

PMO Program Overview



***Project Management Oversight (PMO) Vendors Day
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Topics

- **Historical Perspective**
- **Mission**
- **Objectives**
- **Required Skillset**
- **Key Roles**
- **Typical Deliverables**
- **Evaluation Process**
- **Task Order Execution**

Historical Perspective

- **In the early 80's, several FTA-funded transit projects suffered major setbacks due to problems with quality, cost overruns, and delays in schedules.**
- **To safeguard the Federal investment and ensure public safety, Congress directed FTA (then UMTA) to establish the Project Management Oversight (PMO) Program.**

Historical Perspective

- **FTA developed a project management oversight (PMO) program for major capital projects that focused on:**
 - 1) any new start rail project or extension;**
 - 2) any rail modernization project costing more than \$100 million; or**
 - 3) a project determined to be a major capital project for purposes of this program by the Administrator.**

Mission

- **Assess grantees' project management and technical capacity and capability to successfully implement major capital projects.**
- **Monitor projects to ensure that they are progressing on time, within budget, and in accordance with the grantees' approved plans.**

Objectives

- **Provide FTA with critical programmatic inputs such as analyses, professional opinions, services, products, etc.**
- **Assess and evaluate grantee's effectiveness and efficiency in implementing Federally assisted transit projects to ensure the following:**

Objectives - Continued

Grantees provide...

- 1) Continuous administrative and management direction of project operations**
- 2) Adequate technical inspection and supervision by qualified professionals of all work in progress**
- 3) Conformity to grant agreements, applicable statutes, codes, ordinances, sound engineering and program/project management practices and safety standards**

Objectives - Continued

- 4) Assurance that project work schedule agreed to by FTA and the grantee are met and other performance goals are being achieved
- 5) Assurance that expenditures are within the latest approved project budget

Skillsets

- **Technical expertise to extend FTA's technical staff in monitoring the development and implementation of grantees major capital projects.**
- **Provide skill sets including but not limited to:**
 - **Project/Program Managers**
 - **Architects/Architectural Engineers**
 - **Risk Assessment Technical Specialists**
 - **Cost Estimators**

Skillsets

- **Signal and Communication Specialists**
- **Traction Power Specialists**
- **Vehicle and Track Specialists**
- **Yards & Shops Specialist**
- **Operations and Maintenance Specialists**
- **Tunneling Experts**
- **Real Estate Specialists**
- **Contract Packaging/Procurement Specialists**

Key Roles

- **PMO Program is designed to assist FTA's Regional Offices in maintaining federally funded capital transit projects within budget and on schedule.**
- **Provide project management oversight and technical assistance for discretionary and formula programs**

PMOCs' Role

- **The role and responsibility of PMOC is to assist FTA in managing major capital projects to ensure the projects**
 - are on time, within budget, in conformance with Federal requirements
 - are constructed to grantees approved plans and design specifications
 - are efficiently and effectively implemented

Typical PMOC Assessments and Reports

- Project Management Plan (PMP)
- Grantee's Technical Capacity & Capability
- Grantee's Capital Cost
- Risk Management
- Value Engineering
- Real Estate Management Plan
- Safety and Security Management Plan
- Fleet Management Plan
- Grantee's Technical Readiness

Additionally PMOCs provide Technical Assistance to Grantees after findings of deficiencies

PMOCs' Evaluation Process

- **Task Order Managers (TOMs) complete initial contractor's evaluation, with sufficient information to substantiate the evaluation results.**
- **Project Engineers and Technical Specialists complete their evaluations.**
- **Project Engineers and the TOMs discuss evaluation results and reach consensus, or COTR intercedes to resolve differences**

PMOCs' Evaluation Process – cont.

- **COTR forwards the evaluation to the Office of Procurement for the CO's input.**
- **All information is loaded into NIH data base and the TOMs are notified by the Office of Program Management.**
- **CO, COTR and the Contractor will be automatically notified that the evaluation has been entered.**

PMOCs' Evaluation Process – cont.

- **The Contractor will have 30 days to respond to FTA's evaluation. Evaluation results will not be shared outside FTA until after 30 days.**
- **If the Contractor disagrees with the ratings then the CO will notify the COTR to review the findings and submit recommendation.**
- **The CO will notify the Contractor of FTA's final evaluation results.**

COTR's Role

- **Manages the PMO Program**
- **Provides assistance to the Contracting Officer to ensure program integrity**
- **Approves all Task Orders and Work Orders; concurs on all oral Work Orders (below threshold TBD)**
- **Processes all funded and no-cost Task Order modifications**

Project Engineers' Role

- **Work Order Managers for technical products ordered under programmatic task orders**
- **Provide assistance to the COTR by overseeing work being performed under task orders**

Technical Specialists' Role

- **Product Managers for technical products, real estate acquisitions, and PMOCs' deliverables**
- **Provide guidance and technical assistance to the PEs, TOMs, and PMOCs in initiating and implementing project reviews**

Task Order Manager's Role

- **Monitor Contractor's performance (includes baseline estimates against actual completion, travel costs, etc.)**
- **Review and inspect various deliverables for acceptance or rejection**
- **Review, approve (or disapprove), and certify Contractor vouchers for payment**

Task Order Managers' Role – cont.

- **Keep the CO and COTR fully informed of any difficulties encountered and potential problem areas, including subcontract changes and COI**
- **Not authorized to effect any changes to scope or due date**

Task Order Managers' Role – cont.

- **Notify the CO/COTR of situations that might adversely affect the Government's interests:**
 - **unusual changes in financial status or personnel,**
 - **labor difficulties,**
 - **over-extension of resources, or**

FTA's Fiscal Year Budget Process

Oversight Program Plan	Budget
NSP PMO Monitoring & Technical Assistance	\$\$\$
SSP PMO Monitoring & Technical Assistance	
Project Management Rule Update	
R&FGMP Monitoring & Technical Assistance	
Bus & Bus Facilities Monitoring & Technical Assistance	
Annual New Starts Cost Reviews	
LPA/Pre-PE Cost Reviews	
Risk Assessments and Technical Guidance	
Total	\$\$\$

Task Order Estimating Process

- FTA performs the following:
 - Prepare schedule of PMOC activities based on grantee's master program schedule
 - Prepares independent Government estimates broken down by project with written assumptions
 - **Manages to the approved budget**

Typical PMOCs' Assignment Process

- After request from the Region, with supporting documentation*, COTR will:
 - Determine PMOCs available for assignment based on no COI, existing funding capacity, previous performance
 - Request resumes from potential PMOCs, delivery schedule, and PMOC's cost estimate to perform task
 - Discuss preliminary decision with TOM; receive Office Director's approval and issue PR TO Procurement

**Should include general scope of work, grantee's master schedule, justification memo from Regional Administration*