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December 20, 2007

John Bardwell
Contracting Officer
Department of Transportation
Federal Transit Administration (FTA)
FTA HQ
1200 New Jersey Avenue, SE
Washington, DC 20590

**Re: Letter of Interest – FTA-08-PMOC
Project Management Oversight Program**

Dear Mr. Bardwell:

TRC Engineers, Inc. (TRC) is pleased to submit the following Letter of Interest to the Federal Transit Administration (FTA) for **FTA-08-PMOC, Project Management Oversight Program**. TRC has the range of system-wide technical, program and construction oversight experience to provide the project management oversight services required. We can provide the right staff to exceed FTA's needs. As such, we request to be included on FTA's sources list, as well as notification and receipt of the Request for Proposal when it becomes available.

TRC is a wholly-owned subsidiary of TRC Companies, Inc., a public firm listed on the New York Stock Exchange (under the symbol: TRR). TRC has nearly 40 years of consulting experience and the combined resources of over 2,800 professionals in over 100 offices strategically located throughout the United States, with the financial resources of a \$400-million dollar enterprise.

Although TRC is best known for its work in environmental issues, TRC also offers in-depth capabilities in the infrastructure, energy and real estate sectors. Most relevant to this PMO contract are our technical services in transit safety and security; transportation, civil and structural engineering; highway/roadway/airport construction inspection, management and oversight; transportation emergency preparedness; and municipal engineering.

TRC has a long history of successfully completing large transit program oversight and review projects. Our staff has extensive experience with clients including the Transportation Security Administration, American Public Transportation Association, Orange County Transportation Authority, Delaware River Port Authority, New Jersey Department of Transportation, New Jersey Transit Newark City Subway, Port Authority Trans-Hudson, and the Massachusetts Bay Transportation Authority. In addition, TRC staff has worked with numerous bus and rail transportation systems across the United States, including the Chicago Transit Authority, MTA Maryland, Miami Dade Transit, Metropolitan Atlanta Rapid Transit Authority, Capital Metropolitan Transportation Authority, Metropolitan Transportation Authority Long Island Railroad and Metro North Railroad.

Because of our extensive experience in working collaboratively with public transportation agencies, we are keenly aware of agency priorities and understand the long-term cost and funding issues involved with maintaining and improving transportation networks. To further assist with

bringing projects to reality, TRC actively participates in the use of design-build and public-private partnerships to speed project delivery.

The TRC Team Staff Qualifications and Experience

TRC's transit oversight efforts are led by **Mr. James T. Brown**, who currently serves as TRC's Vice President of Transportation Safety, Security and Emergency Preparedness Services. Mr. Brown brings over 30 years of transportation program safety, security and operations industry experience having previously worked at the Massachusetts Bay Transportation Authority (MBTA) in Boston and as an independent consultant. Over the past seven years, Mr. Brown has actively supported safety and security transportation initiatives with American Public Transportation Association (APTA) through the international and industry sponsored Bus, Rail and Commuter Rail System Safety Management Audit Programs.

Mr. Brown has also been involved in providing safety, security and emergency preparedness services for the new rail start-up operations in Puerto Rico including supporting the implementation of the safety and security certification program. While working at the MBTA, Mr. Brown served as the Chief of Safety for the Bus, Subway, Light Rail and Commuter Rail systems and previously had assumed several Operations senior level management positions. He has extensive first hand experience in the development of System Safety Program Plans for the MBTA, Puerto Rico, and the Commuter Rail contract operator for the MBTA. On a national basis, Mr. Brown is currently serving on the APTA Emergency Preparedness Task Force, Transit Standards Infrastructure Security Standards Workgroup and Committee on Public Safety.

Mr. Peter McNulty, PE will serve the PMO contract and TRC team as the Principal-in-Charge. He has over 37 years of transportation and infrastructure experience focusing on engineering and construction in both the public and private sectors. He has broad experience in heavy civil engineering, and transportation facilities, as well as tunnel, bridges, transit facilities, and building design and construction. This includes serving as Vice President/Project Executive for \$1.3 billion in heavy civil and building construction projects including \$400 million in Design-Build.

As Director of Construction for the Massachusetts Bay Transportation Authority, he was responsible for \$1.1 billion in heavy civil construction involving major transportation and railroad system upgrades.

Mr. McNulty recently completed an assignment as the "Engineer of Construction" for the reconstruction of the transportation facilities at the World Trade Center in New York City. Mr. McNulty currently serves as the National Infrastructure Sector Director for TRC.

Adding to the Team's knowledgebase and experience will be **Mr. Michael Diggin**, a Transit Operations Specialist with TRC. With over 25 years of transit operations and transportation industry experience in both large public agency and private sector environments, Mr. Diggin offers the Team large transit operations hands-on knowledge. Mr. Diggin is well versed in such transit operations having served as the Manager of Occupational Safety and Health for the MBTA.

For MBTA, Mr. Diggin was responsible for overseeing the Authority's compliance with all relevant federal, state and local environmental and occupational safety and health regulations. He developed, secured funding and implemented training and operating programs pertaining to environmental issues for MBTA. Mr. Diggin was founder and chairperson of the Authority's Environmental Management Committee.

Mr. Diggin also served as MBTA's Supervisor of Safety Programs and Procedures, as well as an Instructor and Chief Inspector for MBTA's Rapid Transit Lines. He will bring this knowledge base to the PMO contract and will serve as a Transit Operations Specialist.



TRC plans to involve a large team of transportation specialists and subconsultants for the Project Management Oversight contract.

Relevant Transit and Transportation Program Experience

The following is a partial list of relevant transit and transportation program projects, in process or completed.

American Public Transportation Association (APTA) Transit Safety and Security Programs Audits and Oversight

Mr. Brown has extensive experience in supporting APTA safety and security programs. He was closely involved with APTA's System Safety Management Programs (Rail, Commuter Rail and Bus), which are designed to provide transportation agencies with an evaluation of their safety and security programs. Mr. Brown has also coordinated several APTA industry Peer Reviews designed to focus on key organizational issues and provide recommendations through a team of subject matter experts for consideration by the transit organization.

TRC staff has gained valuable insight of industry practices, challenges and solutions through the APTA program. Mr. Brown has participated as a Lead Auditor for APTA for the past seven years, conducting numerous safety and security program assessments throughout North America, Hong Kong and Singapore. As a result, he has attained a sound understanding of each agency's program challenges, success and future strategic direction. This vast industry experience and industry insight will be a valuable asset to the APTA Standards Development Program.

Port Authority of NY & NJ (PANY&NJ), TSA Workshop Facilitation

Mr. James T. Brown, Vice President of TRC's Safety, Security and Emergency Preparedness group, facilitated a two-day Transportation Security Administration (TSA) workshop entitled "Mass Transit Protection from Explosive Threats" for the PANY&NJ. The workshop was aimed at identifying:

- Potential explosive threats that are facing PATH and NJ Transit systems
- Technologies, existing and evolving, that should be considered in the layered security of defense
- Training availability and needs
- Transit security "best practices"
- What industry practices are being used

Throughout the project Mr. Brown worked with chief TSA and PANY&NJ staff to develop main workshop agenda elements; to identify and select key speakers; to detail roundtable discussion topics; and to cultivate a viable workshop timetable. Attendees for the workshop will include staff from the PANY&NJ, TSA, Department of Homeland Security (DHS), Port Authority Trans-Hudson (PATH), and other invited agencies. The TSA workshop was being hosted by the PANY&NJ and took place at the Port Authority Technical Center in Jersey City, NJ on December 11 and 12th, 2007.

Massachusetts Bay Transportation Authority (MBTA) – Secure Station Initiative Project

Mr. Brown is currently directing TRC staff in performing security consulting services for the Massachusetts Bay Transportation Authority on their Secure Station Initiative. The project consists of three phases: Redundant Operations Control Center (ROCC), Systemwide Station Security Improvements (SSSI), and Grants. TRC, in a joint venture with STV, Inc., is in the design stages of both the ROCC and SSSI.

Services performed for the ROCC phase include interviews with dozens of department staff to gather pertinent information and design criteria for each of MBTA's critical systems (e.g., train and bus control software, radio, telephone, CCTV, etc.). Each data-gathering session provides data

critical information to designing a fully-functional and redundant control center that MBTA could utilize on a regular and emergency basis. Services performed for the SSSI phase include numerous data gathering sessions, station surveys, and interviews with MBTA staff to determine potential vulnerabilities and improvements. TRC performed security assessment surveys of over 120 of MBTA's stations and the collected data was used to prepare a conceptual design for security improvement recommendations.

In addition to ROCC and SSSI, TRC has assisted MBTA in obtaining additional grant funds from the Department of Homeland Security. Most recently, TRC prepared a scope of work and cost estimate for security-related improvements to MBTA's Ferry and Bus systems. This information was incorporated into a grant application that could potentially result in approximately \$1,400,000 in grant funds for MBTA for FY06.

Orange County Transportation Authority - Safety, Operating and Revenue Policies and Procedure Development

In response to the complex myriad of Emergency Preparedness guidance and requirements imposed by Federal agencies, the Orange County Transportation Authority (OCTA) hired TRC to conduct a review of emergency preparedness plans and documents. One objective of TRC's review was to consider the consolidation of plans into a single plan that meets the requirements of the plans and directives.

TRC's project goal was to assess the existing plans, which detailed OCTA's operations and emergency response capabilities, and produce a report that summarized the findings and offered recommendations for consolidating the various documents into one integrated and comprehensive plan. TRC conducted the work through four main tasks:

- (1) Review Existing Federal, State, and County Plans and Summarize the Findings
- (2) Review the Authority's Existing Plans and Summarize the Findings
- (3) Develop Recommendations for Consolidating Existing Plans into a New Plan; and
- (4) Develop Final Project Report.

TRC concluded the project and the final report, which was then presented by the Team to internal stakeholders.

New Jersey Department of Transportation – Safety Review Services

Mr. Brown, with the aid of additional TRC staff, is currently performing safety audits of the New Jersey Transit Newark City Subway (NJT-NCS), Delaware River Port Authority – Port Authority Transit Corporation (DRPA-PATCO), the River Line and Hudson Bergen Line for the State of New Jersey Department of Transportation. These safety audits follow Federal regulation 49CFR Part 659 and are required on a triennial basis in order to assess the level of each agency's compliance to their respective approved System Safety Program Plans and Security Plans.

TRC's safety and security review process also involves an analysis to determine the need for any update or revision to the respective plans to ensure they comply with the State's System Safety Program Standard, State Oversight Program relevant procedural requirements and the American Public Transportation Association's (APTA) Manual for System Safety Program Plans. All safety elements are being assessed as defined within these documents to evaluate the level of implementation of the safety and security programs for the services provided by NJT-NCS and DRPA-PATCO.

MTA – Long Island Rail Road - Remediation System for Petroleum Contamination, Morris Park Yard, Queens, New York

TRC was retained by the Long Island Rail Road to provide environmental consulting services to remediate subsurface petroleum contamination at the 23 acre, 100 year old Morris Park Yard Facility in Richmond Hill, Queens, New York. The facility operated until recently as the central



John Bardwell
Federal Transit Administration
December 20, 2007
Page 5

location for maintenance of locomotives, and coaches since the 1890s. Remedial investigations characterized the presence of approximately 500,000 cubic yards of petroleum-impacted soils and 540 gallons of recoverable LNAPL on the water table (at approximately 40 feet below grade). TRC is responsible for the design of a bioventing and LNAPL recovery system, construction phase services, and oversight of the system operation and maintenance.

MTA – Long Island Rail Road - Remediation Investigation and Feasibility Study for Chlorofluorocarbons (CFCs), Morris Park Yard, Queens, New York

TRC was retained by the Long Island Rail Road (LIRR) to conduct a remedial investigation (RI) and feasibility study (FS) of the chlorofluorocarbon (CFC) contamination at the Morris Park Yard facility in Queens, New York (the "Site"). TRC is responsible for preparing and implementing a RI Work Plan to determine the nature and extent of CFCs present in soil and groundwater to the satisfaction of NYSDEC and New York State Department of Health (NYSDOH). TRC will prepare a final Remedial Investigation Report (RIR) presenting the significant findings and conclusions of the remedial investigation. As part of the final RIR, TRC will perform a Feasibility Study that provides an evaluation of potential remedies for the CFC contamination.

Commitment to Utilizing S/DBEs

TRC maintains a proactive program for utilizing Small Businesses and Disadvantaged Business Enterprises (S/DBE), such as Minority-Owned Business Enterprise (MBE), Veteran-owned business Enterprises (VBE) or Women-Owned Business Enterprises (WBE). TRC acknowledges FTA's typical utilization goal for DBE firms, and fully recognize the importance of using DBE firms on valid scope items and are currently evaluating qualified candidates from our current DBE relationships.

TRC has strong relationships with many qualified nationwide S/M/W/VBEs and is committed to meet any FTA required utilization goal. Generally as the contract moves forward, TRC will also seek to identify other SBE/MBE/WBE/VBE opportunities. DBE firms have already been and will continue to be selected on the following criteria:

- demonstrated technical expertise and approach
- experience and resources
- compliance to bid requirements
- ability to meet insurance requirements
- ability to meet scheduling requirements
- references from prior or current clients
- financial resources to complete this project
- possession of required licenses
- permits and registrations
- competitive pricing

Thank you for your consideration and we look forward to being included on FTA's sources list and receiving notification of the Request For Proposals. Should you have any questions or need additional information, please feel free to contact me at (617) 350-0088.

Very Truly Yours,
TRC ENGINEERS, INC.



James T. Brown
Vice President
Transportation Safety, Security and Emergency Preparedness

