

S E A

S E A CONSULTANTS INC.
Scientists/Engineers/Architects

March 17, 2008

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

RE: S E A Consultants Inc. Capabilities Statement for Project Management Oversight Services

Dear Mr. Bardwell:

S E A Consultants Inc. (S E A) is pleased to submit our Capabilities Statement for providing Project Management Oversight Services on FTA Projects. S E A brings an outstanding team of seasoned professionals who rank as some of the most experienced and creative transportation experts in the country. From major light rail, bus rapid transit and commuter rail extensions to stations, to bus and train maintenance facilities, we have been involved with a wide range of transit projects. We also have long-standing working relationships with federal, state, and municipal transportation managers and regulators, enabling us to keep abreast of community concerns and changing regulations.

S E A has more than 50 years of experience as a multi-disciplined engineering/architectural firm and is skilled at providing project and construction management services on a wide range of projects, including transit, highways and roadways, and building projects. We work with our clients during design and construction to make sure that projects are effectively and efficiently implemented, that they have the proper permitting in place, and that they will meet the design and operational needs of the communities that will be served. S E A's technical experts are also skilled in schedule, constructability and change order reviews and value engineering. We have also worked with our clients to coordinate funding with multiple agencies in order to move projects forward.

Several of S E A's experts have worked as leaders in public sector transportation prior to joining S E A, and they understand that design must be driven by the operational transit needs. Before coming to S E A, I was Director of Design and Construction at the Massachusetts Bay Transportation Authority (MBTA), and my colleague Howard Haywood served as the Assistant General Manager of Design and Construction. In our current and previous roles, Howard and I acquired extensive experience in administering and managing FTA funded projects. Mr. Haywood has also provided PMO services to FTA for projects in Virginia and North Carolina. We look forward to bringing this experience to your projects.

Respectfully yours,

S E A CONSULTANTS INC.



Karen Arpino
Director of Transportation Services



Meeting Transportation Challenges

With a long tradition as designer and program manager, S E A understands the challenges that our transportation clients face.

Over the years, these clients have relied on S E A to craft creative, context-sensitive, and cost-effective design solutions and to provide oversight and program management for a wide range of transit projects.

S E A enjoys long-standing working relationships with federal, state, and municipal transportation managers and regulators, enabling us to keep abreast of community concerns and changing regulations.

Our transportation group is led by an outstanding team of seasoned professionals who rank as some of the most experienced and creative transportation experts in the country. Several have worked as leaders in public sector transportation agencies prior to joining S E A, and share the perspective of our public sector clients.

Experienced Project Managers

S E A brings more than 50 years of experience as a multi-disciplined engineering/architectural firm and extensive project and construction management experience.

We know that effective project management oversight begins with a thorough understanding of the scope, schedule and the client's goals and expectations for each project. Thus, it requires a close collaborative relationship with the working partners, regulating agencies, designers and contractors.

Because communications are critical to any management process, we make a special effort to understand the history and goals of the projects we work on. We familiarize our team with the community, abutters and parties impacted by the project. Maintaining an open and candid line of communications to the public is an absolute necessity and we bring vast experience in working with the public, using public meetings and other media including the internet.

S E A Approach to Project Management Services

S E A's philosophy in providing Project Management Services is rooted in client satisfaction and in establishing a relationship of trust and professional integrity.

We see ourselves as not only a partner but as a critical extension of the client's staff with a vested interest in the success of each project assignment. By understanding how projects fit within the client's overall goals and operating methods we develop a management system that can be amended for each assignment.

Our Project Managers take a "team approach," collaborating and soliciting input from our senior experts to establish the best management approach to the project. These experts do not remain involved on a day-to-day basis, but they continue to be available to assist on project elements as needed.

S E A also strives to serve our clients beyond individual assignments by including innovative and state-of-the-art management practices that can be used by the client for future projects. We create and thrive in environments of open communication and our accessible and responsive staff work with our clients to share ideas and to expeditiously incorporate positive improvements in our management practices.

In addition to our extensive in-house capabilities, we have long-standing relationships with specialty firms in every technical discipline, and call on their services and expertise to solve critical issues and enhance the excellence of the product.

S E A's greatest asset is the respect and appreciation of our clients - our clients' success is also our own.

S E A Staff - S E A brings a staff of seasoned professionals with experience on a wide range of transit projects including subways, commuter rail, light rail, BRT and transit buildings

S E A is staffed with the seasoned, experienced architects, engineers, scientists and program managers that are needed to achieve successful project management of your projects. Our staff offers a record of success and years of hands-on experience which are reflected in the brief resumes below.

Karen Arpino, Director of Transportation Services and Principal

- Former MBTA Director of Design and Construction
- Experience on multiple major transit expansion projects

Karen has over 27 years of experience in design and construction management for complex projects. She has been **Director of Transportation Services at S E A** since 2001. Prior to S E A, her experience included 15 years with the Massachusetts Bay Transportation Authority, the last five as the **Director of Design and Construction**. She directed the MBTA's \$500 million annual expansion and infrastructure reinvestment program.

Transit Projects

MBTA - Transit Expansion Programs: Old Colony Commuter Rail Restoration, Newburyport and Worcester Commuter Rail Extensions, Green Line Accessibility Improvements, Silver Line BRT Phases I and II, Blue Line Modernization. Stations: Charles/ MGH and Airport Stations, Redundant Elevator Project at five Major Stations

ConnDOT - Bus Rapid Transit Stations, New Britain to Hartford

Norwalk Transit District - Norwalk Pulse Point, Norwalk, CT

Worcester RTA - Various building and environmental projects

Howard Haywood, Principal

- Former MBTA Assistant General Manager of Design and Construction
- Experience providing FTA Project Management Oversight for multiple projects

Howard brings more than 40 years of experience on projects ranging from major transit and commuter rail extensions to stations, and bus and train maintenance facilities. He has successfully overseen the design and construction of a diverse variety of transit projects. He has been a Principal at S E A since 2006. Prior to coming to S E A, his experience included serving as the **Assistant General Manager of Design and Construction** for seven years, where he had responsibility for a \$4.7 billion construction program which included the \$580 million Old Colony rail extension and modernization project. Mr. Haywood also has extensive experience in administering and managing FTA funded projects. During his career at the MBTA he was an original member of the FTA Construction Roundtable and the FTA Bus Rapid Transit Consortium.

Since leaving the MBTA, his projects have included providing **Program Management** for transit projects and providing **FTA Project Management Oversight Consulting** for projects in Virginia and North Carolina.

Transit Projects

Merrimack Valley RTA - Program Management

MBTA - Transit Expansion Programs: Old Colony Commuter Rail Extension, Blue Line Modernization, Silver Line BRT Phases I and II. Stations: Redundant Elevator Project at five Major Stations

Triangle Transit, North Carolina and Hampton Roads Transit, Virginia - Project Management Oversight

Port Authority of New York and New Jersey - Peer Review

Tren Urbano, San Juan, Puerto Rico - Operations Readiness Studies

NYCTA-BRT Study

Arthur Spruch, P.E., Principal

- MVRTA Project Management
- Experience managing complex projects for a wide variety of clients

Mr. Spruch is an experienced design and construction manager, with more than 30 years of experience in the management of complex public and private sector projects. He is the Project Manager for the MVRTA at Lawrence Gateway, and has been an important resource for the MVRTA on that project.

His experience includes management of complex projects requiring coordination between multiple elements and disciplines. He has directed the civil site design for the University Park development at MIT involving 25 acres of redevelopment in the City of Cambridge, including parking, roadways, utilities and park design and construction. He recently completed the civil site design for the new Operations Maintenance Service Center for the MA Army National Guard. His project experience also includes design of the utilities relocation on the Central Artery/Tunnel project which involved over \$100 million in construction.

Transit Projects

Merrimack Valley RTA - Program Management

**Lisa Dickson, MS, CG,
Permitting Specialist**

- Expertise in Sections 106, 4(f), 6(f) and NEPA regulations
- Environmental Project Management and Permitting for transit projects

Ms. Dickson is an environmental planner and technical writer with 11 years of experience. She has expertise in Sections 106, 4(f), 6(f) and NEPA regulations, and provides guidance and formal comment with respect to their impact on policy and practice. Ms. Dickson has served as the environmental project manager for several transportation studies and has considerable experience in the preparation and review of complex technical documents, including Environmental Assessments and Impact Statements, Section 4(f) Evaluations, and Section 106 Memoranda of Agreement. Prior to coming to S E A, she worked as an Environmental Project Manager for the Maine Department of Transportation.

Her transit experience includes the Environmental Assessment and Section 4(f) Evaluation for MBTA Redundant Elevators Project, Park Street Station. This was a complicated project that involved the installation of a redundant elevator system within the National Historic Landmark Boston Common that had effects to various cultural resources, including nationally-listed historic resources as well as Section 4(f) parkland.

She has also provided her permitting expertise on our project management assignment for the MVRTA.

Transit Projects

MBTA - Permitting: Redundant Elevators Project at five Major Stations

Merrimack Valley RTA - Permitting

Norwalk Transit District - Permitting

**Carol D. Gander, AIA,
Architect**

- Experienced transit station design architect
- Experience working with a wide range of transit authorities

Ms. Gander brings more than 25 years of experience in the design and construction of public sector projects, specializing in transportation, architecture, and planning. She has directed a wide range of projects ranging from S E A's MBTA redundant elevators project to a new Silver Line Station, Maintenance and Emergency Response Facilities for the Central Artery/Tunnel project, an Intermodal Transportation Center for the Brockton Area Transit Authority and Repairs to the Central Garage at Logan Airport.

Her experience includes working on light rail, subway, and intermodal projects for a variety of transportation authorities.

Transit Projects

MBTA - New Silver Line BRT Station, Redundant Elevators Project at five Major Stations, Green Line Accessibility Improvements

Brockton Area Transit Authority - Intermodal Transportation Center

**Andre Martecchini, P.E.,
Structural Engineer**

- Experienced structural engineer for transit
- Experience in multiple transit modes

Mr. Martecchini is experienced in structural engineering for a wide variety of buildings and facilities. He has designed transit stations, parking garages and other facilities for a wide range of transit modes. He has worked with transit agencies on complex structural rehabilitations as

well as structural design for new transit facilities.

Transit Projects

MBTA - Auburndale Commuter Rail Station; Blue Line Airport Station, Green Line Relocation at North Station

**Richard Quateman, Licensed
Site Professional (LSP)**

- Senior Environmental Specialist with transit experience
- Experience working with a wide range of transit authorities

Mr. Quateman has 25 years of experience in project management and environmental compliance. His representative projects include the redevelopment of several sites in Everett for parks and schools, the remediation of the Lawrence Mills in Lowell and several Brownfield projects. Mr. Quateman is a well respected LSP in Massachusetts and is often asked to do third party reviews of site remediation plans. His work as a third party reviewer for an MBTA parcel saved the MBTA thousands in clean-up costs on a previous project. He has also performed various environmental projects for regional transit authorities including the Worcester Regional Transit Authority.

Transit Projects:

MBTA - Environmental Services

Worcester RTA - Environmental Services

**Mike Nicoloro, P.E.
Alternative Fuels Specialist**

- Alternative Fuels Development

Throughout his 27-year career, Mr. Nicoloro has undertaken a diverse range of responsibilities in the development of alternative fuels. He has been involved in all aspects of project development.

S E A Program Management Experience - S E A has provided program management services to clients such as the Merrimack Valley Regional Transit Authority, Massachusetts Division of Capital Asset Management, Yankee Gas, the City of Cambridge, the City of Framingham and the Wareham Fire District.

Merrimack Valley Regional Transit Authority Program Management Services (MVRTA)

- **S E A is the program manager for five projects for the MVRTA. On these projects, we are functioning as a technical resource, reviewer and advisor independent of the Owner's designer and construction contractor.**

The resources provided have included permitting specialist, building and parking designers, cost and scheduling specialist, FTA/FHWA funding specialist and constructability specialists.

As the projects proceed to final design and bidding, S E A will provide value engineering services and a comprehensive review of bid documents. When the projects go to construction, S E A will provide on-site construction observation and closeout services.

Yankee Gas LNG Facility, Program Management

- **S E A provided program management and owner's representative services for Yankee Gas' \$108.3 million Liquefied Natural Gas (LNG) facility in Waterbury, Connecticut. S E A and Yankee Gas worked collaboratively through every step of this project from concept to facility commissioning.**

The Yankee Gas LNG Facility is unique, as it is the first full-containment tank constructed in the United States. The project team faced a multitude of challenges, from locating the facility site, obtaining regulatory

approvals, maintaining community acceptance, ensuring the security of the facility, and meeting construction milestones. The new facility will allow Yankee Gas to stabilize energy supply and prices for customers.

Massachusetts Division of Capital Asset Management (DCAM) Program Management

- **S E A's program management work for DCAM is extensive and varied. For over 15 years S E A's role has been to serve as an extension of DCAM's staff, keeping projects on track while keeping DCAM informed throughout the process.**

S E A provided program management for DCAM on the Fitchburg State College Athletic Complex, multiple correctional facilities, and for the state-wide court system evaluation program. For the Fitchburg State College Athletic Complex and several statewide correctional facilities, S E A was responsible for preparing the Request for Proposal (RFP) for these design/build projects, helping to establish the criteria for the hiring of a design/build team and overseeing the design and construction activity to protect the client.

On the statewide court project, S E A's role was to assess the existing condition and make recommendations for accessibility improvements at each of the facilities. The Taunton Justice Complex involved a \$25 million improvement project for which S E A wrote the design/build RFP and will support DCAM with the final design and construction.

City of Cambridge, Sewer Separation Project, Program Management

- **Since 1998, S E A has served as the Program Manager for the City of Cambridge's \$325 million Cambridge Sewer Separation and Stormwater Management Project.**

As Program Manager, our work includes preparation of workplans and budgets, maintaining a comprehensive master schedule, preparing monthly cash flow projections, assisting in developing the city's 5-year Capital Improvement Plan, bi-weekly meetings with city staff to review program progress, coordination with funding agencies and planning, and design and construction services and oversight.

Wareham Fire District, Program Management

- **For the Wareham Fire District, S E A has served as Program Manager for this rapidly growing public water supply system. Over the last 20 years S E A has been involved with dozens of projects with an approximate capital value of \$50 million.**

For the last two decades, S E A has been retained to develop and periodically update long range Capital Improvement Plans (CIP) which have addressed supply, storage, distribution and regulatory compliance issues. Each CIP has included recommendations on phasing and budgets for infrastructure and management systems ranging from new sources of supply to state-of-the-art technology improvements geared to improve day-to-day district operations.

S E A Transit Projects - We also have a record of success in providing design and construction services for transit projects for agencies including the Massachusetts Bay Transportation Authority, Massachusetts Port Authority, ConnDOT, and Worcester Regional Transit Authority. The diversity of our staff's experience allows us take on many challenging projects for our clients.

ConnDOT Bus Rapid Transit, New Britain to Hartford, CT

- **S E A is the designer for the 10 Stations along the New Britain - Hartford Busway BRT Corridor. The busway is one of ten FTA Bus Rapid Transit (BRT) demonstration projects. The BRT initiative aims to implement projects that improve the speed, reliability and convenience of bus service, along with improving mobility and promoting a healthy environment.**

The New Britain to Hartford Busway will be an exclusive 9.4-mile long busway linking downtown New Britain with Hartford's Union Station. The busway, the first in the State of Connecticut, will run along active and inactive railroad rights-of-way through four cities/towns: New Britain, Newington, West Hartford and Hartford.

The project is the culmination of a long process beginning with a Major Investment Study (MIS) prepared by the Connecticut Department of Transportation, Capitol Region Council of Governments (CRCOG) and Central Connecticut Regional Planning Agency (CCRPA) in 1997.

S E A is the designer for the 10 Stations along the BRT Corridor. S E A's work on the project includes developing station guidelines and standards through final design and construction support of all the station sites, parking, buildings, platforms, and permitting.

MBTA Elevator Improvements, Boston and Cambridge, MA

- **S E A is providing design and construction phase services for the additions of elevators to provide redundant access at the MBTA's Porter Square, Harvard Square, Park Street, Downtown Crossing and State Street stations.**

The project was initiated when the MBTA was faced with complaints from the community about the reliability, size, and number of elevators at several locations. S E A performed the initial study of the stations to investigate the feasibility of enlarging the cabs of seven existing elevators in six stations and adding elevators in three additional stations. Working closely with the MBTA and their elevator consultant, S E A completed the study on an accelerated basis in only eight days, providing the MBTA with the information needed to respond to a lawsuit. The MBTA then awarded S E A a separate contract to design 15 new elevators that would make the six stations accessible to all users.

The S E A team is responsible for architectural, civil, survey, structural, mechanical, fire and life safety, power and electrical engineering, as well as energy conservation, urban design, landscape architecture, site planning historic preservation and environmental review and permitting. The project involves, but is not limited to, the design of all station platform level interfaces, mechanical and electrical program spaces, interior and exterior finishes, egress

structures within the station envelope, and all vertical transit components, as necessary. The design and construction of these new elevators will ensure a high performance standard beyond the minimum requirements of compliance and will ensure increased service reliability.

References

Mr. Horace Cooper

Project Manager
(617) 222-5910
Massachusetts Bay Transportation Authority
500 Arborway
Jamaica Plain, MA 02130

Mr. Richard Armstrong

(860) 594-3191
Connecticut Department of Transportation
P.O. Box 317546
Newington, CT 06131

Mr. Joseph Costanza

(978) 469-1251
Administrator
Merrimack Valley Regional Transit Authority
85 Railroad Avenue
Haverhill, MA 01835

Mr. Owen O'Riordan, P.E.

Assistant Commissioner of Engineering, Public Works
(617) 359-4845
147 Hampshire Street
Cambridge, MA 02139

Mr. Peter Sellers

Director of Public Works
(508) 620-4884
150 Concord Street
Framingham, MA 01701

S E A