

SECTION C **STATEMENT OF WORK**

C.1 BACKGROUND

The United States Department of Transportation (DOT), Federal Transit Administration (FTA), is responsible for the administration of grants and loans to assist State and local public bodies (grantees) in financing acquisition, construction, reconstruction, or improvements of transit facilities. Therefore, FTA must ensure that grantees execute authorized projects professionally, efficiently and in accordance with applicable laws and regulations. To assist FTA in fulfilling this responsibility, the Contractor will provide Project Management Oversight (PMO) services for selected grantee projects on the basis of Task Order assignments made pursuant to the terms of this contract.

C.2 OBJECTIVE

The objectives of the Project Management Oversight contract are to assist FTA in assessing and evaluating that the development and implementation of each project:

- A. Complies with all applicable statutes, regulations, and FTA guidance;
- b. Proceeds in accordance with the terms of grant agreements, including the agreed upon scope, budget and schedule;
- c. Conforms with sound engineering and project management practices; and
- d. Meets the requirements of the approved plans and specifications.

The Contractor shall produce written deliverables based on its monitoring and technical assistance activities during the planning, design, construction, start-up and operational phases of a project.

The Contractor may be directed to provide similar services to other federal agencies as required by the Intergovernmental Economy Act.

The geographic scope of this requirement includes the United States.

C.3 DEFINITIONS

A glossary and definitions of key terms follows:

- a. **Project Management Oversight (PMO)**: Project Management Oversight includes but is not limited to the monitoring of a project in order to determine if the project is on schedule, within budget, proceeding in conformance with the grantee's approved plans, specifications and grant agreements, and is being implemented efficiently and effectively.
- b. **Monitoring Activities**: Monitoring activities include, but are not limited to, interviews, review of documents, observations, examination of records and analysis of data and information.

C.4 DELINEATION OF TASKS

The Contractor shall perform tasks, produce deliverables and perform services as directed by individual task orders. Task Orders may include all or some of the tasks, deliverables or services described in this Work Statement, or FTA's PMO Operating Guidance (PG). Unless otherwise stated in the task order, the contractor shall produce deliverables and perform services in conformance with the current version of FTA's PG which is incorporated into this contract and as incorporated by reference in individual task orders. In support of all tasks, the Contractor shall review project documents and perform interviews in sufficient detail to become familiar with the aspects of the project pertaining to the specific task order. Typical documents to be reviewed may include, but are not limited to, design criteria, plans, specifications, environmental reports, cost estimates, third party agreements, real estate plans, organizational charts, contract packages and the project management plans. Personnel to be interviewed shall typically include, but are not limited to, project personnel, project design and construction staff and consultants, suppliers and FTA personnel.

The following are examples of tasks that FTA may assign to the Contractor:

CLIN 0001- Implementation Plans and Contractor Transitions

The Contractor shall develop and submit for review, comment and approval Implementation Plans at both the contract and task order level that define the technical approach, resources and delivery of services, products, deliverables, etc. that meets FTA's requirements in a satisfactory manner.

From time to time, FTA may also require the Contractor to replace other outgoing PMO contractors. This may arise because the current, now outgoing PMO contractor has developed a conflict, or FTA has determined that it is in FTA's interests to assign a new Contractor to the grantee project.

CLIN 0002 - Technical Review of Grantee's Technical Capacity and Capability

The Contractor shall review the grantee's Project Management Plan and assess the technical capacity and capability of the grantee to carry out the plan. This assessment shall include, but not be limited to, the grantee's organization, policies, procedures and line of authority, including the grantee's consultants and contractors.

The Contractor shall provide FTA with a written, factually-based engineering analysis, and an assessment of project management to support an initial determination of whether the grantee possesses the technical capacity and capability to carry out the proposed project.

If, in the opinion of the Contractor, the grantee does not possess the technical capacity and/or capability to carry out the proposed project, the Contractor will make written recommendations to correct the deficiencies identified.

CLIN 0003 - Monitoring of Grantee Project Development and Implementation

During the design, construction, start-up and operational phases of a project, the Contractor shall monitor and report on the project's development and implementation for conformance with the grantee's approved Project Management Plan and accepted engineering and project management practices. The monitoring activities and written recommendations will be sufficient to provide FTA with the factual basis, engineering analysis, and an assessment of project management to support FTA's on-going determinations that the grantee possesses the technical capacity and/or capability to carry out the project, elements of which are:

1. Continuing acceptability of the grantee's Project Management Plan.
2. Grantee's ongoing compliance with Full Funding Grant Agreement (FFGA) or other applicable Grant Agreement terms and conditions.
3. Adequacy of grantee's project contingency for the current phase of the project.

As part of its monitoring activities, the Contractor will periodically assess and evaluate the supporting documentation for the project's schedule, cost estimate and expenditures provided by the grantee.

General project management functions to be monitored monthly may include, but are not limited to:

1. Timely Management Decisions
2. Delegations of Authority
3. Management of Project Scope
4. Internal Controls
5. Schedule Analysis
6. Cost Estimates and Trends
7. Delivery of a Quality Product
8. Project security/safety

Specific project management functions to be monitored monthly may include, but are not limited to:

1. Contract packaging and sequencing
2. Constructability reviews
3. Schedule, cost and reporting
4. Quality control
5. Quality assurance
6. System safety
7. Risk management
8. Change orders
9. Staffing and training
10. Claim avoidance/management

11. Value engineering
12. System start-up
13. Environmental monitoring
14. Right-of-way acquisition and relocation.

CLIN 0004 - Final Monitoring Report and Lessons Learned Program

From time to time, FTA may require the PMO contractor to provide services or deliver products upon completion of the contractor's effective period of performance for either the task order or contract in the form of a final monitoring report. The Contractor shall also provide services and deliver products for FTA's Lessons Learned program. The purpose of such lessons learned is to increase the effectiveness of transit capital expenditures through a sharing of experiences and associated lessons learned by FTA's grantees on major capital projects.

In producing the final monitoring report, the Contractor shall review the grantee's grant requirements such as the FFGA's other grant requirement terms and conditions and Project Management Plan measure the plan against the project completed by the grantee and report any variances. This report shall include a summary of significant project events and accomplishments; any unresolved project issues, contractor recommendations and a full assessment of the effectiveness of the grantee's project management. The final monitoring report shall provide FTA with a factually-based, engineering analysis, and an assessment of project management to support FTA's final determination of whether the project has been completed in compliance with the FFGA's or other grant agreement terms and conditions.

CLIN 0005 - Spot Reports

From time to time, FTA may require the Contractor to investigate or assess the grantee's project management activities with respect to design, construction, or operational issues of a unique nature ("spot reports"). These spot reports will highlight situations or issues that impact cost, schedule, or risk. Examples of spot reports are:

1. Technical reports that provide the supporting information and documentation necessary for FTA to make a determination on the grantee's request to enter Preliminary Engineering or Final Design.
2. Technical reports to support FTA efforts to negotiate a recovery plan with a grantee on a project experiencing difficulties or adverse conditions.
3. Technical reports on broad project management issues that involve multiple projects ("White Paper").
4. Technical reports that include more specialized or detailed assessments of grantee's cost estimates and project schedules.
5. Technical reports that provide the supporting information including but not limited to a risk analysis of the project's cost estimate and documentation necessary for

FTA to make a determination on the acceptability of the grantee's application for a FFGA or other grants agreement.

FTA may require the contractor to perform services that result in spot reports independent of any other assigned tasks.

CLIN 0006 - Ancillary Support

From time to time, FTA may require the contractor to perform services or produce deliverables or outcomes including, but not limited to:

1. **Presentations/Quarterly Review** - FTA may require the Contractor to produce deliverables for, make personnel available to attend, or present materials at presentations or quarterly review meetings held between grantees and FTA.
Examples of such contractor services are:
 - Advance briefings to FTA staff on major project issues.
 - Participation in the review meeting.
 - Development of the agenda for the meeting.
 - Documentation of the results of the meeting.
2. **DOT and FTA Sponsored Meetings** - FTA may require the Contractor to produce deliverables for, make personnel available to attend, or present materials at FTA sponsored meetings. Examples of such FTA sponsored meeting are the FTA Annual Engineers' Meeting and the FTA Annual Oversight Conference.
3. **Other Presentations** - FTA may require the Contractor to produce deliverables for, make personnel available to attend, or present materials at other FTA presentations or presentations at events or organizations that FTA sponsors such as Transit Research Board, National Transit Institute; or other organizations such as American Public Transit Association.
4. **FTA Program Support** - FTA may require the Contractor to produce deliverables for, make personnel available to attend, or present materials at other FTA presentations or presentations in support of:
 - Legislative efforts such as agency appropriations or authorizations for grantee projects;
 - Agency efforts to evaluate grantee projects for funding purposes such as the Section 5309 New Starts program.
 - Agency efforts to determine either technical capacity or grant compliance with respect to federally funded grantee activities such as real estate, vehicles, Buy America or environmental elements of the grantee project.

CLIN 0007 - Quality Management System

The PMO contractor shall implement and maintain a Quality Management system (QMS) that meets FTA's requirements. The PMO contractor shall also prepare a QMS plan for FTA approval in conformance with the PMOOG. All PMO contractor services, products and outcomes shall be performed in conformance with an FTA approved QMS plan.

CLIN 0008 - Information Technology Support For PMO Contractor Data and Services

The Contractor may be required to develop or purchase software code, integrate data and products from other FTA contractors, FTA grantees or third parties for the purpose of URL or FTP based web hosting, CD-ROM, wireless, or other similar technology for the delivery of services, products or outcomes from CLINs 0001 through 0007.

FTA may also require the Contractor to develop or purchase software code that allows the delivery and integration of such third party PMO contractor or FTA grantee data to designated software applications such as Microsoft Office or Internet Explorer, FTA's TEAM, Fastrack ,etc.

The Contractor may be required to develop applications, produce output data, products or services in the form of either a single, integrated, secure, reliable website, COTS data file, or a single, integrated, relational data source. The Contractor shall allow authorized FTA users and authorized third parties to navigate the application or site, upload data, and submit forms, query, or extract data from such a source on a daily or continuous basis using contractor furnished software applications.

CLIN 0009 - Status Reporting

The Contractor shall use management procedures in the performance of this contract or task orders that provide for:

1. Planning and control of costs;
2. Measurement of performance (value for completed tasks and major subtasks); and
3. Generation of timely and reliable information to be reported at the contract level or for the specific task order level such as the monthly progress report.

The Contractor shall report on the results generated from its management procedures as they apply to either the contract or task orders in conformance with the PMO Operating Guidance.