



**Stantec**

December 19, 2007

Mr. John Bardwell  
Contracting Officer  
Department of Transportation  
Federal Transit Administration HQ  
1200 New Jersey Avenue, SE  
Washington, DC 20590  
United States

Subject: Stantec Submittal - Project Management Oversight Services for Federal Transit Administration

Dear Mr. Bardwell:

I appreciate the opportunity to provide you with **Stantec Consulting Services Inc.'s (Stantec)** letter of interest in providing Project Management Oversight services (PMO) for the Federal Transit Administration (FTA).

By means of introduction, **Stantec**, founded in 1954, provides professional design and consulting services in planning, engineering, architecture, surveying, economics, and project management. Continually striving to balance economic, environmental, and social responsibilities, we are recognized as a world-class leader and innovator in the delivery of sustainable solutions. Delivery of these solutions is provided through more than 7,500 employees operating out of more than 100 locations in North America.

Our transit experience includes planning, design, and construction administration of some of the first transit systems in North America, such as the Edmonton Light Rail Transit system, where we have been involved for nearly 30 years. A number of our current and recent past projects/clients are as follows:

- Central Phoenix/East Valley LRT Project, Phoenix, AZ
- Triangle Transit Authority Regional Commuter Rail, Raleigh/Durham, NC
- Dallas Area Rapid Transit LRT Starter System and Build-Out, Dallas, TX
- St. Louis LRT Stations Communications Systems, St. Louis, MO

- Manhattan East Side Transit Alternatives/Second Avenue Subway FEIS, New York, NY
- San Francisco Bay Area Rapid Transit Extensions Program, San Francisco, CA
- Santa Clara Valley Transit Authority Retrofit and Extensions Programs, Santa Clara, CA
- SkyTrain Millennium Line, Vancouver, British Columbia
- Oliver Bowen Light Rail Vehicle Maintenance Facility, Calgary, Alberta
- Phoenix Transit West Operating Facility, Phoenix, AZ
- Mesa Transit Maintenance Operations Facility, Mesa, AZ
- South LRT Extension, Edmonton, Alberta
- North LRT, Edmonton, Alberta

Our experience covers a range of climatic zones and system types from at-grade and in-street sections to elevated and underground guideway sections. In addition, we have experience with various modes of transit systems including bus, heavy rail, light rail, and trolley systems. Our team's depth of knowledge and range of experience qualifies us to be among the best Project Management Oversight Consultant candidates for the FTA PMOC program.

Our seasoned transit leadership team includes many professionals whom have worked with the FTA as a grantee or as a member of a PMOC team. Thus, we understand the value of the FTA oversight program and the importance of working closely with the grantees. The value added by continuous review and evaluation of grantee and FTA processes to ensure compliance with statutory, administrative, and regulatory requirements is also well recognized by our transit professionals.

**Stantec's** leadership and staff have successfully worked with and know many qualified and capable D/M/WBE and specialty firms across the country. Our PMOC team will include a full complement of firms based in a variety of locations to facilitate efficient response, avoid potential conflicts of interest, and assure a high-level of D/M/WBE participation. We recognize the importance of serving as an example for FTA as well as consultants of their grantees.

The objectives of the Project Management Oversight contract are to assist FTA in monitoring and ensuring that the development and implementation of each project satisfies the following:

- a) Complies with all applicable statutes, regulations, and FTA guidance;
- b) Proceeds in accordance with the terms of grant agreements, including the agreed upon scope, budget and schedule;
- c) Conforms with sound engineering and project management practices; and
- d) Meets the requirements of the approved plans and specifications.

We will produce written deliverables based on our monitoring and technical assistance activities during the planning, design, construction, start-up and operational phases of the assigned project.

It is equally important for a most successful PMOC effort to work closely with grantees in order to anticipate issues and develop mitigation plans. As your PMOC team, we are committed to this approach; therefore, fostering positive results during the course of the project.

In addition, we understand that the geographic scope of this effort includes all of the United States. We will work very closely with FTA to identify our current design and construction management involvement so as to eliminate the assigned conflicts from the inception of our assignment.

The following presents our related experience based on our understanding of the scope of work as described on your website.

### **Implementation Plans and Technical Review of Grantee's Technical Capacity and Capability**

Our PMO team will understand the importance of development and submittal for review, comment, incorporation and approval of Implementation Plans at both the contract and task order level that define the technical approach, resources and delivery of services, products and deliverables in accordance with FTA's requirements in a satisfactory manner.

Our extensive experience in transit projects including planning, program and project management, design, and construction management has prepared our professionals to provide review of the grantee's Project Management Plan and assess the technical capacity and capability of the grantee to carry out the plan. This assessment will include, but not be limited to, review of the grantee's organization, policies, procedures and line of authority, including the grantee's consultants and contractors.

Our PMO team will also understand that FTA requires written, factually-based engineering analysis, and an assessment of project management to support an initial determination of whether the grantee possesses the technical capacity and capability to carry out the proposed project.

As a result of our understanding, we will commit to working very closely with the grantees to provide recommendations and address any deficiencies in a proactive manner. We believe that this approach will assist the grantees to move the project forward while meeting the FTA requirements.

### **Monitoring of Grantee Project Development and Implementation**

We recognize the importance of a well carried out monitoring process during the design, construction, start-up and operational phases of a project. Accordingly, we are ready to perform the required monitoring and reporting on the project's development and implementation for conformance with the grantee's approved Project Management Plan and accepted engineering and project management practices.

Our team also recognizes the importance of Aggressive Cost Management. By providing immediate notice of changes and trends in all cost areas, we will oversee and review services and provide recommendations regarding project costs. Our PMO team's approach is to closely work with FTA's personnel and to support FTA's on-going determinations that the grantee possesses the technical capacity and/or capability to carry out the project. Elements of which are:

1. Continuing acceptability of the grantee's Project Management Plan.

2. Grantee's ongoing compliance with Full Funding Grant Agreement (FFGA) or other applicable Grant Agreement terms and conditions.
3. Adequacy of grantee's project contingency for the current phase of the project.

As part of our role, we are fully prepared to undertake the monthly monitoring of the general project management functions that may include, but are not limited to, timely management decisions, delegations of authority, management of project scope, internal controls, schedule analysis, cost estimates and trends, delivery of a quality product, and project security/safety.

It is our understanding that specific project management functions to be monitored monthly may include, but are not limited to; contract packaging and sequencing, constructability reviews, schedule, cost and reporting, quality control, quality assurance, system safety, risk management, change orders, staffing and training, claim avoidance/management, value engineering, system start-up, environmental monitoring, and right-of-way acquisition and relocation.

### **Final Monitoring Report and Lessons Learned Program**

Our team is fully aware that FTA may require the PMO contractor to provide services or deliver products upon completion of the contractor's effective period of performance for either the task order or contract in the form of a final monitoring report. We understand the significant value of the lessons learned programs as part of our ongoing projects. It is clear that the purpose of such lessons learned is to increase the effectiveness of transit capital expenditures through a sharing of experiences and associated lessons learned by FTA's grantees on major capital projects. Our normal practice prepares our professionals to provide services and deliver products consistent with FTA's Lessons Learned program.

As your PMOC team, we will be committed to preparing an accurate and comprehensive final monitoring report which will include the review of the grantee's grant requirements such as the FFGA's other grant requirement terms and conditions; and, a Project Management Plan. We will measure the plan against the project completed by the grantee and report any variances. This report will also include a summary of significant project events and accomplishments, any unresolved project issues, contractor recommendations and a full assessment of the effectiveness of the grantee's project management.

### **Spot Reports, Ancillary Support, and Status Reporting**

In order to fully evaluate the development of transit projects, various types of assessments throughout the design phases may be required. We have the experience and are prepared to provide FTA with the required investigation or assessment of the grantee's project management activities with respect to design, construction, or operational issues of a unique nature in a "spot report". These spot reports will highlight situations or issues that may impact cost, schedule, or risk. It is noted that we will do this in close coordination and discussion with the grantees.

Our PMO team will be organized to respond to any services that FTA may require to produce deliverables, support presentations at quarterly reviews, attend DOT and FTA sponsored meetings, and to facilitate grantee and PMO program success.

In addition, we have the skill sets necessary for monitoring and implementation of management procedures to oversee this contract and/or task orders which could include; planning and control of costs, measurement of performance, and generation of timely and reliable information reported at the contract level or for a specific task order level such as monthly progress report.

### **Quality Management System and Information Technology Support**

**Stantec's** experience includes Quality Management as the process of establishing and maintaining acceptable methodology, procedures, standards, and guidelines for the performance of work and the preparation of deliverables to meet the client's expectations. We will maintain a stringent QA / QC program to ensure all objectives of this project are fulfilled.

We have the resources, technology, capability and competencies to provide any and all types of information technology support which may be a requirement of the PMO process.

We have extensive experience with a full range of architectural and engineering projects and specifically transit projects and are well prepared to develop applications, produce output data, products or services in the form of either a single, integrated, secure and reliable website; a data file; or a single, integrated relational data source.

In closing, I want to thank you for this opportunity to present **Stantec's** letter of interest and summary of our experience to be considered as a candidate for the FTA's PMO effort. If you have any questions or require additional information, please contact me at: 780- 917-7188 or via email [carl.clayton@stantec.com](mailto:carl.clayton@stantec.com).

Sincerely,



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