

December 20, 2007

Mr. John Bardwell, Contracting Officer
Mr. James Harper, Contracting Officer
Federal Transit Administration (FTA)
1200 New Jersey Avenue, SE
Washington, DC, 20590

Re: FTA Project Management Oversight Services (FTA-08-PMOC)

Dear Mr. Bardwell and Mr. Harper:

The McKissack Group, Inc., in association with McKissack & McKissack of Washington, DC, are pleased to submit our Statement of Capabilities for the above referenced project.

McKissack is the oldest minority-owned design and construction firm in the United States, and through the years has become one of the nation's leading Program Management firms. Currently, McKissack manages more than \$21 billion in construction and is ranked by Engineering News Record as one of the top 100 Construction Management For-Fee firms in the United States. McKissack is also ranked by the Washington Business Journal as one of the top 25 Design firms in the metropolitan area.

McKissack's diversity of services enables us to successfully manage projects from conception through completion, whether new construction or complex renovations. McKissack's 100 plus years of experience includes providing project management and oversight on large transportation assignments, as well as monitoring projects to determine if they are progressing on time, within budget, and in accordance with plans and specifications. In addition, McKissack has provided design constructability review, contract modification review, and value engineering on several high profile projects throughout the United States.

McKissack is proud of its reputation for producing quality work, and appreciates the thoughtful consideration of our credentials on the following pages. If you require any further information, please feel free to contact me directly at 212.349.6500.

Sincerely,



Michael W. Tolliver
Vice President



MCKISSACK

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A Century of Design and Construction Experience

The McKissack tradition dates back to the first Moses McKissack (1790-1865) of the West African Ashanti tribe, who was sold into slavery to William McKissack of North Carolina and became a master builder. In 1822 he married Mirian (1804-1865), a Cherokee, and they had fourteen children. The ninth child, Gabriel Moses McKissack (1840-1922), continued in the building trade he learned from his father. Like his father, Gabriel Moses II taught the building skills to his son, Moses McKissack III (1879-1952).

Moses McKissack III was born in Pulaski and received his formal education in the segregated Pulaski public schools. He initially worked with his father, but in 1890 a Pulaski architect employed him to draw, design, and assist in his construction business. Moses III's adroitness in the trade earned him a reputation as an excellent craftsman. From 1895 to 1905 he built houses in Decatur, Alabama, as well as in Mount Pleasant and Columbia, Tennessee.

In 1905 Moses III moved to Nashville and opened his own construction business. That same year, he built a residence for the dean of architecture and engineering at Vanderbilt University. This led to commissions to design and build other residences in Nashville's West End area. McKissack's first major commission was in 1908 for the construction of the Carnegie Library at Fisk University. In 1909 he advertised as an architect in the Nashville City Directory. By 1920 McKissack was designing buildings for clients throughout Nashville and the state.

McKissack's brother, Calvin Lunsford McKissack (1890-1968), assisted on most projects. In 1921, when the state professional registration law became effective, the McKissacks were among Tennessee's first registered architects. A year later Calvin joined his brother as a business partner, and McKissack and McKissack became Tennessee's first professional African American architectural firm.

McKissack and McKissack received several federal Works Progress Administration contracts in the late 1930s. In 1942 they were awarded a \$5.7 million contract for construction of the Ninety-ninth Pursuit Squadron Air Base in Tuskegee, Alabama. This World War II contract was the largest ever granted by the federal government to an African American company.

Following the death of his brother, Calvin McKissack became president and general manager of the firm until his own death in 1968. Leadership of the company then passed to Moses III's son, William DeBerry McKissack (1925-1988), who served until a debilitating stroke compelled him to resign. The leadership of the nation's oldest African American design and construction firm then transferred to his wife, Leatrice Buchanan McKissack. With the assistance of her daughters, Cheryl and Deryl McKissack, she opened three satellite offices in Memphis, Washington, D.C., and New York City. Today the McKissack women continue to perpetuate the family legacy, and currently maintains offices in New York City, Philadelphia, Washington, D.C., Baltimore, Miami, and Chicago.

Project Management Oversight (PMO) Experience & Capabilities

McKissack has many years of experience in working with and reporting to stakeholders and task owners to meet program and project requirements of time, cost, and quality. McKissack's personnel are communicators, team leaders and/or members, and experts in the project management process.

McKissack provides its clients with useful and timely information related to project cost, schedule, and resource utilization. One of the first steps to ensuring that information is useful is the development of the project network and identification of the work breakdown structure (WBS) to represent the total work scope. McKissack uses an organizational breakdown structure (OBS). This provides for the identification of task owners and stakeholders to ensure commitment of resources, development of budgets, and control of time requirements.



McKissack was part of the PMO team on the Hiawatha Light rail Project in Minneapolis, MN

McKissack also implements performance measurement to better manage all activities. Performance measurement provides earned value comparisons against a base plan for time performance and against the actual cost for cost performance. Performance measurement also facilitates better control of resources because of potential misuse of available float in some sequential chains.

Project information is selectively extracted from the schedule to provide information useful to the specific task owner and stakeholder. For example, reports and bar charts for any system and/or task owner can be selected and used for preparing weekly work plans and monthly look-ahead schedules.

McKissack provides information to all stakeholders for making decisions which affect overall timing and cost of the project. McKissack effectively uses the WBS to select pertinent levels of progress, status, and performance reporting for the project manager, his/her peers, department management, and first line supervision.

McKissack prepares bi-weekly and monthly reports which address completed planned activities, work on unscheduled activities, and planned work not completed. Problems and recommended solutions are presented and dates for implementation of solutions are identified. Action items are assigned to specific individuals.

McKissack coordinates activities between the project stages and disciplines, and between the stakeholders and task owners. This includes conducting meetings, preparing correspondence, and maintaining documentation and records. Issues are identified and evaluated. Recommendations for resolution are prepared and follow-up is provided to ensure proper implementation.

Representative Projects

Value: \$1.8 Billion

Completion: 2008

Services Provided:

Project Management Oversight



FTA Project Management Oversight, Locations Nationwide

McKissack, as part of the Washington Group International team, provided project management oversight services on a task order basis for various FTA projects throughout the United States. McKissack's largest assignment was on the new \$1.8 billion Tren Urbano heavy rail transit system, a dual-track heavy rail system. The project consisted of 15 stations extending approximately 11 miles, in addition to railcar maintenance and storage facilities, an operation control center and other support facilities.

Value: \$21 Billion

Completion: 2008

Services Provided:

*Project Oversight
Design Review
QA/QC*



MTA Independent Project Management Oversight, New York, NY

McKissack was retained by the New York Metropolitan Transit Authority (MTA) to provide project and program monitoring, design reviews and programmatic reviews throughout the Transit Authority's operation agencies on their \$21 billion five year capital program. Facilities being monitored include bus depots, commuter rail transit yards, line structures, signaling system upgrades, CBTC, Traction Power, vehicle procurement and bridge/tunnel rehabilitation.

Value: \$250 Million

Completion: 2010

Services Provided:

*Construction Management,
Constructability Review, Bid
Development/Analysis, Scheduling,
Cost Control, Estimating, VE,
Design, Tech Support*



Atlantic Yards VD Yard Replacement, Brooklyn, NY

McKissack is providing construction management services for the Long Island Rail Road's VD Yard Replacement Project. The work includes the demolition and replacement of a bridge to allow for necessary track realignments the construction of a temporary yard. Railroad construction includes track, switches, traction power, signals and capability for servicing trains. To provide direct access between an existing terminal and the relocated yard, a direct connection via a new tunnel under Atlantic Avenue will also be constructed.

Value: \$2.7 Billion

Completion: 2015

Services Provided:

Program Management Support



Dulles Corridor Metrorail Project, Northern Virginia

McKissack is providing program management support services for the new 23-mile, \$1.6 billion Dulles Corridor Metrorail Project in Virginia. The project comprises two Phases. Phase 1, known as the Dulles Corridor Metrorail Project—Extension to Wiehle Avenue, will be the first 11.6 miles and include five new stations as well as improvements to the existing rail yard at the West Falls Church Station. Phase 2, from Wiehle Avenue to Route 772/Ryan Road in Loudoun County, will include six additional stations.

Representative Projects (continued)

Value: \$22 Million

Completion: 2006

Services Provided:
Project Management
Oversight



Park Avenue Viaduct, New York, NY

McKissack provided Project Management Oversight for this project which involved renovating and upgrading the deteriorated elevated railroad along Park Avenue including several stations. Over the years, corrosion of the structural steel members had significantly reduced the strength of the rail line. The system was originally designed to E-40 standards; however, the strength was as low as E-14 in some areas.

Value: Task Order

Completion: 2008

Services Provided:
Workforce Planning &
Optimization
Operations Planning



AMTRAK Planning & Operations Services, Northeast Corridor

McKissack is providing strategies for optimizing labor productivity using railroad library information, labor agreement knowledge, impact of railroad operation protocols and long-term project profiles. The scope also includes reviewing contracts, agreements, and maintenance records as well as previously performed analysis or reviews of projects. The reviews combined with site inspections and interviews of personnel will be used to make an independent observation off current operating, maintenance and management practices.

Value: \$160 Million

Completion: 2004

Services Provided:
Estimating
QA/QC Inspection
Document Control
Value Engineering



Frankford Transportation Center, Philadelphia, PA

McKissack provided construction management services for the Frankford Transportation Center in North Philadelphia, Pennsylvania. The scope of services included the reconfiguration of the Frankford Bus Depot and the demolition and construction of a new guideway structure from Dyre Street to the Bridge Street Yard. Also included were the construction of parking garages, pedestrian bridges and a new terminal designed to accommodate 50,000 passengers daily.

Value: \$200 Million

Completion: 2008

Services Provided:
Construction
Management
QA/QC
Construction Inspection



Chicago Department of Transportation, Chicago, IL

McKissack is managing the City of Chicago's Streetscaping Program. The program utilizes the city's labor forces and makes numerous improvements throughout Chicago. The improvements include: Removal and replacement of roadways; Removal and replacement of curb/gutter; Removal and replacement of sidewalks; ADA modifications to curbs; Storm sewer improvements. McKissack & McKissack's role is to manage and accurately quantify the work being performed by city workers.