

Mr. John Bardwell and Mr. James Harper
FTA/USDOT
1200 New Jersey Avenue, SE
Room E-42-331
Washington, DC 20590

December 20, 2007

re: Solicitation Reference No.FTA-08-PMOC: Project Management Oversight Services

Dear Messrs. Bardwell and Harper:

As a small woman-owned 8(a) firm, and a current PMOC, Interactive Elements is pleased to provide the attached Statement of Capabilities in Project Management Oversight Services.

Our firm has worked in the FTA Oversight program since 1994, participating as a subconsultant in both the Project Management Oversight and Triennial Review programs.

Since 2003, we have been a PMOC as the senior partner in an SBA Mentor Protégé joint venture with Delon Hampton Associates. In this role, we are overseeing the largest project in the FTA New Starts Program and numerous other projects at New Jersey Transit. We are also supporting several other primes as subconsultants, including providing oversight of safety and security programs and SSMPs at numerous grantees.

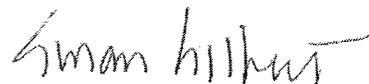
During the current PMO cycle, we have also completed several special programmatic assignments ranging from the development planning for Gulf Coast emergency evacuations; to methodologies for right-sizing transit maintenance facilities; to a review of issues concerning rail conveyance of trans-Hudson freight; to the development of the circular and guidance for SSMP reviews.

We are also entering our second five-year cycle as a prime contractor for Triennial Reviews.

Our Statement of Capabilities shows the breadth and depth of our professional staff and its experience in providing practical oversight in advancing bus, light rail, and heavy rail transit initiatives.

We look forward to continuing our participation in the FTA PMOC program.

Sincerely,



Susan Gilbert
President

Interactive Elements Statement of Capabilities for Project Management Oversight Services

Interactive Elements (IEI) is a woman-owned, 8(a)-certified consulting company providing planning, engineering, and operations assistance to public transit agencies at the federal, state, and local levels. The firm was founded in 1989 and is headquartered in New York City.

The firm has grown from a staff of three to 55, including certified planners, licensed professional engineers, and graduate school-trained transit professionals. Many members of the staff have hands-on experience in bus and rail transit operations at some of the nation's largest and most complex systems. As a result, they bring a special perspective to the planning and engineering of new systems and system expansions. The staff has worked on some of the largest and most complex transit infrastructure projects in the country. It has significant experience in all of the FTA regions.

Interactive Elements Staff

The proposed IEI PMO staff is shown in the table along with an indication of each member's

Name/Registration/ Advanced Degree	Years of Experience	FTA PMO Experience	Federal Grant Process	Cost Estimating and Scheduling	Quality Assurance	Civil/Structural Engineering	Systems Eng. and Integration Mgmt	Rail Vehicle Eng.	Traction Power, Facilities, EE, ME	Station Design and Architecture	Value Engineering	Transit Operations Mgmt and Startup	Real Estate	Environmental	Transit System Safety / Security	Program/Design/ Construction Mgmt	Economic Analysis
A Agliardo, EIT	14	X	X								X					X	
E Boni	40	X	X		X		X	X	X	X		X			X	X	
M Butchko, AICP	26	X	X							X		X	X	X			
J Chesson	17				X	X			X							X	
R Clausen	40				X	X	X		X								
D Devaux	7			X		X										X	
W Ehmann, RA	33		X	X	X	X				X	X	X	X	X	X	X	
T El-Shenawi	23	X	X	X	X	X				X	X					X	
M Finkelstein, MBA	33	X	X	X	X								X			X	X
E Fleischman, MSCE	40	X	X			X								X		X	
C Fowler, PE	29	X	X	X	X	X					X						
E Gilbert	40		X	X	X		X	X	X			X			X	X	X
S Gilbert	40	X	X	X	X					X		X	X	X	X	X	
L Heinze, MBA	22		X	X	X			X				X		X	X	X	X
J Huston, PE	42			X	X	X	X				X				X	X	
R Kane	40		X	X	X		X			X		X		X		X	
A Karvasarsky	38	X											X				X
G Keeber, PE	30	X	X	X	X	X	X									X	
P Kennedy, OSHA	27											X			X		
J Lynch, Dep. Chief	36	X		X	X				X	X		X			X		
V Mayzler	25				X			X	X								
S McKinzie, ISO, MS	38	X	X	X	X						X					X	
D Newman, PE	40	X	X	X	X		X	X	X	X	X	X			X	X	
L Carter	27	X	X														
A Rohman, OSHA	37	X	X		X		X	X	X			X			X	X	
D Schulz, PhD	34	X	X		X		X			X	X	X			X	X	

experience and areas of expertise. The firm has additional staff and expertise that can be deployed as may be warranted and authorized by the Task Order or Work Order Manager.

The Team is characterized by long experience in transit infrastructure, often at an operational or hands-on level. This provides staff with a special perspective and facilitates the establishment of sound working relationships with grantee personnel. The staff expertise covers general engineering disciplines, special rail systems expertise, transit operations, and safety and security. Many staff members have already worked on FTA PMO assignments, and they and others have worked, as well, on projects as employees of or consultants to grantees. Accordingly, the Team has both **subject expertise** in rail and bus transit, and **process expertise** in the ways and means of providing FTA oversight.

Relevant Project Experience

Interactive Elements has worked on both sides of the FTA PMO interface. Every one of its assignments has an element of relevance to the PMO program.

We are currently contributing staff to New York's \$7 billion East Side Access Project and several projects in Denver (including light and commuter rail). We have engineering staff performing oversight for the New York MTA on two multibillion dollar subway car purchases. Two full-time engineers are assigned to MARTA's GEC for Buildings and Structures. And we are the PMOC for NJ Transit, one of the largest capital programs in the nation, one that includes an \$8 billion rail tunnel under the Hudson River. In addition, as a subconsultant we have part-time and/or full-time staff performing PMO in Seattle, Pittsburgh, Minneapolis, Salt Lake City, Los Angeles, San Francisco, and Dallas, among other locations.

Our Triennial Review experience over the last several years, has brought us into contact with almost two hundred grantees. We have also performed State Safety and Security Oversight for a number of SSOAs. These assignments, when combined with our PMO work, have allowed us to work with every one of the ten FTA regions.

Understanding and Approach to Project Management Oversight

The Project Management Oversight (PMO) program of the Federal Transit Administration (FTA) is the mechanism for assuring that FTA's capital investments in transit are properly applied, and that the systems, system components, and expansions provide the benefits they were planned to provide. Successful oversight under this program involves familiarity with FTA policies and objectives; understanding of project goals; sensitivity to grantees and local conditions; technical expertise; and the ability to provide constructive technical assistance without losing an independent critical perspective.

Interactive Elements (IEI) has worked in FTA oversight programs for more than 15 years. As discussed above, it has worked with many of the large prime contractors as a PMO subcontractor, including on some of the most successful capital programs. We have also been a Triennial Review contractor and subcontractor since 1992. As a result, IEI has

- Thirteen years of FTA PMO and capital project experience in all transit modes, in all of the ten FTA regions, on new starts, major expansions, major equipment procurements, and significant rehabilitations of older transit infrastructure

- Significant technical accomplishments for state and federal oversight organizations and for transit agencies themselves, including planning, design, engineering, operations, and maintenance
- The performance of audits, reviews, investigations, and oversight in transit safety, security, operations, and management

PROJECT UNDERSTANDING

In fiscal 2006, the FTA was responsible for more than \$6 billion in transit expenditures. The FTA monitors these funds with its Oversight Program (49 USC 5327) to assure their efficient, effective application. The financial benefit of this oversight is even greater because much of this funding is matched by state and other local sources. The PMO program is the largest component of this oversight. It has been so successful that other federal agencies are exploring its use.

The PMO Consultant (PMOC) must serve as the independent eyes and ears of the FTA while supporting the grantee to the greatest extent possible. In this element of PMO work, sound, professional, collegial working relationships must be established. The PMOC must encourage the grantee to identify operating and maintenance goals as early as possible and keep them in synch with design, engineering, and construction developments. It must carefully monitor schedule and budget performance, emphasizing the allocation of sufficient resources to assure the delivery of a safe, secure, efficient system. And the PMOC must monitor project progress and identify “lessons learned” that can benefit other transit projects elsewhere.

The execution of these tasks must be carried out in accordance with the procedures and guidance that the FTA has developed. In its PMO assignments to date, IEI has worked with many of the PMO guidances and has worked with the FTA to develop others. Our staff has developed a clear understanding of the objectives of the program as embodied in this guidance.

PROJECT APPROACH

Our project approach builds on this understanding; our past experience in FTA PMO work; our intimate familiarity with the goals and objectives of national transit policy; our detailed technical knowledge of every aspect of transit project planning and implementation; and our demonstrated ability to deploy the most appropriate resources and monitor their performance so that our oversight is accurate, comprehensive, and constructive, and is delivered in a timely and cost-effective way.

The building blocks of our approach are:

- A sound management plan for the work – it includes
 - defined procedures for responding to work order assignments promptly and accurately
 - clear protocols for communications among Team members, between the Team and the FTA, and between the Team and the Grantee
 - protocols for information disclosure, including protection of sensitive safety and security information
 - outlines and formats for Contract Implementation Plans (CIP), Reviews of Grantee Technical Capacity and Capability, Monthly Reports, Final Reports, spot reports (including Lessons Learned, technical white papers, and other examinations of project issues), and Quarterly Reviews and presentations

- a requirement for the review of all deliverables, including senior staff review prior to submission – the organization and small size of our firms fosters this valuable senior management focus
- detailed procedures for authorizing, recording, submitting, reporting, and monitoring time and expenses

Our management plan serves as an orientation to the Team's PMO methodology and is a ready reference in the course of our performance of the work.

- A strong team of transit professionals, including many with hands-on transit agency experience. The Team includes, as key members, individuals who have successfully applied their expertise to overseeing, auditing, and mentoring agencies during major transit infrastructure improvements.
- A Team organization that assures that the extraordinary resources of the Team are effectively deployed in response to each Work Order. This organization makes available to our project managers in the field additional special knowledge of other Team members through telephone and e-mail communication and, if necessary and authorized, teleconferencing and special site visits.
- A PMO philosophy of operating as FTA's on-site eyes and ears, with sensitivity and understanding of the specific objectives for each project we are overseeing. This philosophy includes providing the Grantee with the constructive technical assistance to achieve its project's goals in the context of FTA objectives. Through this philosophy, we work to facilitate successful projects and successful FTA programs.
- A transit capital project philosophy that emphasizes the earliest possible development of operating and maintenance (O&M) parameters for the project, updating them as issues are resolved and as design and construction advance. This emphasis on the primacy of O&M and the concomitant mid-course adjustments in O&M planning and project design allows changes to be made in the most timely and cost-effective way and helps assure a better result, delivered at lower cost, in a shorter time.

Using these building blocks, we can have a positive impact on the implementation of each project we oversee. On-site experts anticipate obstacles to progress at the earliest possible time. They marshal specific expertise to assist the Grantee in mitigating or overcoming those obstacles. If required by circumstances, and authorized, the Team has sufficient experienced staff to assign full-time on-site personnel, to assist in monitoring short-term issues, or to provide on-going long-term support.

Throughout the process, we remain independent of the Grantee, providing the FTA with regular, informed, accurate reports of project status and early warning of potential problems.