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Department of Transportation
Federal Transit Administration (FTA)
1200 New Jersey Ave., SE
Room E-42-331
Washington, DC 20590

December 19, 2007

Attention: John Bardwell, Contracting Officer
Subject: **Solicitation Notice FTA-08-PMOC**
Statement of Capabilities - Project Management Oversight Services

In response to FTA Solicitation FTA-08-PMOC, Shaw is pleased to submit this Statement of Capabilities for Project Management Oversight services.

The Shaw/Stone & Webster organization has provided the FTA with PMOC services since 1986. We have demonstrated our ability to effectively execute scope, schedule and cost oversight responsibilities, while at the same time adding value through technical and management expertise not otherwise available to the FTA and/or the grantee.

We are one of the world's leading engineering/construction organizations with extensive experience in the planning, engineering, construction and overall management of large, complex projects. Engineering News Record in 2007 rated Shaw #10 of the Top 400 Contractors, #11 of the Top 500 Design Firms, and #9 of the Top 50 Domestic Heavy Contractors. We are proud of our past accomplishments and excited about our future. Shaw is not only very familiar with the types of large complex projects that FTA includes in its Project Management Oversight Program, but they are the projects on which we thrive. We have worked on these projects in the complete spectrum of roles, including designer, constructor, project manager, construction manager and/or oversight consultant.

Current PMOC Projects and Capabilities

Shaw is providing project management oversight (PMO) services to the Federal Transit Administration (U.S. Department of Transportation) for the contract performance period of FY05 through FY09.

Shaw oversees the transit agencies' execution of major capital transit projects to gauge whether they are proceeding on time, within budget and in accordance with the agencies' approved plans and specifications. Shaw first reviews the agencies' project execution plans, including the project management plan, quality assurance program, fleet management plans and real estate acquisition and management plan. After comments are reconciled and the plans are recommended to FTA for acceptance or approval, Shaw monitors project execution against the requirements of the plans. Commensurate with the stage of completion of the projects, project schedules, cost estimates and technical issues are also reviewed and monitored, construction sites are visited and progress assessed, and project plans are re-reviewed as they evolve with project progress. Monthly reports assessing the status of the projects are prepared and submitted to the FTA.

In addition, Shaw provides a value-added resource to the project and the agency executing it, bringing a wide array of as-needed technical and management expertise not otherwise available to the project. Among the specific areas where Shaw and its subcontractors contributed to the projects below are:

- Tunneling methods analysis
- Evaluation of tunnel configurations and impact on design
- Americans with Disabilities Act compliance
- Creation of a quality assurance program
- Risk Assessments
- Assistance in preparing a Safety and Security Management Plan
- Quality assurance audits
- Construction cost estimate assessment
- Environmental compliance reviews
- Contracting practices review
- Alternative bid document formatting for unique procurements
- Real Estate acquisition and relocation program assistance

The projects for which Shaw performed PMO during the present contracting period are:

- **Metropolitan Transit Authority (METRO) - Houston, TX**

\$700-million capital program, with one Regional Bus Plan FFGA for over 30 individual projects, as well as other federally funded capital projects.

\$575 million Southeast Corridor LRT project involves the construction of approximately 6 miles of LRT using a combination of at-grade reserved lanes and at-grade exclusive lanes along existing streets.

\$615 million North Corridor LRT project involves the construction and extension of approximately one mile of double track light rail north of the existing METRORail LRT Line to an intermodal terminal, and thence as LRT in at-grade exclusive lanes along existing streets for a total corridor alignment length of 5.2 miles.

- **Port Authority of Allegheny County (PAAC) - Pittsburgh, PA**

\$327-million Airport (West) Busway, a 5-mile-long grade-separated exclusive busway, consisting of new roadway structure on its own right of way, with short portions of elevated structures to fly over existing streets or to accommodate the local terrain.

\$69-million East (Martin Luther King, Jr) Busway Extension, consisting of a 2.3-mile extension of the existing East Busway.

\$386-million Stage II Light Rail Transit Priority Project, an in-place modernization and reconstruction of 5.5 miles of an existing out-of-service rail system.

\$435-million North Shore Light Rail Transit Connector Project, the construction and extension of current LRT facilities and services to provide a 1.2-mile connection between the Golden Triangle and the North Shore of Pittsburgh.

\$77-million rehabilitation of five bus garages and one general shop.

- **Dallas Area Rapid Transit**

\$1.4 billion Northwest / Southeast Light Rail Transit project. The Northwest/Southeast Light Rail Minimum Operable Segment (NW/SE LRT MOS) project is a new 20.9-mile double track light rail transit line linked by DART's existing CBD Transitway Mall.

Various capital projects for the Trinity Railway Express, a commuter rail line between Dallas and Fort Worth, Texas. These projects include the Beltline Grade Separation and Doubletracking project (approximately \$42 million), the Lisa-Perkins Doubletracking project (approximately \$6 million) and the Centreport Doubletracking project (approximately \$22 million).

- **Miami-Dade Transit (MDT) – Miami, FL**

\$1.6 billion North Corridor Metrorail Extension project. The North Corridor Metrorail Extension project consists of a 9.5-mile elevated fixed guideway extension of the existing Metrorail System.

\$130 million Busway Phase II Project. The Busway Phase II Project (Busway Extension to Florida City) is an 11.48-mile extension to the existing 8.5-mile Phase I, US-1 exclusive bus-lanes corridor.

Shaw has been performing PMO services for FTA on transit projects since 1986. Earlier projects included:

- **Metropolitan Transit Development Board (MTDB) - San Diego, CA**
\$431-million, Mission Valley East (MVE) Light Rail project. The project includes design, procurement and construction of 5.9 miles of LRT extension with four new stations and purchase of 11 new rail cars.
- **North County Transit District (NCTD) - San Diego County, CA**
\$253-million, Oceanside-Escondido Rail project. The project includes design, procurement and construction of 22 miles of commuter rail line with 15 stations, parking, intermodal access and passenger amenities.
- **Bi-State Development Agency (BSDA) - St. Louis, MO**
\$340-million MetroLink Phase 2 Light Rail Transit project. The project includes design, procurement, and construction of 17.4-mile extension of the MetroLink Light Rail system which includes eight new stations, seven new park and ride lots, a new maintenance facility and 20 new light rail vehicles.
- **Metropolitan Area Transit Authority (WMATA) METRO – Washington, DC**
\$4.3-billion commuter rail system expansion projects for Washington. These projects included design, procurement and construction of commuter rail lines around Washington Metropolitan Area.

Project Management

Our project management staff includes the people that you already know and can trust. These professionals have already demonstrated their ability to effectively execute their scope, schedule and cost oversight responsibilities, while at the same time adding value through technical and management expertise not otherwise available to the FTA and/or the grantee.

- Officer-in-Charge, Gerry Doton (Shaw). Mr. Doton is a registered Professional Engineer with multiple engineering degrees and 38 years of project management, engineering and design experience on a variety of transportation, bus and rail maintenance facilities, infrastructure, industrial, and commercial projects. Gerry is presently assigned as the Officer-in-Charge for our current PMOC contract, and continues to provide executive leadership and overall management of Shaw resources for the successful execution of assigned tasks.
- Project Manager, Mark Oleson (Shaw). Mr. Oleson is a registered Professional Engineer with more than 34 years of experience in the engineering and construction industry. He has been responsible for performing Project Management Oversight (PMO) duties for the Federal Transit Administration (FTA) since 1988, starting with WMATA Metro Expansion program. In recent years, he has been the Shaw Program Manager for the PMOC assignments, currently including Pittsburgh (Port Authority of Allegheny County), Houston (Metropolitan Transit Authority), Dallas (Dallas Area Rapid Transit) and Miami (Miami-Dade Transit) capital projects.
- Project Manager, Debbie Boe (Shaw). Ms. Boe is a registered Professional Engineer with multiple engineering degrees and over 33 years of experience in the engineering industry. She is presently performing Project Management Oversight (PMO) for the Federal Transit Administration (FTA), focusing on the Pittsburgh (Port Authority of Allegheny County) and Dallas (Dallas Area Rapid Transit) capital projects.
- Task Order Manager, Mahesh Dixit (Shaw). Mr. Dixit is a registered Professional Engineer with multiple engineering degrees and more than 37 years of experience in the engineering industry. Mr. Dixit is currently performing Project Management Oversight (PMO) for the Federal Transit Administration (FTA), assigned as Task Order Manager on the Houston (Metropolitan Transit Authority) Regional Bus Program.
- Task Order Manager, Jim Gleckler (Shaw). Mr. Gleckler is a registered Professional Engineer with more than 37 years of experience in the engineering and construction industry. He has been responsible for PMO duties for FTA since 2006. Mr. Gleckler is currently performing Project Management Oversight (PMO) for

the Federal Transit Administration (FTA), assigned as Task Order Manager on the Houston (Metropolitan Transit Authority) Metro Solutions Projects.

- Task Order Manager, Bill Palmieri (Shaw). Mr. Palmieri is a registered Professional Engineer with 42 years of experience in the engineering and construction industry. Mr. Palmieri is currently performing Project Management Oversight (PMO) for the Federal Transit Administration (FTA), assigned as Task Order Manager on the Miami (Miami-Dade Transit) capital projects.
- In addition to those listed above, Shaw/Stone & Webster has available for assignment numerous other similarly qualified and experienced Project Manager/Task Order Managers, including John Willey (45 years, PE), Frank Facciolo (14 years, PE), John Finik (27 years, PE), Don McLellan (41 years, PE), Timothy Lynch (33 years, PE), and Michael O'Malley (27 years, PMP).

Relevant Technical Disciplines

The Shaw team has personnel available for this assignment in all relevant technical disciplines, as well as the sub-specialties within the disciplines:

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| • Electrical Engineering | • Cost Estimating |
| • Traction Power | • Project Scheduling |
| • Mechanical Engineering | • Quality Assurance Engineering |
| • Vehicle Engineering | • Value Engineering |
| • Signals (Railroad/Transit) Engineering | • Civil Engineering |
| • Communication (Railroad/Transit) Engineering | • Trackway Engineering |
| • Construction Observation Services | • Structural Engineering |
| • Systems Engineering/Systems Integration | • Economic Analyses |
| • Automatic Train Control | • Field Testing and Start-up |
| • Automatic Fare Collection | • Transit System Security |
| • Data Acquisition Systems | • Real Estate |
| • Station Architecture and Landscaping/ADA | • Environmental |
| | • Operations Management |

Other specialists

We have also anticipated that services may be required in certain other specialized areas of expertise, and have team members with credentials for these areas as well:

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| • Noise Analysis/Control | • Heating/Ventilating/Air Conditioning |
| • Corrosion and Coatings | • Fire Protection Engineering |
| • Cathodic Protection/Stray Current Analysis | • Fire and Life Safety |
| • Hydrology | • Vehicle Maintenance Facilities |
| • Tunneling/Geotechnical Engineering | • Bridge Design and Construction |

Utilization of Small and Small Disadvantaged Firms

Shaw subcontracts to the maximum extent practicable with small and disadvantaged firms. We recognize the value added by our premier subconsultants; therefore, we maintain a strong working relationship with a slate of subconsultants to augment specialized needs. We find that the benefits of this arrangement are very far-reaching. Not only does the project benefit from the specific expertise offered by our subconsultants, but since many of our subconsultants are small, disadvantaged or woman-owned business that we immerse directly in the production work, they also benefit in a mentor-protégé manner. Subconsultants that we have worked with and plan to utilize in our PMOC assignments include:

Subconsultant	Designation	Specialty
DKI	SDB	Traction power, vehicles, signals
Garg Consulting Services	SDB	Signals, communications, track engineering

Subconsultant	Designation	Specialty
GCTech	SDB	Architecture, transit planning
Interactive Elements, Inc.	WSB	Transit security, operations, life safety
JCMS	SDB	Project controls, cost estimating, scheduling
Kal Krishnan Consulting	SDB	Value engineering, cost estimating
O. R. Colan	WSB	Real estate, acquisitions, relocation
RLBanks	SB	Operations planning, economic analyses

Technical Capacity to Execute Multiple Task Orders

A key Shaw business is the execution of multi-task engineering and construction projects at multiple locations. As such, our team members are not only project-focused, but also accustomed to working on multiple projects at the same time. Our current Project Managers, Mark Oleson and Debbie Boe, as well as other Task Order/Project Managers noted herein, provide depth that could be drawn from as needed. They would continue to be supported by capable staff, drawing from the qualified individuals listed above as required. Because of Shaw's size and the depth and breadth of our resources, we can more easily absorb added assignments into our workload while maintaining schedule and quality of the work products. This applies not only to the project management team, but to the technical disciplines as well. Also, as seen in the list of specialty areas above many of our personnel are experts in their specialty areas, and can be called on as needed for specialized assignments. The expertise of our subconsultants supplements the depth of expertise in the Shaw organization, and allows specialized assignments to be executed without impacting productivity on the generalized work assignments.

Professional Qualifications of Shaw and Subconsultants

Shaw is a licensed engineering firm in the location in which the work is being performed. Shaw has performed many large, complex projects with construction values in excess of \$20 million. As an example, Shaw has executed numerous transit-related projects in excess of \$20 million. Recent examples include Amtrak Static Frequency Converter (\$140 Million), MTA Construction Management Services (several tasks in excess of \$20 million), MBTA I90/I93 Project Coordination (\$14 Billion), MBTA South Boston Piers Transitway (\$500 million), Zerega Avenue Bus Complex (\$68 million), Railroad Access Design Project, TU (\$127 Million) and Puerto Rico's Tren Urbano Project (\$1 Billion), as well as our existing FTA PMOC Contract for multiple Task Orders (\$6 Billion).

Shaw is eager to again provide services to the FTA. As a current FTA PMOC contractor, we fully understand your objectives and your desires for responsive services. Our proposed project management team consists of people that you already know and can trust. We have already demonstrated our ability to be the eyes and ears of the FTA regarding project scope, schedule and cost, and to provide technical expertise not otherwise available to FTA. At the same time we have proven that we can provide added value to the grantee with technical and management expertise, without jeopardizing the objectivity of our oversight function. We listen to you and do what it takes to get the job done.

Shaw is committed to continuously improve upon those key qualities important to you, including cost/price control, schedule control, contract administration, responsiveness, technical contract compliance, personnel, technical performance, efficient use of resources, business professionalism, and grantee satisfaction.

Very truly yours,



Gerald R. Doton, P.E.
Vice President