

December 20, 2007

U. S. Department of Transportation
Federal Transit Administration
1200 New Jersey Avenue, SE Room E42-331
Washington, DC 20590

Attention: Mr. John Bardwell

Subject: Project Management Oversight (PMO) Services
Reference Number FTA-08-PMOC

Dear Mr. Bardwell:

Team AECOM is pleased to submit this statement of capabilities to provide Project Management Oversight (PMO) Services to the Federal Transit Administration (FTA).

Team AECOM is comprised of a group of six AECOM operating companies that together offer a comprehensive set of engineering and consulting services covering all aspects of project implementation for major transit infrastructure investments. Our team prime, DMJM Harris, is a leader in the planning, design, and project management of major transit investments and has direct experience supporting FTA's PMO program. DMJM will be supported by AECOM companies specializing in other aspects of the project delivery process including: EDAW (master planning), ENSR (site excavation and environmental evaluation), DMJM H&N (security), Economic Research Associates (real estate and planning), and AECOM Consult (technical, economics, and management studies). Together, Team AECOM has the personnel, the experience, the project understanding and the commitment to address all of FTA's project management oversight needs.

DMJM Harris

A transportation industry leader, DMJM Harris has been providing outstanding design, program management and construction engineering services to clients for 80 years. As the flagship transportation firm for parent company AECOM Technology Corporation, AECOM and DMJM Harris have been ranked #1 in Transportation by *Engineering News-Record* for seven consecutive years. Key facts about DMJM Harris, under AECOM include:

- *Engineering News-Record* consistently ranks the company #1 in Transportation, #1 in Transit/Rail, #3 in Design, #1 in Highways, #2 in Bridges, #2 in Marine & Port Facilities, and #1 in Airports
- World-class leader in program management currently providing PM services for 140 capital programs throughout the world totaling over \$150 billion
- Prior support of FTA's PMO program and complete knowledge of FTA's New Starts and Project Management guidance, standards, specifications
- In-depth experience and proven expertise in preparation and oversight of design-build and other project delivery systems such as public private partnerships (PPP)
- Expanded transit engineering and consulting capabilities and experience through recent acquisitions such as Korve Engineering Inc.

DMJM Harris has transit project management experience throughout the US. Moreover, our experience covers all transit modes (LRT, HRT, and commuter rail and bus rapid transit), all project types (New Starts and transit modernization) and all project delivery methods (design-build, design-bid-build, DBOM). Our extensive experience with some of the largest,

most challenging and complex transportation projects undertaken in this country will ensure that FTA's expectations for the project management of New Starts and Modernization projects are achieved, and the ultimate goal of providing more effective and cost efficient project delivery for federally funded projects comes to fruition.

Following is a list of major transit investments that DMJM Harris has supported in recent years and our role for each project:

FTA PMO Consultant Services—DMJM Harris has been providing PMO services on Federal transit capital projects across the United States since the 1970s, when the firm was awarded one of the first PMO contracts ever awarded by FTA. Under our contracts, while serving as an extension of FTA staff, we have provided PMO services for over \$4.2 billion in construction projects nationwide. The project locations ranged from dense urban environments to outlying locations. The role of the PMO is to assist the FTA in monitoring project development and implementation of major capital projects. The focus of the PMO activities varies from the continuing review of organizational development and project management planning to verifying conformance to engineering and management practices for preliminary design, final design, construction, systems installation, and final system integration and activation.

Second Avenue Subway, Engineering Services—DMJM Harris, a managing partner in a joint venture, is the prime consultant for the design of this \$12-billion project. We have also provided PE and environmental support for the new subway line, which will relieve congestion on the east side of Manhattan. To avoid disrupting communities, utilities and traffic, approximately half of the 16 stations along the new 8.5-mile alignment will be mined. The subway will connect to the existing subway system at three locations and to the existing bus system at almost every station. Tunneling will involve use of various techniques, including tunnel boring, cut-and-cover, and mined sections. The train control system will be an advanced communications-based system. Engineering is being completed in three phases. Phase I includes PE for the entire alignment and development of a design/build contract for a bored tunnel between 96th Street and Midtown. Phase II is the FD of all stations and the remaining tunnel. Phase III is for construction phase engineering services.

CTA Construction Capital Program Management Services—A DMJM Harris-led joint venture is helping the Chicago Transit Authority manage an extensive five-year capital construction program. This multibillion-dollar investment will renew existing CTA facilities, bringing them to a state of good repair, and provide added capabilities to operate transit service. The construction program requires integration of multiple projects involving all elements of the CTA system. DMJM Harris is recommending proper management of the construction program, including identifying potential projects, prioritizing needed improvements, establishing individual project costs and implementation schedules, and integrating multiple projects into a coordinated implementation schedule. We are coordinating all program elements into a comprehensive and technically sound plan for the overall program, ensuring that the individual projects meet the CTA's and its customers' demands. We are also responsible for maintaining procedures needed to ensure that the goals of the program are met and we are providing management reports and, as directed by CTA, performing project management functions.

PATH Permanent World Trade Center Terminal—The Port Authority of New York and New Jersey selected the DMJM Harris-led Downtown Design Partnership, in association with renowned architect Santiago Calatrava, to design the new \$2-billion permanent Port Authority Trans-Hudson (PATH) terminal at the World Trade Center (WTC) site in Lower Manhattan. The team is responsible for final engineering of site preparation, site stabilization, and PATH facilities—including tracks, platforms and mezzanine, as well as preliminary through final design for the terminal building, pedestrian connections, security, sustainable design, vertical transportation and conveyances, and public wayfinding systems. The design will incorporate appropriate levels of protection against various threat scenarios and mitigation measures may include blast-protective construction, CCTV systems, physical intrusion protection, and chemical, biological, and radiological security. Further, principles of sustainable design, including energy efficient systems, indoor environmental quality, life-cycle costs and impacts, and material resource and conservation, will be incorporated throughout the facility and considered from construction stage services through building commissioning and use.

North Shore Connector LRT Expansion—is a \$400 million, 1.4-mile light rail transit (LRT) system extension of the existing light rail system to Pittsburgh's North Shore via the construction of two bored tunnels under the Allegheny River. The project involved two line segments. The Gateway line is 1.4 miles long; it connects Downtown Pittsburgh with the North Shore and contains two new stations, as well as a replacement to the current Gateway station. DMJM Harris was initially selected by the Port Authority of Allegheny to perform the following services: draft environmental impact statement (DEIS); final EIS (FEIS); and preliminary engineering (PE). DMJM Harris led a team of 15 subconsultants through a comprehensive planning and engineering process that involved weaving potential fixed-guideway extension alternatives through a dense, complex urban environment. The DMJM Harris team prepared the DEIS in one year, the FEIS in less than one year, and PE in 14 months. The EIS and PE work were completed on budget and within schedule.

Silver line Boston—DMJM Harris is providing program management services to the Massachusetts Bay Transportation Authority (MBTA) including design, station planning, community outreach, permitting, as well as NEPA funding 5309 new-start grants support. The Silver Line is a new bus rapid transit (BRT) line that will provide service from Dudley Square to Logan Airport via the seaport district in Boston, Massachusetts. The first phase, running from Dudley Square to Downtown, is in operation. The second phase, connecting South Station to the waterfront and Logan Airport, was completed at the end of 2003. The third phase will link these two pieces in 2010.

Tri-rail Segment 5 Double Track Program— DMJM Harris provided Program Management Consultant (PMC) Services for the planning and preparation of Design/Build procurement documents for operational improvements to the South Florida Rail Corridor. The corridor is a 71-mile railroad line in the densely populated Miami, Fort Lauderdale and Palm Beach region. The railroad line supports commuter (TRI-RAIL), inter-city (Amtrak) and freight (CSXT) operations. Work has included analysis of existing 71-mile South Florida Rail Corridor for operational and speed improvements that will include 45-miles of double track construction. Upgrades include alignment modifications, interlocking placement and configuration, maintenance facility planning and an intensive "full-closure" grade crossing program. The overall goal is to decrease trip times and improve operations including raising the maximum authorized speed (MAS) for passenger trains to 90 mph.

Alameda Corridor Rail Expressway—DMJM Harris, in joint venture, provided program management, conceptual development, engineering, and construction management services to the Alameda Corridor Transportation Authority (ACTA), the Port of Los Angeles, and the Port of Long Beach. The Alameda Corridor is a consolidated railroad link between downtown Los Angeles and the Ports of Los Angeles and Long Beach. Completed on schedule in April 2002, it reduced congestion at over 200 at-grade railroad/highway crossings and consolidated 90 miles of branch line tracks used by the Union Pacific (UP) and Atchison, Topeka and Santa Fe (Santa Fe) railroads. The joint venture developed conceptual designs, conducted preliminary engineering, conducted highway and railroad capacity studies, evaluated alternative routes and designs, prepared environmental reports, and performed program management services for the development of the Alameda Corridor project since the late 1980s.

Sound Transit—DMJM Harris provided engineering and design support for the Everett to Seattle Commuter Rail Project EIS. The work included planning, evaluation of required corridor improvements necessary to operate commuter rail service, definition of survey requirements, railroad engineering, structural engineering, coastal engineering, cost estimating, impact analysis of marine environments, conceptual level station planning, and preparation of technical memorandum and data. DMJM Harris in partnership with another firm provided planning, design, and construction management services for the initial start-up Sounder Commuter Rail service between Tacoma and Seattle. DMJM Harris' services included project management, survey definition, railroad engineering design, grade crossing design, structural and bridge design, utility and third party coordination, and scheduling and cost estimating.

York Regional Rapid Transit Project— DMJM Harris and AECOM Enterprises are lead firms of the York Consortium, a joint venture providing program management, planning, and design-construct services. The project is initially being designed as a new high-end bus rapid transit (BRT) system. As the private partner in Canada's first public-private transit partnership, the York Consortium developed the environmental assessment process, a network configuration master plan

and a financing plan. The initial phase of implementation—a \$150 million program—installed baseline BRT services and stations in four transit corridors. Phase II, the “Full Build System,” will provide full-featured BRT services primarily in dedicated center-median transitways.

Other Team Members

To provide FTA with the best capabilities in the industry to meet the specialized, multifaceted requirements of the PMO Program, DMJM Harris has assembled a strong support team consisting of five sister AECOM operating companies. With the combined resources of the entire AECOM Team, we can provide FTA with unmatched program management and general engineering consultant expertise.

DMJM H&N has been a leader in providing professional architecture, interior design, engineering, and consulting services to private clients and government agencies across the nation and around the world. DMJM H&N's staff of 2,100 nationwide provides facilities planning, programming and consulting, design, engineering, program/ construction management, and advanced technology services to a broad range of business sectors - from corporate to transportation, biotechnology to entertainment, high security to high technology research and defense. DMJM's internationally recognized experts have provided physical and electronic security assessments and design for ports and airports, commercial buildings, sporting and entertainment venues, and government facilities including the U.S. Department of Defense, Department of Energy, and correctional facilities. These services include the following: threat, risk, and vulnerability analysis; closed circuit television surveillance; fire/life safety monitoring and alarms; access control and badging; personnel and environmental monitoring; intrusion detection; biometrics and smart cards; threat mitigation (chemical/biological contamination, blast/glass hazards, cyber-attacks, structural hardening); terrorist, natural disasters, and major accident emergency response planning; risk assessment methodology training; critical utilities protection; vehicle crash and anti-ram barrier design; perimeter and entrance security strategies; telecommunications design and systems integration; and cyber security, document storage and recovery.

EDAW is consistently ranked among the world's leading design firms, and boasts hundreds of client and industry awards. Over the course of our 65-year history, our principals have embraced an action-oriented philosophy that values the relationship between people and their environment, and takes into account a project's impact on its investors, community and setting. With over 1600 professionals working from a network of 34 offices worldwide, EDAW's multidisciplinary teams' perspective is both broad and specialized. EDAW is a leading provider of comprehensive planning, environmental, design and information technology consulting services to the Federal government. Since 1972, we have served over 50 agencies within the defense, national security, civil government (including the US Department of Transportation), and government institution and corporation sectors. We understand the mandates and demands placed on federal project managers, and seek to partner successfully with our clients whatever the challenge: the sustainability of America's public lands, protecting our assets and symbols, or supporting our Armed Forces.

ENSR is a global provider of environmental and energy development services to industry and government. As a full-service environmental firm, ENSR's professionals provide clients with consulting, engineering, remediation, and related services from over 15 countries. All ENSR offices operate with one unified philosophy, to provide rapid response and consistent service. ENSR's client focus is on multinational industrial corporations, energy companies, mergers and acquisitions, and regulated government entities. Since 1968, ENSR has completed over 100,000 projects in 100 countries, on all continents, and in 40 languages.

AECOM Consult Inc. (AECOM Consult) is a nationally recognized leader in providing professional transportation planning, finance, economics and development, management consulting, information technology, freight and intermodal, and federal program support services to the transportation industry. The firm's practice focuses on the planning, implementation, management, and integration of technology for transportation infrastructure and service organizations, including public transportation and highways, intercity passenger rail, freight and intermodal, toll facilities, and airports. AECOM Consult (under its current name and its predecessor name of KPMG) has been privileged to provide a range of technical support services to the FTA for over 25 years.

Economic Research Associates (ERA) is an international consulting firm working primarily in real estate, entertainment and leisure, and land use policy and planning. ERA works with private entities, government agencies, and non-profits to help them understand their markets, to assess risk and to clarify the uncertainties inherent in any business strategy and public policy development. ERA's job is often to pull ideas into focus, and to sharpen the boundaries of a preliminary idea or plan. ERA comprehends its client's vision – whatever the scope, objective, or location – and address their challenges through creative thinking, structured analysis, and clear and concise communications.

Understanding of PMO Project Requirements

The PMOC's role is to assist and assure FTA that federally funded projects are managed in a manner that will result in a timely, cost effective, efficient, and quality delivery. It is the PMOC's responsibility to assure FTA that the Grantee's project is properly staffed, managed, and being implemented in accordance with workable, established policies and procedures. Intrinsic to this requirement is the determination that the Grantee has developed an approved Project Management Plan. This document sets the guidelines for project implementation and the PMOC's role is to monitor that the Grantee adheres to these approved procedures.

Team AECOM is sensitive to the fact that FTA does not want to be surprised -- particularly during the construction management phase. We are also sensitive to the fact that Grantees and their consultants may not embrace the PMO requirement and may view the PMOC as an interference with "their" program. Therefore, we believe two attributes are key to the success of the PMOC:

- An ability to detect potential problems before they become issues for the FTA.
- The ability to communicate effectively with the FTA and the Grantees.

Because of Team AECOM's extensive transit experience, our previous role as a PMOC, and our well seasoned management staff, we recognize and adhere to a philosophy that a PMOC is an extension of the FTA's staff, not a replacement and not an extra layer of program management.

Summary

Team AECOM has all of the requisite experience and skills to support the PMO program. More importantly, our team understands FTA's specific requirements for PMOs. Moreover, in continuing our corporate commitment to work with small and disadvantaged businesses, we shall include such companies in our formal proposal and in project implementation. We are proud of our record of successful performance in managing major transit projects and providing PMO services for the FTA and we look forward to continuing our PMOC role for the FTA. Resources, experience, capability and commitment: it all adds up Team AECOM team. We are eager to work with you to accomplish your objectives. Thank you for considering our proposal. If you desire clarification or further information, please do not hesitate to contact the undersigned at (310) 213-7926 or jerry.premo@dmjmharris.com or Dr. Raymond Ellis at (703) 625-7004 or Raymond.ellis@aecom.com.

Very truly yours,



Jerome Premo
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