branch, through the Dearborn Subway and to the Jefferson Park Station on the O'Hare Branch. Our PMO engineer assigned is **Mr. Cecil Marjaniemi**.

Cleveland RTA, Ohio – FTA Funded Projects

The Hoysala Corporation, as a sub-consultant to DMJM, is provided Project Management Oversight services to the FTA funded projects for Cleveland RTA in Ohio. As a PMO consultant, Hoysala is responsible for making sure FTA funded projects are executed in a timely, cost effective, efficient, and quality manner.

PMO for Tasman West Corridor, San Jose, CA

Assisted Gannett Fleming, Inc. in the following areas of Railroad / Transit Expertise: Signals, communications, traction power systems and catenary. *This project won the 2000 Tranny Award for "Project of the Year" in the State of California.*

PMO for Salt Lake City, Utah

As a subconsultant to Hill International, Inc., is providing services for Task 3 – Monitoring. During design, and construction and start-up phase of the project.

PMO Services for FTA Major Capital Projects in Sacramento

As a subconsultant to Gannett Fleming, Inc. assisted in the following areas of railroad/transit expertise: Signals, communications, and Traction Power Systems.

PMO for the Minneapolis Light Rail/Hiawatha Corridor

DKI Group Engineers, Inc., as a sub-consultant to Hill International, Inc., will provide Program Management Oversight Services for the Minneapolis Haiwatha Light Rail Project's manufacturing of 44 Light Rail Vehicles close to Mexico City in Mexico. This included monthly meetings, witnessing progress, costs and testing on each vehicle, and preparation of reports for the Federal Transportation Agency.

- **Memphis Area Transit Authority, Memphis, Tennessee for FTA funded projects.**
- **Nashville, Tennessee PMO Assignment for FTA funded projects.**
- **PMO – FTA/Chicago and North Western Train shed in Chicago, Illinois**
- **Seattle Light Rail Project, Seattle, WA. PMO Team member for Gannett Fleming, Inc.**
- **Rehabilitation of Passenger Rail Service from Pittsfield, MA to Portland, ME. PMO Team member for Day & Zimmerman, International Inc. (TCS)**
- **Metropolitan Transit Development Board, San Diego, CA - 1999 Preventive Maintenance Audit of Rail and Bus Facilities. Team member for Gannett Fleming Inc.**
- **SEPTA Signal System Project, Philadelphia, PA with Parsons Corporation and Claims Management Consulting Services and review of contract specifications. Team member for MDC Systems, Inc.**
- **Metra's 47th and 74th Street Signal and Track Modernization Project, Chicago, IL - Engineering and design services.**
- **Joliet Rail Yards A & B Commuter Train Facilities, Joliet, IL - Signals and communications: civil engineering, surveying and inspection services.**



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- **Stage II LRT and Stage I Enhancements for Pittsburgh Light Rail, Pittsburgh, PA** - Construction management services. Team member for DMJM/Gannett Fleming, Inc.
- **South West Transit Project, Chicago, IL** - Value engineering.

Commitment: **DKI's** Team is committed to deliver highest quality of professional service for the FTA funded projects. **DKI's** Team commitment allows us to complete projects within budget, on time, and with a performance that exceeds FTA's expectations.

DKI's Team is looking forward serving FTA on these important assignments during 2008 – 2013.

If you have any questions, please contact us at (518) 373-4999 or (646) 388-3707.

Sincerely,

A handwritten signature in black ink that reads 'D.K. Gupta'. The signature is written in a cursive style and is underlined with a single horizontal line.

D. K. Gupta, P.E.
President & CEO
DKI Engineering & Consulting USA, P.C.