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December 19, 2007

John Bardwell
Senior Contract Specialist / Contracting Officer
Federal Transit Administration,
Office of Procurement
1200 New Jersey Avenue,
SE Room E42-331
Washington, DC 20590
[Sent via Email to John.Bardwell@dot.gov]

Dear Mr. Bardwell:

**Re: Capabilities Statement – Project Management Oversight Services
Federal Transit Administration - Sources Sought Notice – Ref. # FTA-
08-PMOC**

We are pleased to have the opportunity to provide our capabilities statement in response to the above referenced Sources Sought Notice for the FTA's Project Management Oversight (PMO) Program. Our attached capabilities statement provides a summary of the transit and project management oversight expertise and experience that Delcan has to offer.

In submitting this statement, please include Delcan on your list of vendors for the upcoming solicitation for proposals for the provision of PMO services on FTA funded transit projects. Our firm wishes to have two staff members attend the January 11, 2008 Vendors Information Day session. The identification of the attending individuals will be provided prior to the January 4th deadline.

We look forward to submitting our proposal in early 2008, and the possibility of working with the FTA on this important program.

Yours truly,

Brian J. Stearman
President, Infrastructure Business (U.S.)
(703) 752-6065

Attachments:
Capabilities Statement – Project Management Oversight Services

About Delcan:

Delcan Corporation provides services in: Program/Project/Quality Management Oversight, Program and Project Management, Construction Management; Transit Planning and Engineering, Bridge Engineering; Transportation Planning and Engineering; Intelligent Transportation Systems, Systems Integration; and Environmental Engineering. Delcan provides these services with its staff of over 600, located throughout offices in North America and overseas. Since its formation in 1953, Delcan has worked in over 70 countries. Delcan has over 20 offices located throughout North America including such metropolitan areas as Washington D.C., Los Angeles, San Francisco, Denver, Chicago, Atlanta, Austin, Ft. Lauderdale, St. Louis, Salem OR, and Kansas City.

Delcan's staff of highly experienced professionals continually provides the optimum level of quality and service. A sound knowledge of proven and leading-edge best practices and technologies allows Delcan to meet and exceed its client's expectations. Regardless of the size or location of the project, Delcan tailors its approach in response to its client's specific requirements and perspective.

Delcan's Transit Program and Project Services:

Delcan has professionals that provide expertise in almost all facets of transit projects, including:

- program/project management oversight
- program/project management
- project controls
- estimating
- scheduling
- change management
- configuration management
- document control
- best practices review and gap analysis
- systems safety plans
- quality management oversight
- quality management
- design reviews
- construction management and administration
- environmental management
- procurement management
- alternative delivery contracts including design-build and other derivatives including finance and operations
- maintenance and operation plans
- DB, DB, DBOF bid package preparation
- environmental studies
- systems planning
- preliminary engineering and design
- facilities design including civil, structural, electrical, architecture, traffic, utilities, and landscape architecture
- systems engineering, including signals and communications
- transit vehicle design
- reliability, availability, maintainability, and safety (RAMS)

Delcan's Relevant Project Experience:

Delcan has considerable experience in providing program and project management oversight, program and project management, planning, development, design and construction management on transit projects in North America and overseas. These projects include mass transit networks, light rail transit lines, subways, commuter rail, rapid bus transit-ways, high-speed rail, inter-city rail, monorails and multi-modal facilities.

Some of Delcan's relevant **program and project management oversight** experience includes the following:

- \$750 million Los Angeles County Metropolitan Transportation Authority's Project Management Oversight (PMO) for the LA to Pasadena Gold Line, components of the LA Metro Red Line and the procurement of 52 LRT vehicles
- \$1.3 billion OTIA III Bridge Replacement Program in Oregon for ODOT – including quality management oversight for design and construction

- OTIA III Fast Starts Design-Build Bridge Program in Oregon for ODOT– Program and project management review and assessment against industry best practices
- \$23 billion Tel Aviv Metropolitan Mass Transit System in Israel – Review of agency program/project controls, program organization, and technical and programmatic peer review of the \$1.5 billion Red Line project, in addition to providing program management
- Pennsylvania Turnpike Commission – Oversight and Review of Construction Payment Procedures, including best practices review of payment procedures, construction projects payment procedures performance verification, and the review of capital budgets development and reporting

Delcan's recent relevant **program and project management** experience includes the following:

- \$3.5 billion 2006-2010 Capital Program for the Toronto Transit Commission
- \$640 million Los Angeles to Pasadena Metro Gold Line Project
- \$3 billion Vancouver BC Gateway Program
- \$600 million GO Transit – commuter rail Toronto Union Station Corridor
- \$300 million VIVA Rapid Transit System in York Region, Ontario, Canada – including the planning, preliminary engineering and design
- \$5 billion Rapid Transit Expansion Program and \$1 billion Sheppard Subway Project, Toronto, Canada

Delcan's relevant **transit program/project quality management oversight** experience includes the following select group of projects:

- \$785 million Exposition Metro Line LRT project In Los Angeles
- \$6.1 billion RTD FasTracks transit program in Denver
- \$1.7 billion Denver Transportation Expansion Project (T-REX) SE Corridor, interstate improvements and light rail transit Denver, Colorado
- \$680 million Los Angeles to Pasadena Metro Blue Line Light Rail Transit Project, Los Angeles, California

Delcan's recent transit **planning, preliminary engineering and design** experience includes the following:

- \$400 million Charlotte Area Transit System – West and Southeast Corridors
- \$440 million Air Rail Link – Union Station to Toronto International Airport

Further descriptions of a select group of the above noted projects are provided on the next two pages.

Delcan's Experience on Select Relevant Projects:



Los Angeles County Metropolitan Transportation Authority's Project Management Oversight (PMO)

Client: Los Angeles County Metropolitan Transportation Authority

Project Description: \$750 million of capital projects including the 13 mile long LA to Pasadena Metro Gold Line Project, components of the LA Metro Red Line project, and the procurement of 52 LRT vehicles.

Services Provided: Delcan provided project management oversight as part of an expert advisory team focusing on quality management, technical decision-making, costs and schedule control, and financial analysis to assure the MTA that the project was being managed according to plan. Review and analysis included:

- Review of the project and program monthly cost reporting mechanisms
- Pasadena Gold Line master schedule gap analysis
- Review of the project controls relating to contract changes
- Review of Contingency Management procedures
- Review of procedures for cost estimating, budgeting, change management, forecasting and managing cost risk
- Review of the MTA cost estimating organization and procedures against best practices

Project Date: Completed 1998

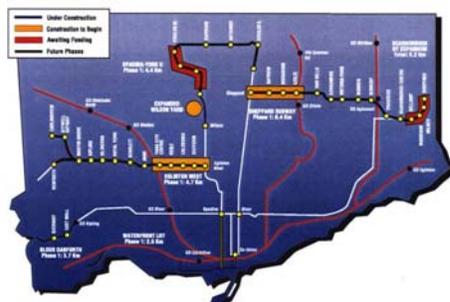
Program, Project and Quality Oversight of the Oregon Transportation Improvement Act (OTIA) III Bridge Delivery Program

Client: Oregon Department of Transportation (ODOT)

Project Description: The \$1.3 billion Oregon Transportation Improvement Act (OTIA III) involves the rehabilitation or replacement of over 300 bridge structures throughout the state. The program is being deployed using corridor management and both D-B-B and D-B contract packages.

Services Provided: Delcan's scope includes the development and implementation of a compliance oversight assessment program to measure the effectiveness and performance of the program and project management, quality management and design and construction related oversight activities performed by ODOT's Program Manager, Oregon Bridge Delivery Partners (OBDP).

Project Date: 2006 to 2011



Program Management for the Rapid Transit Expansion Program (RTEP) and Sheppard Subway Project, Toronto

Client: Toronto Transit Commission

Project Description: The \$5 billion RTEP program included 3 subway lines, a LRT line, and a subway vehicle yard/maintenance facility. Funding shortages halted the design and construction of several program components, while the \$1 billion, 6.4 km long Sheppard Subway line was completed within schedule and budget constraints. The first phase included 5 stations, bus stations, commuter parking, and train/passenger connections to the existing/operating Yonge Subway.

Services Provided: Delcan was a lead joint venture partner providing program management services encompassing every aspect of planning, EA, new standards development, preliminary and detailed design, tendering, construction management and supervision, and commissioning in an integrated/dedicated office with the client. The project won the 2003 International Project of the Year Award from the CMAA.

Project Date: Completed 2002

Delcan’s Experience on Select Relevant Projects - Continued:

Quality Management Oversight for the FasTracks Transit Program

Client: Regional Transportation District (RTD)

Project Description: FasTracks is a \$6.1 billion public transportation expansion plan for the Denver area. It includes six light rail and diesel commuter rail lines with a combined length of 119 miles (192 km) to be opened between 2013 and 2016. The program also includes the expansion of existing light rail stations and Denver Union Station, new maintenance facilities, and the addition of a bus rapid transit route between Denver and Boulder.



Services Provided: Delcan’s scope as the Quality Management Consultant includes the development of quality policies and procedures, and the development and implementation of a quality oversight program for the basic and preliminary engineering, design and construction contracts. Delcan is responsible for conducting internal audits of the program and project management undertaken by the FasTracks team. Delcan is undertaking the requirements management and quality/auditing training of FasTracks staff. In addition, Delcan is developing a Quality-of-Life assessment program to obtain before and after metrics for measuring the effectiveness of the program with respect to its legislated goals. All of processes developed by Delcan are efficiently implemented using customized web-enabled database application tools.

Project Date: 2005 – 2017



Denver SE Corridor (T-REX) Project, Compliance Oversight

Client: Colorado Department of Transportation (CDOT) and the Regional Transportation District (RTD)

Project Description: The \$1.7 billion project involved improvements and upgrades to 17 miles of two interstate highways, and a new 19 mile long Southeast Corridor Light Rail Transit (LRT) line, including 13 new stations. Both highway and LRT elements of the project were part of a single design/build contract.

Services Provided: Delcan developed and managed the compliance audit program as a part of the T-REX project oversight team. The audit services included management plan auditing, design auditing and construction/operational auditing. The services were defined by a project specific audit plan, procedures, requirement lists and complemented by Delcan’s audit database management system. Delcan’s services were honored by the receipt of the International Roads Federation, Global Road Achievement Award for Quality Management

Project Date: 2001 to 2006

Project Management for the Toronto Transit Commission (TTC) 2006-2010 Transit Capital Program

Client: Toronto Transit Commission (TTC)

Project Description: The \$3.5 billion program is comprised of projects ranging from “state of the good repair initiatives” for bus, streetcar and subway operations, to new Bus Rapid Transit and Light Rail Transit projects. The program includes modernization projects for stations, bus and subway maintenance facilities and redevelopment of multi-modal transit facilities.

Services Provided: Delcan in a joint venture is providing project management services to the TTC for a 5 year period. Project managers and controls personnel assigned to TTC offices operate in an integrated team environment with TTC staff in the implementation of the program. The early part of the scope includes the preparation of capital estimates and cash flow projections, planning, scheduling, risk management, stakeholder identification, contacting, property acquisition and funding.

Project Date: 2006 to 2010

Delcan's Innovative Project and Quality Management Oversight Approach:

Since 1996, Delcan has developed and refined its innovative project and quality management oversight (QMO) system as an independent means of due-diligence verification for owners to confirm that they are getting what they pay for when outsourcing the delivery of transportation projects. It is a fair and defensible process that objectively measures performance to the requirements. It has been proven many times to be a very effective and cost efficient means of oversight. The main benefits of Delcan's QMO are that it is:

<u>Proactive:</u>	<u>Efficient and effective:</u>	<u>Committed to providing the best services:</u>
<ul style="list-style-type: none">• By managing risks in the focus and timing of assessments• By adjusting the focus based on performance measurements and trend analysis• By identifying systemic problems to enable continuous improvements	<ul style="list-style-type: none">• By objectively assessing performance against requirements• By focusing the resources on areas of greater risk and poor performance• By using advanced web-enabled database applications for the processing, tracking and reporting	<ul style="list-style-type: none">• By conducting annual internal lessons learned reviews of Delcan's performance• By actively pursuing constructive feedback• By tailoring our oversight and database application tools to the needs of the client and the project.

Delcan's oversight approach is recognized as unique and the best in the industry. This has been validated by the receipt of accolades and honors, and being awarded several contracts with government agencies on a sole-source basis. Delcan's quality management oversight services on the TREX were honored by the receipt of the International Roads Federation, Global Road Achievement Award for Quality Management.

The following is a quote from the FTA PMOC Assessment Report on the FasTracks program, for which Delcan is providing quality management oversight: *"RTD's QMO Program meets or exceeds the U. S. Department of Transportation's FTA-IT-90-5001-02.1, Quality Assurance and Quality Control Guidelines. Overall, RTD has implemented an outstanding QA/QC program."*

The oversight system has proven to successfully add value to over \$15 billion worth of transportation infrastructure programs and projects throughout North America, including:

- \$785 million Exposition Metro Line LRT project In Los Angeles;
- \$6.1 billion RTD FasTracks transit program in Denver;
- \$800 million WashDOT's Tacoma Narrows Bridge project in Washington State;
- \$1.3 billion OTIA III Bridge Replacement Program in Oregon;
- \$1.6 billion Maryland DOT Inter-county Connector Project;
- \$535 million New I-64 Project in St. Louis;
- \$1.6 billion Denver Transportation Expansion Project (T-REX) SE Corridor, interstate improvements and light rail transit Denver, Colorado;
- \$680 million Los Angeles to Pasadena Metro Blue Line Light Rail Transit Project, Los Angeles, California;
- \$1.0 billion Highway 407 Electronic Toll Route Central Section Design-Build Project, Toronto, Canada;
- \$3.2 billion Highway 407 Electronic Toll Route DBOM Project, including \$630 million east and west extensions, Toronto, Canada; and
- \$670 million New Brunswick Highway Toll Route, Canada.