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December 20, 2007

Mr. John Bardwell  
Contracting Officer  
Federal Transit Administration  
1200 New Jersey Avenue, SE Room E42-331  
Washington, DC 20590

**Re: Reference No. FTA-08 – Project Management Oversight (PMO) Program**

Dear Mr. Bardwell,

The Federal Transit Administration's Project Management Oversight (PMO) Program is a critical component in assuring that the nation's limited transit capital dollars are being spent on projects that bring appropriate benefits to the impacted community and the country as a whole. The oversight process is one of continuous review and evaluation at all phases of project development, and requires that the selected consultants have a broad understanding of the statutory, regulatory, administrative and technical requirements associated with major transit project implementation. PMO contractors serve as an extension of FTA staff and help to monitor a potentially large number of projects spanning a range of system types, and including new starts, rail modernization, and bus capital programs. Consultants must understand planning and development issues, scheduling and cost estimating, ridership forecasting, design and constructibility, financial analysis, policy and regulatory guidelines, economic and land use impacts, contract administration, and technical issues unique to transit systems.

PBS&J is a leader in transit planning and project development with demonstrated expertise in ridership forecasting, New Starts project development, transit market research, strategic planning, right-of-way acquisition and management, engineering and construction services, and analysis of the economic and financial impacts of transit investments. Our staff help plan, evaluate, and implement transit services in a variety of settings, including conventional and high-speed rail, local, and inter-city bus, bus rapid transit (BRT), commuter rail, light-rail, high-occupancy vehicle (HOV) facilities, new technologies, special activity centers, transit-oriented development (TOD), and special purpose services. We have the technical expertise and institutional experience needed to bring a transit project from concept to reality. PBS&J will be a valuable addition to FTA's pool of expert PMO contractors.



**OUR FIRM**

Founded in 1960, PBS&J has provided transportation planning and engineering services to public and private clients for 47 years. Our firm is a recognized leader in developing solutions to today's complex urban and rural transportation problems; we are currently ranked 10th in transportation consulting and 15th in mass transit in *Engineering News-Record's* list of the top U.S. engineering firms. PBS&J provides clients with the complete range of rail, highway, transit, civil, environmental, and construction engineering services needed for the timely and successful completion of any transportation assignment. Today, PBS&J has 4,000 employees and more than 75 offices located throughout the United States and abroad. Specific locations and addresses can be found at <http://www.pbsj.com/locations>.

**OUR SERVICES**

PBS&J's transit experience spans the country and involves a wide variety of technical assignments. We have been involved as planners, designers, program managers, and construction managers in many of the most recent new rail systems, including Phoenix (Construction Administration), Charlotte (Planning and Design), Houston (Section and Station Design), Fort Lauderdale (PMC for Tri-Rail Double Tracking), and Norfolk (Program and Construction Management).

PBS&J currently serves on program management teams for mature systems in Atlanta (Track and Systems GEC) and Miami (PMC for People's Transportation Plan). At the project development phase, we are leading the I-70 Corridor Team in Denver, providing operational planning and projections for the Tranvia Corridor in Puerto Rico, and will lead the I-65/US 31 Alternative Analysis in Birmingham. As you review our information, you will find that PBS&J offers the experience and working knowledge and understanding of the the Federal Transit Administration (FTA) major investment processes, statutory, and regulatory guidelines that will benefit FTA and its grantees.

**Strategic Planning.** The forces of change at work in public transportation increasingly require fundamental adaptation and departure from long-standing institutional roles, relationships, and organizational structures. Institutional change is needed to redefine organizational mission and measures of success; more clearly distinguish strategic decision-making responsibility from day-to-day operational responsibility; elevate real-time knowledge of markets and customers to strategic importance using new tools; and bring new skills and techniques to the organization in managing technology, customer, and partner relations. PBS&J has monitored and supported these types of institutional changes for numerous public transportation agencies.

**State-of-the-Art Travel Demand Modeling.** PBS&J has been developing and applying travel demand forecasting models since our formation. We have pioneered many of the modeling practices in use today, through research and innovative practice conducted to enhance travel models. PBS&J continues to develop creative, practical solutions for travel demand models, such as the estimation and implementation of activity-based models and the integration of land use and travel models. In addition, we have developed software tools that facilitate the evaluation of transportation and land use alternatives impacts. Our practice is built on the foundation of discrete choice model estimation and statistical analysis, thus ensuring reliable forecasts.

**New Starts Project Planning and Development.** PBS&J has more than 25 years of experience in the development, implementation, and evaluation of transit and multimodal transportation systemwide and corridor strategies throughout the United States. We have assisted in the development of New Starts projects now in operation in Fort Lauderdale, Los Angeles, Miami, and San Juan, and under construction in Phoenix and Hampton Roads. PBS&J is developing New Starts strategies and documentation for efforts in Birmingham, Miami, and Puerto Rico.



**Transit Market Research.** PBS&J has adapted and applied market research techniques to enhance transit strategic and service planning and improve ridership with existing resources. Market research methods perfected in our work for Fortune 500 companies are used to define traveler's attitudes and preferences. Services then are identified to match market segments. Our application of market research to transit planning includes development of highly practical service planning tools that integrate market segmentation results with mode choice models.

**Economic Benefits of Transit Investments.** Across the nation there is considerable interest in the economic development benefits of transportation projects. Communities hope that new rail transit or busway investments will stimulate development to support growth objectives such as redeveloping brownfield sites, strengthening urban neighborhoods, creating new suburban activity centers, and helping to contain sprawl. They further hope that transit investments will strengthen the regional economy and make it more attractive to business investment by reducing traffic congestion and improving mobility both for highway and transit users. PBS&J has pioneered economic impact analysis techniques for transit investment, and helped support rational investment decisions, including development of tools to link transit performance, multimodal benefits and costs, and economic productivity.

**Financial Analysis.** Significant constraints exist in the availability of funding for the operation, maintenance, and rehabilitation of existing transit systems and the development and implementation of

new capacity projects. Analysis of the financial feasibility of transit agencies to support existing funding commitments and new investments has become increasingly important to identify funding gaps. Investigation of new funding and innovative finance and delivery opportunities is needed to fill these gaps. PBS&J has supported transit agencies in the analysis of financial feasibility, development of financial plans, and identification of new funding and financing alternatives for transit systems and projects. This work has included a focus on the unique funding needs of systems and regions, and the application of innovative financing techniques to solve local funding problems.

**Right-of-Way Services.** PBS&J provides a broad range of right-of-way services related to acquisition, relocation, and property management on projects funded by the FTA. We have a complete understanding of the federal right-of-way acquisition process. PBS&J has acted in this capacity for many agencies and municipalities in the past. We are routinely hired to acquire real property and property rights in support of transportation projects including roads, highways, light and heavy rail projects, and municipal improvement projects.

**Scheduling, Cost Estimating, and Project Controls.** PBS&J has significant expertise in the development, implementation and management of project schedules. We recognize the criticality of the schedule component to the success of a project. Our expertise includes the latest in scheduling software and techniques. We pride ourselves in thinking like contractors and in developing contractor-style cost estimates that fairly evaluate risk, the assignment of that risk, and the pricing of that risk. Our estimates include solid back-up, sound reasoning and the consensus of seasoned professionals. We understand what it takes to move a project from vision to the real world.

**Engineering and Construction Services.** One of PBS&J's core businesses is delivering engineering and construction management services for major transportation infrastructure projects. We have a strong portfolio, having played a key role in many of the country's largest and most complex projects. Our services range from procurement and permitting to design and support during construction, from value engineering and start-up and testing through operations and maintenance support.



## OUR PEOPLE

The PBS&J organization includes a national transit practice. The individuals within this unit are dedicated to assisting transit agency clients in bringing projects from plan to reality. Our transit team is supplemented by professionals from the ranks of our regional offices, bringing expertise in civil engineering, architecture, environmental science, structural engineering and construction, together with knowledge and understanding of local and state agencies and issues. Some of the key personnel to be involved with PMOC assignments include:



**Frank Martin** is PBS&J's national transit business sector leader. He has over 33 years experience in all facets of the industry including senior-level management positions with Santa Clara Valley Transportation Authority, the Miami-Dade Transit Agency, the New Orleans Regional Transit Authority, and the Birmingham Jefferson County Transportation Authority. His experience includes planning, development, implementation and operations of bus facilities, LRT systems, heavy rail systems, and automated people movers.



**Larry Boatman** is a senior executive manager with 30 years of experience. He has been involved in the planning and implementation of numerous projects including transportation corridor analyses and feasibility studies, economic impact evaluations, real estate and right-of-way cost estimates and acquisition programs, and transit-oriented development planning and implementation. His experience includes management and technical support for transit programs in South Florida, Charlotte, Southern California, and Northern Virginia.



**Dennis Newjahr** leads PBS&J's transit planning program. He has more than 23 years of experience in the application of federal and state transportation statutes, regulations, policies, and guidelines. He has been involved with the planning, design, construction, implementation, and operation phases of rail systems in Austin and San Antonio, Texas; South Florida; and Los Angeles, California.



**Mark Hitchcock** leads PBS&J's transit design program. He has more than 15 years of diversified civil engineering experience with particular emphasis placed on design, transportation planning, and project management. Recent experience includes project management of final design programs for Houston METRORail and Phoenix Valley Metro, and design oversight for Miami's proposed Metrorail extensions.



**Jim Martin** is a transit project director with more than 35 years of experience in key management positions on large-scale mass transit and civil works construction projects. He is an effective project director with a proven track record of over \$4 billion worth of successfully completed projects. Recent experience includes construction manager for the \$324-million Houston METRORail project and the \$1-billion Phoenix Valley Metro project.



**Helen McSwain** is a project director with 20 years of transit experience and executive leadership in the areas of transit system planning, marketing and operational research, transportation analysis, transit facility operations, program management, intelligent transportation system (ITS) transit enhancements, customer service, and strategic planning. She has extensive expertise in automated fare collection, having worked on programs in South Florida, San Francisco, and Atlanta.



**Jack Schnettler** is a senior transportation engineer with 30 years experience in multimodal transportation planning and design. He is expert in the application of mainframe and microcomputer programs and software to develop patronage projections, evaluation of system traffic capacity; and cost-effectiveness comparison of system alternatives. Recent experience includes planning support for the Miami Metrorail extensions, the Tranvia Corridor in Puerto Rico, and leading a series of transit planning studies for the Tri-Rail system in South Florida.

**Willie Noble** is a project director with 28 years of engineering and project management experience involving engineering design, facilities maintenance, construction inspections, design management, and construction management. His recent experience includes project management for the PM/CM assignment for Hampton Roads light rail, Charlotte's Center City Street Car, and the Cross County MetroLink Extension in St. Louis.

## WHY PBS&J?

The need to gain more productivity out of our nation's transportation system and to create mobility options for all populations has led to an increased emphasis on transit solutions throughout the country. For decades, PBS&J has helped agencies plan and develop effective transit solutions and enhance the operations of existing transit systems. Our work provides critical input to the decision-making process, whether understanding the economic benefits of transit to a regional economy, to forecasting ridership

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under varying future scenarios, to finding the funds needed, to design-construct, to make new projects a reality.

We further understand the need for rigorous yet transparent processes for critical and high profile decision-making by the FTA in determining the future of major transit capital investments. Our long history of collaboration with both the FTA and with New Starts project proponents on those processes has helped improve decision-making by better justifying the likely benefits of New Starts projects.

## **CONCLUSION**

PBS&J is privileged to be considered for this most important transportation effort and look forward to working in partnership with FTA, grantees, and other involved stakeholders to enhance local, regional, and national transportation systems.

Larry Boatman and I will attend the Vendors Information Day event scheduled for January 11, 2008. Mr. Boatman will attend the 8:30 AM session, and I will attend the 1:30 PM session. Contact information is provided below. Please contact either of us if there are any questions on this submittal.

Sincerely,



Frank T. Martin  
Vice President  
National Business Sector Manager-Transit

cc: Larry Boatman  
Dennis Newjahr

### **Contact Information:**

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